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Journal of Tourism, Heritage & Services Marketing
Volume 5, Issue 2, 2019

Table of Contents

Check for updates

Editorial

Evangelos Christou, Editor-in-Chief
International Hellenic University, Greece

Anestis Fotiadis, Associate Editor
Zayed University, United Arab Emirates

JEL Classification: *L83, M1, O1*

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1 INTRODUCTION

This is the ninth publication of JTHSM (volume 5, issue 2), finishing its fifth year of publication. In previous issues, this journal presented original refereed papers, both conceptual and research-based, focused on various topics of tourism, heritage and services with emphasis in marketing and management. In volume 5, issue 2, we focus on furthering our scope and consolidating our position in both conceptual developments and practical applications in tourism, heritage and services through publication of another six quality manuscripts.

2 PRESENTATION OF THE SECOND ISSUE OF 2019

The present issue of JTHSM contains five manuscripts written by eight authors located in six different countries and affiliated with eight different universities and research institutions.

In the first paper, Spyros Avdimiotis from International Hellenic University in Greece, explore emotional intelligence and tacit knowledge management in hospitality. Several researchers stressed out the importance of tacit knowledge underlying the fact that it is a type of knowledge, almost impossible to articulate, codify and thus to transfer. Based on the argument that tacit knowledge could be acknowledged, acquired and transferred through employees' behavioral patterns, the present paper seeks to associate emotions – as determinant factor of behavior – with tacit knowledge management in hospitality establishments. To prove the association a quantitative research was held on a stratified sample of 128 hotel employees in Northern Greece. The research model was based on Nonaka and Takeuchi SECI knowledge transfer model and Salovey and Mayer Emotional Intelligence model. Findings indicate that both Emotional Intelligence and Tacit knowledge are strongly associated, leading to the inference that E.I. is a structural element of tacit knowledge.

The second paper authored by Marwa Salah from Fayoum University, Egypt and Mohamed A. Abou-Shouk from University of Sharjah, United Arab Emirates, focus on customer satisfaction and loyalty, which are important concerns for travel providers and have a significant role in maximizing their sales. Therefore, adopting the activities of customer relationship management could help them building strong relationships with customers. This study explores the opinions of EgyptAir passengers on customer relationship management activities adopted by the company and how this affects their satisfaction and loyalty. A questionnaire was used for data collection and structural equation modelling was employed for rigorous findings. Findings revealed a positive significant effect of shared values, bonding, commitment, trust, tangibility, and handling customer conflicts on passenger satisfaction and loyalty.

Henning Otte Hansen from the University of Copenhagen in Denmark, provides an extended litterature review on the agricultural treadmill as a way out through differentiation. The agricultural treadmill describes how technological advances create productivity gains for the benefit of progressive farmers, but where the result is also increased supply, falling prices, economic problems for laggard farmers and thus the need for new achievements in technology. In order to escape from this treadmill, farmers are trying to differentiate and diversify into new more attractive segments. Agro-tourism and organic agriculture are examples of differentiation. The elements and processes in the treadmill are described and supported by empirical time series. Possibilities of delaying or stopping the treadmill are discussed. The question is raised whether organic farming is able to escape the treadmill. The question is answered from both a theoretical and an empirical point of view. The empirical analysis is based on examples from Danish

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agriculture, which has a significant organic agricultural production.

Key success factors for restaurant operations in Saudi Arabia are investigated in the fourth paper of this issue. Reda Gadelrab from King Abdulaziz University, Kingdom of Saudi Arabia and Erdogan Ekiz from Mohammed VI Polytechnic University, Morocco, conducted an exploratory, qualitative and descriptive study that aimed to find out critical success factors in restaurant operations and identify measures of success. Ten restaurants in Jeddah were approached to collect data through face to face semi-structured interviews. The purpose of interviews was to explore their experiences and insights into core factors contributing to the practice of their success. Responses from the restaurants' operators were used to analyze critical factors responsible for their success. Strategy, marketing, menu, and staffing issues were considered in assessing the critical factors contributing to success in restaurant operations.

The fifth manuscript – a case study – comes from two authors in Greece: Georgia Zouni from the University of Piraeus and Dimitrios Digkas from the Alexander Technological Institute of Thessaloniki and focus on religious tourism. Today, the desire of honoring God has been transformed into one of the most interesting tourism sectors, the religious one. Religious tourism, undeniably, is a special form of tourism, which presents great potential for the future tourism in general and especially in Thessaloniki, Greece. This study examines the potential development of a multi-religious tourism product, by focusing on monuments from these three monotheistic religions in Thessaloniki. Finally, through the analysis and listing of monuments, which are associated with Muslims, Jewish and Christians, some recommendations are given about a sustainable strategic marketing plan development and religious tourism product renewal.

The sixth article is an industry viewpoint with an industry viewpoint and comes from an author in Turkey who is a management consultant: Oya Altinsoy Gür, a Special Projects Manager at Old Town Tanneries and Pine Bay Holiday Resort located in Kuşadası. This paper examines the notions of targeted and perceived service quality. Businesses that want to keep pace with the change and time are establishing new departments. Through those departments the business can take decisions and actions rapidly and so that they can keep themselves updated. However, this situation can cause inconsistencies between managers and departments working with multi-departments such as hotel businesses in service industry. This paper provides an extensive literature review aiming to present and discuss models and methods of how the perceived service quality has been and should be studied and handled. By doing so this paper supports both academia, by providing a review of the service quality literature, and industry, by summarizing landmark studies that can be used as benchmark for daily operations and/or company strategies.

Based on the above, we trust that you will enjoy reading this new issue of the Journal of Tourism, Heritage & Services Marketing. The next issue of JTHSM (volume 6, issue 1), starting its sixth year of publication, will feature – for first time – a Guest Editor, profesor Marina Sheresheva from Lomonosov Moscow State University in the Russian Federation; we look forward to presenting you this issue next year, by late January 2020!

Evangelos Christou
Editor-in-Chief, JTHSM

Anestis Fotiadis
Associate Editor, JTHSM

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Emotional intelligence and tacit knowledge management in hospitality

Spyros Avdimiotis
International Hellenic University, Greece

Abstract
Purpose: *Several researchers stressed that tacit knowledge is almost impossible to articulate, codify and thus to transfer. Based on the notion that tacit knowledge could be acknowledged, acquired and transferred through employees' behavioral patterns, this paper seeks to associate emotions - as determinant factor of behavior - with tacit knowledge management in hospitality establishments.*
Methods: *To prove the above association, a quantitative research was held on a stratified sample of 128 hotel employees in Northern Greece. The research model was based on Nonaka and Takeuchi (1995) SECI knowledge transfer model and Salovey and Mayer Emotional Intelligence model.*
Results: *Findings indicate that both emotional intelligence (E.I.) and tacit knowledge are strongly associated, leading to the inference that E.I. is a structural element of tacit knowledge. Emotional intelligence is closely related to socialization and internalization. On the other hand, there is no correlation with the combination factor while the externalization phase of knowledge management has a medium correlation, with emphasis on the Emotional Understanding and Emotional Management.*
Implications: *At the socialization stage, the critical factors that shape the communication framework for the transfer of tacit knowledge are the ability to recognize, prioritize feelings, produce and exploit emotions to resolve problems. The capacity for empathy was pinpointed as significant too, mainly because informal communication plays an imperative role at this stage of knowledge transfer.*

Keywords: *tacit knowledge, emotional intelligence, hotel and human resources management*

JEL Classification: *D8, D83, D91*

Biographical note: Spyros Avdimiotis since 2010 is an assistant professor at the International Hellenic University, Department of Management of Organizations Management and Tourism. He received his PhD from the Cyprus University on the field of Tacit Knowledge Transfer in Hospitality Establishments. His main scientific interests are knowledge management, human resource management and tourism business innovation strategies. Corresponding author: Spyros Avdimiotis (rdoffice@gmail.com)

1 INTRODUCTION

"For millions of years, mankind lived just like the animals. Then something happened which unleashed the power of our imagination. We learned to talk, and we learned to listen. Speech has allowed the communication of ideas, enabling human beings to work together to build the impossible. Mankind's greatest achievements have come about by talking, and its greatest failures by not talking". Using these words, Stephen Hawkings underlined the power of knowledge transfer in the evolution of humanity. However, it was not only the great scientist who distinguished the power of communication and knowledge. John's Gospel (subparagraph 1:1) gives prominence to knowledge which simulates to God "In the beginning was the Word, and the Word was with God, and God was the Word." Looking the course of knowledge during the centuries, indeed, from ancient years to the Middle-Ages, knowledge was seeking to address the issues of self-awareness and the pursuit of righteous life. Somewhat ahead of the thinking of their times though, Aristotle and Plato both implied the need for research and knowledge justification. In this context, Aristotle distinguished knowledge into three categories: Techne answering to the question "know how," Episteme answering to "know why" and Phronesis "the reasoned and true state of capacity to act with regards to human goods" (Hardie, 1980). Plato also defined knowledge as the "justified true belief," indicating the three pillars of knowledge: Belief meaning the need of any person to notice and perceive the world, true meaning the existence of the belief and justified as the process to explain the true belief. Both philosophers prepared the ground for the advent of the industrial revolution era where knowledge gained a powerfully utilitarian character, attempting to give results mainly in production matters. Peter Drucker (1954) pinpointed that one of the main facts depicting the changing aspect of knowledge was the publication of the Encyclopedia (Encyclopédie, 1772) in France, which converted the experience into knowledge, the

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apprenticeship into schoolbooks, the confidentiality into the methodology, the act into applied knowledge. In the same way, Daniel Bell (1999) underlined that what distinguishes the post-industrial society are adjustments in the attributes of knowledge itself as they were established and admitted, concerning business decision management and to their overall technical efficiency, prioritizing theory against empiricism. Currently, many researchers in the management knowledge field agree that in the contemporary information society there is a systematic use of theoretical knowledge (Chami & Kaminyoge, 2019), while business administration relies more often than ever on scientific research, aiming mainly at the production optimization – concerning mass production automation – according to quality and quantity standards.

According to Polanyi (1962), knowledge has been identified as a dynamic procedure, stimulating growth and competitive advantages to any organization. On that critical point Polanyi fundamentally distinguished explicit and tacit knowledge while thirty-two years later Vygotsky (1994) in his pursue to map the topography of knowledge in the human brain, postulate that explicit rests on the upper brain centres, while tacit knowledge lies mostly in the subconscious, supporting conscious (explicit) acts. Vygotsky's argument, provides the ground to define explicit as the type of knowledge which it is possible to codify, therefore feasible to transfer through verbal and written cimmunication, while tacit knowledge was recognized as the type of knowledge which is almost impossible to classify and manage, mainly due to the fact that is mainly subconscious and closely connected to holder's social and personality traits. It could be stated that both Polanyi and Vygotsky are supporting the argument that tacit knowledge is almost impossibe to convey. Very accurately on the subject Polanyi stated the phrase "we know more that we can tell" capturing in seven words the essence of tacitness and the barriers to thoroughly transfer that non-written and non-verbal type of knowledge. Polanyi and Vygotsky were not only researchers who stood by this argument. Nonaka & Takeuchi (1995) lining up, described tacit knowledge as personal, context-specific, and consequently, hard to formalize and communicate, concluding that tacit knowledge is deeply rooted in individual's experience values, norms, beliefs, and emotions, justifying Vygotsky's and Polanyi's argument. Furthermore, Jasimuddin et al. (2005) also underlined that tacit knowledge stems from the life experience of individuals, making it highly distinctive and more difficult to explain and demonstrate. Gilbert Ryle in his work "The concept of mind" in 1949, in order to identify the importance of tacit knowledge wrote that an expert's mind dictates to the body how to take actions without any conscious reflection, building the capacity of "know-how", also consenting to the argument that tacit knowledge is a result of an individual's capability to process information but in a highly personal manner. It would be safe to support that tacit knowledge is continuously and subconsciously articulated by factors that are connected to the holder's emotions, is seamlessly bonded to the personality, feeds and supports the conscious expertise but even though it is the quintessence of our experiences and knowledge, it is almost impossible to transfer. Hence, the unequivocally critical question raised refers to the ability of organizations to transfer tacit knowledge. In order to acknowledge the factors of tacit knowledge transfer, Nonaka and Takeuchi, built the S.E.C.I. model, infering that knowledge convey evolves in four distinct stages: Socialization, where both ends share experiences and (mostly) informally communicate; Externalization, where knowledge recipient records information; Combination upon which stage the apprentice analyzes and organizes acquired information; Internalization, where the receiver adjusts information mainly through practice to personal status, building expertise and know-how. In their model Nonaka and Takeuchi identified the importance of observation and apprenticeship as a transfer and communication tunnel, highlighting alongside it the role of imitation. Szulanski, in 2006, also recognized the behavior as a significant gateway to transfer tacit knowledge, while Tsoukas (2009) confirmed that the guidance combined with repetition, compose the transfer route. Similarly Avdimiotis (2016) argued that "we do more than we can tell", indicating that this type of knowledge is internal in nature, mainly conveyed through employee's behavioral patterns leading to the suggestion that task assignments should be adjusted to personnel's working qualifications and personality characteristics. Furthermore, the issue of enhancing knowledge transfer within hospitality establishments has to be addressed. In response, we should focus on Emotional Intelligence as a factor to facilitate tacit knowledge transfer, attempting to associate both components and upon them deploy appropriate managerial practices to achieve competitiveness, productivity and labor satisfaction.

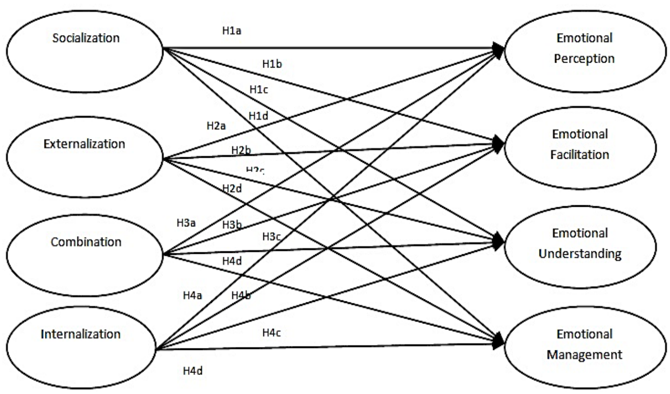
To explain the structure and role of tacit knowledge the value of paradigm will be used. Without any doubt, musicians have the theoretical and practical ability to read a music sheet and perform it on the instrument. The fundamental difference between reproduction and artistic performance lies to the capability of the musician to "perform" and not just to fetch out the piece, prioritizing the aesthetic perception and the emotional interpretation In this significant example, the musician should not only be aware of how to play but also, how to perform as an artist and add his artistic notion. In short, the multi-annual theoretical and practical studies result in the capability of the musician to work in two layers. In the first basic level to focus on the technical part and follow- in an almost mechanical way or even subconscious manner- the music sheet and in the latter level to focus on the artistic performance, which is mainly the outcome of his aesthetic perception, including elements from his personal and collective culture. Accordingly, an experienced hotel employee knows how to maximize the guest's positive experience, how to handle a complaint and how to challenge satisfaction, without being able though, to express a general action plan or to create a customer's satisfaction "road map" for his co-workers. Avdimiotis (2016) postulated that indeed, a successful hotel employee should have sufficient theoretical competences to accomplish job-related tasks, but also be able- through experience- to train muscular and kinetic memory and perform the assigned work, setting primary focus and attention to guests' satisfaction and positive overall experience attainment. This dynamic synergy of explicit knowledge, subconscious body and mental memory and the ability to acknowledge and focus on the customer's needs could be the framework upon which employees' soft skills are refined and matured. The challenge for HR management is to coordinate all employees and departments and tune them as an orchestra, placing each member in the right place, with the (appropriate responsibility. At this point, emotional quotient could be a useful tool to acknowledge staff dexterities and customize tasks with employees' skills.

2 EI AS EMOTIONAL INTELLIGENCE

Emotional intelligence (EI) is a rapidly growing scientific area, having caught the attention of the scientific community. In terms of defining emotional intelligence, perhaps the most widely accepted scientific definition is “the ability to monitor one’s own and others’ emotions, to discriminate among them, and to use the information to guide one’s thinking and actions” (Salovey & Mayer, 1990, p.189), implying that the emotionally intelligent person can (i) identify and perceive, (ii) manage, (iii) use, (iv) understand, regulate and customize emotions. According to Goleman (1995) emotional intelligence consists of the following abilities: Understand and manage emotions, motivate ourselves, recognize emotions in others (empathy), and handling relationships. A quite significant contribution was offered by Reuven Baron (1985) who developed the Baron model, where Emotional Intelligence was defined as an array of non-cognitive abilities, competencies, and skills that influence holder's ability to succeed in dealing with environmental demands and pressures. The essential components of Baron theory combine (i) interpersonal skills of self-regard, emotional self-awareness, assertiveness, independence, and self-actualization, (ii) Intrapersonal abilities of empathy, social responsibility and interpersonal relationship, (iii) adaptability deriving from problem solving skills, flexibility and reality testing, (iv) stress management and tolerance control and finally (v) general mood, stemming from optimism and happiness.
Apart from the discipline of psychology, emotional intelligence as a scientific field attracted the attention of human resource management and organizational behavior researchers, who had already spotted the association between emotional intelligence and organizational performance (Koman & Wolff, 2008). It could be said that a few years ago the term “emotion” in the enterprise field was covered under a negative perspective, given the fact that any expression of emotions was understood as an action- or a sign- of weakness. It is now widely accepted- in both academia and the hospitality industry- that employees continue to subconsciously transfer their emotions, recognizing in their utterance, a critical behavioral benchmark. In line with Goleman, Lopes et al. (2006) supported the argument that emotional intelligence contributes to efficiency, facilitating the employees and the leadership to formulate cooperative relations, to check and manage emotions and anxiety and to perform, even under pressure. George (2000) states that emotional intelligence is an essential factor in personal life, making the individual socially accepted, both in the workplace and in the workplace where the emotional intelligence interacts effectively contributing in the development and viability of businesses. On these grounds, Delamare Le Deist and Winterton (2005), developed an integrated model representing the five aspects of competence: cognitive, functional, personal, ethical and meta-competence and, according to them, emotional intelligence is closely connected with behavioral patterns and competencies. Given the characteristics of emotional intelligence as a determinative factor of employees' behavior, the association of both emotional intelligence and tacit knowledge management could lead to interesting inferences regarding employees’ behavior, understanding and stimulation to transfer knowledge. Both Tacit Knowledge and Emotional intelligence, no matter their hue and characteristics, feed from the subconscious and at the same time impact significantly on the behavior of the individual.
In an effort to proceed and improve discussion, this research aims to pinpoint the connection between tacit knowledge Management and Emotional Intelligence forming the argument that Emotional intelligence has a positive connection with tacit knowledge transfer, and therefore it should be taken into account when a task is designed, assigned and fulfilled by the management, within hospitality establishments. To acknowledge the connection between factors, the Salovey and Mayer’s model was used, mainly because it evolves in four stages, having (at least) a symbolic resemblance to Nonaka and Takeuchi’s S.E.C.I. model. Researching the overall correlation between Tacit Knowledge Acquisition and Transfer with Emotional Intelligence, the following hypotheses were developed:
Hypothesis (1) SECI model factor of Socialization, is positively associated with Mayer and Salovey’s Emotional Development model.
Hypothesis (2): SECI model factor of Externalization, is positively associated with Mayer and Salovey’s Emotional Development model.
Hypothesis (3): SECI model factor of Combination, is positively associated with Mayer and Salovey’s Emotional Development model.
Hypothesis (4): SECI model factor of Internalization, is positively associated with Mayer and Salovey’s Emotional

2.1 Development of model

Figure 1. Primary and Secondary hypotheses structure



In any of the hypotheses (figure 1), Emotional Intelligence is considered a fully structured factor, including all four dimensions of the ability to perceive, facilitate, understand and manage emotions. To be more precise and thorough, four secondary hypotheses per SECI model factor were developed (in total sixteen), inquiring to acknowledge the association respectively of Socialization, Externalization, Combination, and Internalization with Salovey and Mayer's structural factors of emotional perception, facilitation, understanding, and management. For each SECI factor, the appropriate case was structured in order to acknowledge its association with Salovey and Mayer's Emotional Development model.

3 RESEARCH METHODOLOGY

Research intends to investigate the association/relationship between Mayer and Salovey's Emotional Development, with Nonaka and Takeuchi's Knowledge Management model. The originality of the theory, in combination with the lack of similar research models, led to the development of a theory building model, correlating both cases.

Regarding Emotional Intelligence, the questionnaire of emotional intelligence designed by Mayer, Salovey, and Caruso (2000) was employed, which include all common grounds of the aforementioned Emotional Intelligence measurement theories. For each factor, a five (5) rate Likert scale of the agreement was selected to assess emotions, emotional honesty and emotional feedback, self-control management optimism, self-esteem, persistence, ethical awareness, understanding, appreciation of the feelings of others empathy and the ability to manage relationships. To measure Tacit Knowledge transfer and acquisition, the initial SECI model was also employed, consisting of four factor items, measuring the ability to (a) understand, evaluate, assimilate and utilize knowledge (Zahra & George, 2002; Lane & Lubatkin, 1998), b) combine existing knowledge with that obtained (Cohen & Levinthal 1990); (c) recognize sources of knowledge reception, such as observation, discussion, storytelling (Szulanski, 1996; Zahra & George, 2002; Tsai, 2001; Nonaka & Takeuchi, 1995); and (d) extract information from seminars; databases etc, (Keys, 2006).

Going through the implementation held between May to June 2018, a stratified sample of hotel employees was used, working full time in 3, 4- and 5-star hotels in Thessaloniki and Halkidiki, in the region of Central Macedonia in Greece. The criteria used to stratify the sample were the category of the establishment, the number of employees, years of employee experience, department, education, and gender. Being aware of the low typical response rate, a 2 step approach methodology was used. The first step included the initial contact though an e-mail or phone call to the managing director informing about the survey while the second step included the actual implementation of the research procedure with duration of approximately one hour. Out of 190 distributed questionnaires, 128 valid were gathered, in 16 hotels in Halkidiki and Thessaloniki.

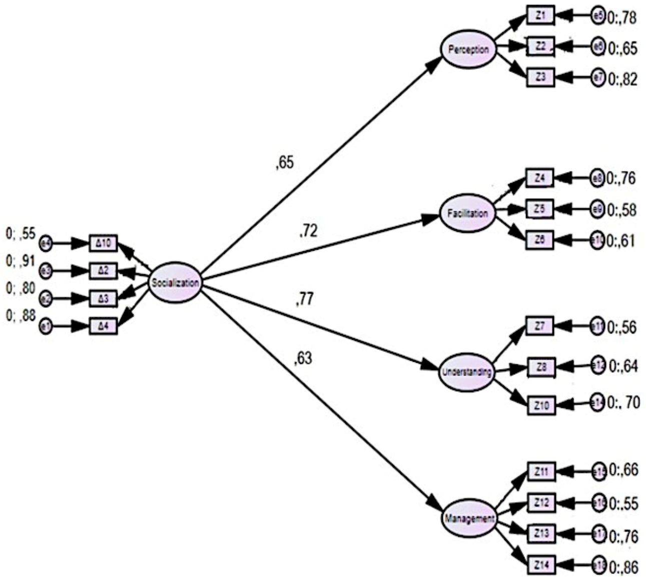
To analyze primary research outcome data Structural Equation Modelling statistical method of analysis was implemented, in order to find the association between independent and dependent variables. To verify the cohesion of variables, a Confirmatory Factor Analysis was condacted to determine the number of factors that are succesfylly loaded explaining sufficiently the variable, and sequently a path analysis was implemented, to represent reliably and conveniently, the structure and the hypothesized relationships among the variables of SECI model and Emotional Intelligence (EI). The internal cohesion and consistency was tested using the Cronbacha's alpha indicator, which scored a 0.939 value.

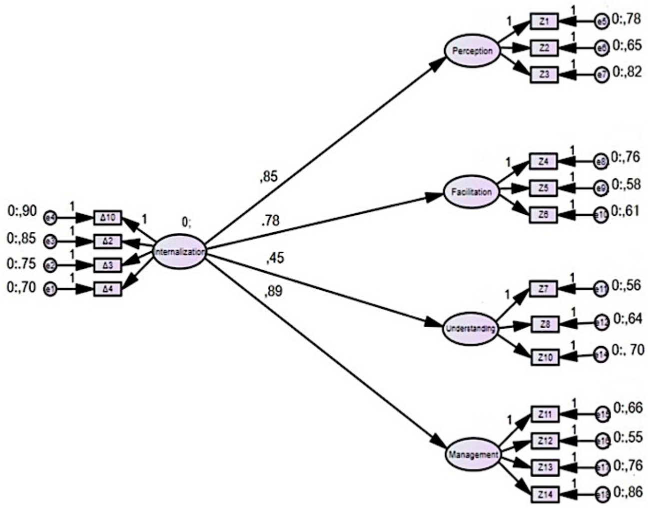
4 FINDINGS AND MODEL EVALUATION

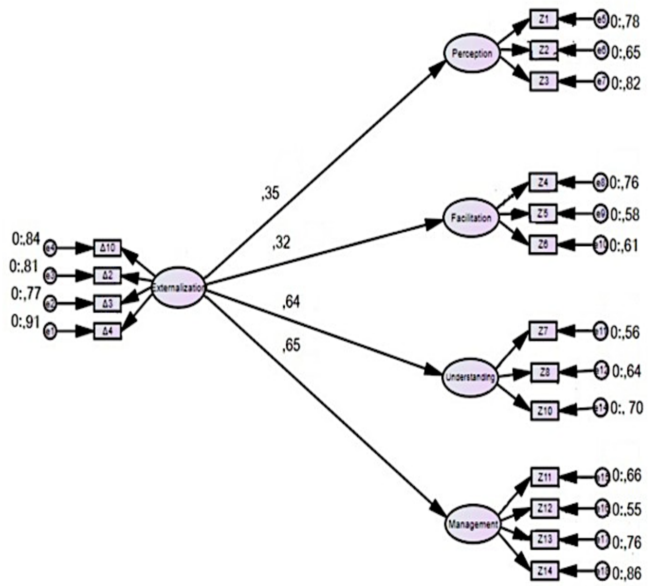
Factor analysis: Due to potential conceptual and statistical overlap, an attempt was made to produce a tight set of distinct non-overlapping variables from the full set of items underlying the construct. Therefore, the variable of EI was subjected to CFA analysis using SPSS software v.20, to determine the underlying dimensions of Emotional Intelligence. The KMO and Bartlett's test of sphericity was used, along with varimax rotation. The KMO value was .959, with approx. Chi-Square 6227, df 45 and <0,000 sig. The loadings where above 0.70 hence no items were excluded, explaining 73% of the total variable. CFA yielded four factors- with eigenvalues greater than 1-, confirming Salovey and Mayer's model: (i) Emotional Perception and Expression, (ii) Emotional Facilitation, (iii) Emotional Understanding and (iv) Emotional Management. Under the same rationale, a CFA was contacted for the SECI model as well, to ensure that the model was thoroughly employed. In this case, the KMO value was 0,888 (sig less than 0,000). Loadings were statistically acceptable with an average loading value of 0,68, yielding (and also verifying) the four factors of Socialization, Externalization, Combination and Internalization, explaining over 78% of the variable.

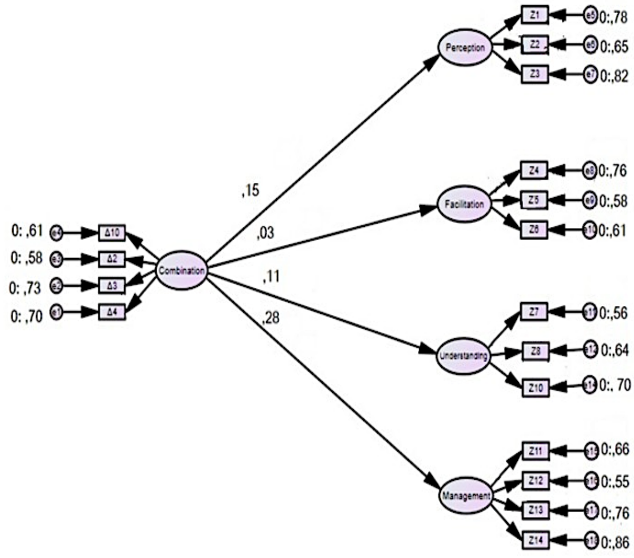
Regarding Structural Equation Modelling (SEM) path analysis, cases were developed correlating each factor of SECI model to Mayer and Salovey emotional development model, (see figure 1). In each case, the conditions for normality were met. To realize the associations between variables, a statistical multi variable model was built as Jöreskog and Sörbom (1978) indicate. It should be stated that the overall Cronbach's alpha internal reliability test reached the value of 0,939, while the construct Reliability and Average Variance Extracted of the model were CR>0,7 and AVE>0,5A. Inductively, the overall model, was checked for adequate measurement fit and more significantly, it yielded a χ^2 value of 1607.1 with 374 degrees of freedom (p=0,000), revealing an acceptable CMIN/DF of 4,692 (Tabachnick & Fidell, 2007). Moving forward to values which established acceptable fit and statistical significance, the model achieved a Root Mean Square Error of Approximation (RMSEA) of 0,60 standing at the threshold of Bagozzi and Yi 1988, Hair et al. 1988, Fornell and Larcker 1981 fit criteria, while the model produced a CFI (Comparative Fit Index) score .939 and an IFI (Incremental Fit Index) score .939; all falling within the acceptable ranges (>.90) for acceptable fit (Hair et al., 2010). PRATIO (.921) and PCFI (.850) were also within acceptable fit thresholds (Mulaik et al. 1989) Regarding CFI and IFI threshold of >.95; measurements were also acceptable. The values extracted from the statistically reliable model, suggest that hypothesis regarding the factors of Socialization, Externalization, and Internalization can be supported. The factor of Combination against the Mayer and Salovey model was not supported.

Figure 2. Association between SECI model socialization factor and Mayer- Salovey EI model









In particular, Socialisation had a positive and significant association with the factor of emotional perception of 0,65 (p-value 0,001), with emotional facilitation also a strong association of 0.72 (p=value 0.000), emotional understanding 0,77 (p-value 0,002) and emotional management 0,63 with p-value 0,001), as can be seen in Table 1. Similarly, the factor of Externalization had low to medium correlation with Emotional development model, achieving 0.35 correlation intensity with emotional perception (p-value 0.003), 0,32 with emotional facilitation (p-value 0,001), stronger association (0,64) with emotional understanding, with acceptable p-value and also significant correlation with emotional management (0,65 and p-value 0.004).

Table 1. Hypotheses status of confirmation

SECI Factor	Emotional Intelligence Factor	
Socialization	Emotional Perception	Supported
	Emotional Facilitation	Supported
	Emotional Understanding	Supported
	Emotional Managemen	Supported
Externalization	Emotional Perception	Supported
	Emotional Facilitation	Supported
	Emotional Understanding	Supported
	Emotional Management	Supported
Combination	Emotional Perception	Not Supported
	Emotional Facilitation	Not Supported
	Emotional Understanding	Not Supported
	Emotional Management	Not Supported
Internalization	Emotional Perception	Supported
	Emotional Facilitation	Supported
	Emotional Understanding	Supported
	Emotional Management	Supported

Significantly strong was the association/relationship between internalization and emotion intelligence model; and particularly, perception had a strong correlation of 0,85, Facilitation up to 0,78, emotional management 0,89, while emotional understanding had a surprisingly medium correlation with the factor in internalization 0,45. In all cases, the p-value was in acceptable margins, ranging from 0,000 to 0,002. The factor of Combination seems to have no association what so ever, with the emotional intelligence model. Emotional perception had low intensity of 0,15 and p-value 0.008, Facilitation scored 0.003 with p-value 0.22, Understanding of emotions scored also 0.11 with unacceptable p-value and likewise, emotional management margined up to 0,28, with p-value 0,9. Overall, the analysis exhibited that both hypotheses can be accepted as shown in Table 1.

5 DISCUSSION AND CONCLUSION

Fenstermacher (2005) in his article “the tyranny of knowledge: What artificial intelligence tells us about knowledge representation” states that computer systems might perform same tasks with tacit knowledge using alternative representations. It seems that Technology somewhere in the future will exceed the human brain possibly in every way, but until then, however, a more focused look at the way theoretical and electronic knowledge is applied, it could recognize that it is established in tacit commitments. Even the most theoretical aspect of knowledge cannot form an entirely standardized system eliciting and applying it, due to the fact that it necessarily contains a personal quality – the human factor – who corresponds, adjusts and applies knowledge in a way inherent to personal values and future anticipations. In other words, personal knowledge is in charge of any business decision making and procedures in a unique and unprecedented way. Moreover, the discussion regarding the relationship between tacit knowledge transfer and emotional intelligence can be also based on the acceptance that every organism is an emotional field (Armstrong, 2000), within which overwhelming and sophisticated vertical and horizontal interpersonal relations occur, inevitably influencing leadership, trust, job satisfaction, anxiety, conflicts, decision making, etc. In this context, the importance of personal perception and emotions in the choice of any entrepreneurial decision taken within the hospitality establishment holds an imperative role. However, regardless the importance of human emotions and the contribution of human factor in the decision-making process, academia did not focus sufficiently on the connection between emotions and tacit knowledge management. This is why Fineman (2003) postulated – in a way ‘complained’ – that within knowledge management literature review, the emotional factor was substantially omitted. Indeed, until relatively recently, emotion as a component of collaborative and individual interest perception, determining organizational behavior, continues to be of limited interest. However, simple enumerations of the published articles in scientific journals indicate that increasing numbers of researchers are focusing on emotions as a criterion of organizational behavior.

This research draws its focus on emotional intelligence, seeking to understand the association with tacit knowledge transfer and acquisition. Findings supported the initial hypotheses that Emotional Intelligence is positively associated with Tacit Knowledge Management, indicating that both elements are closely associated with employees’ behavioral patterns. Indeed, Mayer and Salovey’s model factors of perception, facilitation, understanding and emotional management have an enormous impact on employees’ behavior and routines which according to aforementioned researchers, construct the main route of tacit knowledge transfer. In more details, emotional perception which indicates the ability to identify emotions, to express them accurately has a strong positive connection with Nonaka and Takeuchi’s factors of Socialization and Internalization and a medium with Externalization. Also, the factor of emotional facilitation which demonstrates the ability to redirect and prioritize feelings, generate emotions to facilitate judgment, problem-solving and creativity also has a positive connection with the factors of Socialization and Internalization; Likewise, the factors of emotional understanding referring to the ability to understand the status and consequences of relationships and interpret complex feelings and the factor of emotional management which describes the ability to handle relationships and emotions have also strong positive association with the factors of Socialization, Internalization and Externalization as well. Hence, it could be argued that the tight connection of Emotional Intelligence with the factors of Nonaka and Takeuchi Knowledge Transfer Model indicate the significance for management to focus on emotions and employees’ behavior and adopt new strategies –shifting orientation to the subjects and not merely the object- to re-establish knowledge transfer techniques taking under consideration emotional driven behavioral acts, such as habits, patterns and routines. As Christou (2013) indicates as the final "product" of a hospitality establishment is the acquired experience, and in alignment with his argument, it could be suggested that management should acknowledge and adjust the working position to the person and not vice versa. The current research leads to the conclusion that hotels incorporating the strategy of emotions exploitation seem to keep their staff more satisfied coherent and interested, giving the chance to express themselves, build teams, strengthen ties, take initiatives and finally to confirm the working position to their actual capabilities. Research findings also indicate, that the customization of the assigned tasks to personnel emotional capability, allow employees to be more involved, confident, less stressed, and willing to share and receive knowledge. Moving a step forward, in a hotel where emotions are valued, employees feel more comfortable, to communicate, trust, take successful initiatives and participate in a learning and knowledge transfer and acquisition environment and also be more willing to help, create synergies and work as a team. Regarding the HR policy determination level, it is argued that emotional intelligence is the framework upon which interpersonal relationship and trust strengthens the bond between administration and employees, creating a culture of co-operation and mutual understanding (Mansfield, 2018). In the level of strategic planning, the organization tends to be able to ground on a strategic plan using innovative capabilities, commitment, and cooperation, achieving at the same time high levels of employee satisfaction (Volgger et al., 2017).

Emotional intelligence, as proved from the research is a critical factor of tacit knowledge management and should be taken into account, to understand and handle the skills of each member of hotel staff. The positive connection between tacit knowledge and emotions, allows us to support the argument that emotional intelligence and tacit knowledge are working as cogwheels towards satisfaction, performance improvement, team coherence, and goal unity. Nevertheless, tacit knowledge, as formed from values, customs, roles, traditions, beliefs, and perceptions provide the stable framework upon which emotions and behaviours occur, able to enhance distinctive competitive advantages and substantially support and foster enterprise adaptation and overall quality improvement... but this happens only when management assign tasks according to employees' emotional capabilities, personality traits and working qualifications.

5.1 Final remarks and conclusions

Emotional intelligence is closely related to Socialization and Internalization. On the other hand, there is no correlation with the Combination factor while in Externalization phase of knowledge management has a medium correlation, with emphasis on the Emotional Understanding and Emotional Management (on the ability to participate in a workgroup and create a Learning Environment). As a conclusion on the associations that materialized in the research, it could be stressed that at the Socialization stage the critical factors that shape the communication framework for the transfer of tacit knowledge are the ability to recognize, prioritize feelings, produce and exploit emotions to resolve problems. The capacity for empathy was pinpointed as significant too, mainly because informal communication plays an imperative role at this stage of knowledge transfer. During Socialization, communication and sharing experiences between team members is shaped through emotions and feelings, and it would be wise for management to use EI to strengthen teamwork and improve communication. In the Internalization knowledge transfer phase, where knowledge is customized to the holder's personality primarily through imitation, repetition and practice, the ability of staff members to recognize feelings, prioritize, manage emotions and understand how other members feel, have an enormous contribution on tacit knowledge transfer. During Internalization, knowledge is settled in the subconscious, being firmly bonded to emotions and feelings. In both stages of Socialization and Internalization, hotel administration has a strong opportunity not merely to work and reinforce teamwork, but also to reduce conflict intensity, build consistency and finally, in the future to promote and acquire the culture of teamwork, where sustainable competitive advantages may occur.

Emotions are less important (in connection with tacit knowledge management), at the stages of Externalization, where knowledge transfer – as Nonaka and Takeuchi postulate – employees are recording information, formally communicate and brainstorm as a team, exchanging information and thoughts. At this stage without any doubt, communication and teamwork are exceptionally important, but the whole process seems to be mostly conscious, having a greater impact on explicit knowledge (Vaz et al., 2017). Moreover, the phase of combination is crucially decisive on explicit knowledge management and transfer, having an equally strong impact on the manner employees categorize and organize information. Nonetheless, in hospitality establishments, where human interaction is part of the overall experience, emotions, tacit knowledge, team cohesion and are parts of the success puzzle. The glue is the capability of hotel administration to assign tasks adjusted to personnel's emotion, technical dexterities and personal characteristics.

Finally, underpinning the fact that tacit knowledge is the cornerstone of competitiveness in tourism and specifically in hospitality-related establishments, emotional intelligence could be used as a tool for assessment, team building, cohesion practices, task assignment procedures and overall to be used as one of the primary criteria to customize tasks references on employees' working qualifications and personality traits, advancing to behaviors adequate to facilitate tacit knowledge transfer.

5.2 Future prospects and research limitations

This paper starts the conversation on the subject of tacit knowledge management and emotions. The stratified sample of 128 employees in Central Macedonia- Greece might set a barrier regarding the validity of final conclusions, therefore it would be extremely useful to enrich the sample and geographically widen it. Future research also, should focus on the appraisal of emotional intelligence and the customization of tasks assignments to hotel establishments' employees. It would be also quite interesting to focus on the possible correlation between Knowledge Management, Emotional Intelligence and types of Leadership.

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The effect of customer relationship management practices on airline customer loyalty

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Abstract

Purpose: *Customer satisfaction and loyalty are important concerns for travel providers. Adopting the activities of customer relationship management could help them building strong relationships with customers. This study explores the opinions of EgyptAir passengers on customer relationship management activities adopted by the company and how this affects their satisfaction and loyalty.*
Methods: *A questionnaire, developed from previous studies, was used for data collection, to measure the causal relationships developed in the research framework and structural equation modelling was employed for rigorous findings. 215 questionnaires valid for analysis were collected by EgyptAir passengers.*
Results: *Findings revealed a positive significant effect of shared values, bonding, commitment, trust, tangibility, and handling customer conflicts on passenger satisfaction and loyalty. Relational marketing dimensions are positively affecting passenger satisfaction. Based on findings, it is worth to pay attention to such practices to enhance the passenger satisfaction and loyalty to the airline.*
Implications: *The study adds to the extant knowledge in airline sector and provides a research model that can be used to investigate the activities of customer relationship marketing in the sector. Testing the causal relationships between constructs of the model could help increase the understanding of the factors affecting passengers of airlines and their loyalty to specific ones.*

Keywords: *CRM, airlines, σatisfaction, loyalty, EgyptAir, Egypt*

JEL Classification: *L93, L14, N37*

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1 INTRODUCTION

In a highly competitive market, customer satisfaction is always a question mark in minds of sellers to satisfy their buyers' needs. Customer satisfaction has become one of the most important issues in marketing because of its crucial role in sustaining customers and maximizing profit (Khan, 2013). Therefore businesses need to maintain a positive relationship with their customers and to plan a good customer relationship management that helps them satisfying their customers and create value for their business (Hassan, Nawaz, Lashari, & Zafar, 2015; Kebede & Tegegne, 2018). A relationship marketing strategy is particularly important to service industries because of the intangible nature of services and high level of interaction with customers. A key feature of the strategy of relationship marketing is that not only does it lead to customer retention and increase the profitability of the company, but it also provides a sustainable competitive advantage for the service company (Hashem, 2012; Fotiadis & Williams, 2018).

Given the open sky policy, the civil aviation market has become highly competitive, demanding professional

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excellence in the management and marketing of the airline services. Therefore, the formulation of a sound customer relationship practices have become a necessity in the airline industry (Kumudha & Bhunia, 2016). Air transportation is one of the most significant players in tourism development. In recent years, global aviation has effectively responded to demographic, legal-political, socio-economic and technological changes and changed the way they do business. In this turbulent environment, a customer orientation has become a necessity (Martín-Consuegra, Molina, & Esteban, 2006). Although a lot has been talked about ‘customer-centricity’, this concept will remain new until it is implemented in each and every activity of the airline (Kumudha & Bhunia, 2016)

Relationship marketing tools are used in a different extent by airlines. These tools are the crucial solution to compete more successfully and learn about customers (Mohamud, 2019). Relationship marketing is one aspect strengthening the business generic strategy to gain sustainable competitive advantage (Jamart & Kupka, 2009). Hence it is critically significant for business to retain customers and to keep them loyal, especially in a service industry such as airlines. However, it is becoming increasingly difficult to create differentiation in this competitive airline service market. Information that is easy to obtain and use, a wide range of options, and the characteristics of intangible services have also changed the market. Price, advertising, and promotion strategies are widely used to attract customers and maintain relationships with them, even though they are very easy to imitate and replace (Johan et al., 2014; Chenini & Touaiti, 2018).

Given the increase in the market size, as well as increasing competition, players in the industry should invest in improving the customer relationship. This would ensure customer satisfied and help in acquiring new customers, in addition to retaining the existing ones, and maintaining their loyalty (Ahadmotlaghi & Pawar, 2012; Kumudha & Bhunia, 2016). The relationship marketing adopted by airlines may provide different benefits and enhance customer trust in and commitment to airlines, and ultimately improve their loyalty (Chao, Chen, & Yeh, 2015; Hassan et al., 2015).

Previous studies have acknowledged the role of customer relationship management on customer retention, airlines need to seek the satisfaction of their passengers and target their loyalty. This will help them increase their market share and improve their competitiveness. This study aims to explore and evaluate the relational marketing practices that affect customer loyalty in the Egyptian airline sector. Exploring and evaluating the relationship marketing practices is expected to help the airline management to frame marketing strategies to maintain customer loyalty (Kumudha & Bhunia, 2016).

2 LITERATURE REVIEW

2.1 Customer Relationship Management and Relationship Marketing

Customer Relationship Management (CRM) is defined as ‘the implementation of the relationship marketing principles through managing customer data and use of technology’ (Domazet, Zubović, & Jeločnik, 2010; Hoang, 2015). Relationship marketing aims at building long-term relationships with customers, generating further business and ultimate profit. It is designed to contribute to strengthening brand awareness, and increase understanding of consumer needs (Williams & Chinn, 2010; Mensah & Mensah, 2018). Good relationship marketing creates trust about the institution in the customers’ mind. The relationship marketing builds foster customer loyalty that will benefit both the customer and the service institution (Domazet et al., 2010). It identifies, establishes, maintains, and enhances relationships with customers (Hashem, 2012; Yilmaz, 2018). There are many reasons for adopting CRM where competition for customers is intense. From a purely economic point of view, firms learned that it is less costly to retain a customer than to find a new one. According to Hassan et al. (2015) it takes an average of 8 to 10 physical calls in person to sell a new customer in industrial sales, but it takes 2 to 3 calls to sell an existing customer. In addition, it is 5 to 10 times more expensive to acquire a new customer than obtain repeat business from an existing customer. In service sector, the leaders in the implementation of such business approach are the financial institutions (banks and insurance companies), the telecommunication sector, and the tourist and catering companies (hotels, tourist agencies, restaurants, etc.).

According to Domazet et al. (2010) the process cycle of CRM is as follows: collecting data about consumers continuously, storing it in databases, profiling consumer segments based on data analysis, discovering causes of consumer satisfaction/dissatisfaction, identifying critical success factors, developing long-term relationships through continuous interaction with consumers and properly set communication channels, adjusting products to the needs of (individual) consumer, improving the satisfaction of internal and external consumers, and creating consumers’ trust, loyalty and familiarity.

2.2 CRM Dimensions

Various studies have stated various dimensions of CRM. For example, Sin, Tse, Yau, Lee, and Chow (2002) have divided CRM dimensions to six categories: shared values, communication, bonding, trust, reciprocity, and empathy. Recently, Jumaev and Hanaysha (2012) has proposed three dimensions of CRM: empathy, commitment, conflict handling that affect customer satisfaction, and trust. Furthermore, Hashem (2012) has suggested four dimensions of CRM: commitment, trust, bonding, and communication. In addition, Khan (2013) has proposed eight key dimensions of CRM: bonding, emotions tangibility, empathy, reciprocity, trust, commitment, communication, and conflict handling. On the other hand, Jesri, Ahmadi, and Fatehipoor (2013) has divided CRM into: trust, commitment, communication, conflict handling, and competence. In the following sections, a definition for CRM dimensions is presented.

Shared Values

Shared value has long been considered as an important component in building buyer–seller relationships in many studies (i.e., Evans & Laskin, 1994; Heffernan, O'Neill, Travaglione, & Droulers, 2008; Payne, Ballantyne, & Christopher, 2005; Sin et al., 2002; Wilson, 1995). Taleghani, Gilaninia, and Mousavian (2011, p. 159) have defined shared values as "the extent to which partners have beliefs in common about what behaviours, goals and policies are important, unimportant, appropriate or inappropriate, and right or wrong". Moore (2014) has defined the concept of shared value as corporate practices that enhance the competitiveness of a company and advance social conditions in the communities in which it operates.

Jumaev and Hanaysha (2012) argued that customer value is a superordinate goal and customer loyalty is a subordinate goal. According to goal and action identity theories, a superordinate goal is likely to regulate subordinate goal. Thus, customer value regulates customer loyalty toward the service provider. The concept is now embraced by many of the world's leading corporations such as Nestle, Intel, Unilever, Coca-Cola and Western Union, and the framework and language of shared value has spread quickly beyond the private sector to governments, NGOs, civil society and academia (Moore, 2014).

Bonding and Trust

Both seller and buyer must link together in order to have a long term association with one another. Bonding is one dimension of a business relationship between parties acting in a unified manner toward a desired goal. Various bonds exist between parties and indicate different levels of relationships. Bonding controls social and business behaviour in society, and may remove doubt, forms close relationships, and build trust (Hashem, 2012; Gilboa et al., 2019).

Trust is the faith which exists between parties. In reality is the bond that keeps in touch two parties for the longer time (Jesri et al., 2013; Khan, 2013; Mårtensson & Neij, 2013). Trust indicates that each person of relationship, to what extent can considered other person promise and is defined as the willingness to trust and reliance to audience (Jesri et al., 2013). Trust is an important construct in relational exchange because relationships characterized by trust are so highly valued. Trust has been posited as a major determinant of relationship commitment. Creating trust in customer mind sets its commitment. In order to increase the levels of trust, companies must focus on keeping promises to their customers and consistently carry their best interest at heart (Jumaev & Hanaysha, 2012).

Trust is considered a key determinant of loyalty (Mårtensson & Neij, 2013). Flavián, Guinalíu, and Gurrea (2006) explain trust as a set of beliefs, which is based on an individual's own perception about attribute. It can be divided between honesty and good will.

Tangibility

Tangibility play very important role in the relationship marketing and even some time emotions used for keeping promises. Each and every relationship needs physical aspects to build it stronger. The physical facilities, equipment, and appearance of personnel play a vital role in the making the relationship marketing (Khan, 2013). Tangibility relates to the physical aspects of a service. Physical aspects include appearance of equipment, physical facilities, materials associated with the service, appearance of personnel and communication materials, convenience of physical facilities and layouts. In addition to the appearance of the facilities, it also takes into account the convenience offered the customer by the layout of physical facilities. The higher customers appreciate the physical aspects, the higher the overall evaluation of service quality (Auka, Bosire, & Matern, 2013).

Commitment

Commitment is another important determinant of marketing relationship strength and useful construct for measuring customer loyalty likelihood and predicting future purchase frequency (Kyratsis et al., 2010; Hashem, 2012; Gilboa et al., 2019). It explains the extent that person intends to keep a valuable relationship, and it is similar to trust in studying customers' loyalty. In marketing literature, commitment is a strong, stable and continuous tendency in order to keep and preserve a valuable relationship (Emami, Lajevardi, & Fakharmanesh, 2013; Khan, 2013; Nella & Christou, 2000, 2014).

Marketing scholars have documented that relationships can be built upon multiple forms of commitment. Social bonding can be a contributing factor of a potential emersion of trust and commitment, although the impact of social bonding might differ depending on the customer segment commitment is a desire to maintain a valued relationship, and can be based on many facets (Mårtensson & Neij, 2013). Commitment in marketing refers to an orientation that specific intentions and behaviours characterize with the purpose of realizing value for both parties over the long term (Taleghani et al., 2011).

Dealing with conflicts

It is important to resolve conflicts for good business relationship. Customers switch to competitor brands because a certain conflict arises and was not solved effectively. For solving such conflicts it is important to have a strong relationship between sellers and buyers. The Stronger the relationship, the easier the conflict can be resolved (Khan, 2013). Conflict handling is defined as cooperative supplier try to minimizing negative results from significant potential involvement. Avoiding conflicts, trying to solve problems before they occur, and the ability to solve problems in suitable time are aspects to handle such conflicts effectively (Jesri et al., 2013).

In interpersonal communication, conflict occurs when an individual perceives incompatibility between his or her personal goals, needs, or desires and those of the other party. Conflict handling requires cooperative behaviour from exchange partners, in a negotiation setting, cooperative versus competitive intentions have been found to be linked to satisfactory problem solution. A good conflict resolution will result in relationship quality positively. Conflict handling is an important relationship builder. However, it is difficult to service industries to achieve zero service failure (Jumaev & Hanaysha, 2012).

2.3 Customer satisfaction and loyalty

Measuring customer satisfaction is a good way to know if customers received the service with their expectations. It is an important factor in building customer relationship. Customer satisfaction is often a comparison of experiences with prior expectations. In order to bring success and profit for a business, it is necessary to satisfy customers (Triantafylou et al., 2011; Sigala et al., 2002, 2012; Gretzel et al., 2012; Hoang, 2015; Chatzigeorgiou et al., 2016, 2017; Mombeuil, Fotiadis, & Wang, 2019).

Customer satisfaction is significantly taken into account as assurance for customer retention. It is one of the top management main concerns in businesses. Satisfaction has been thoroughly studied for consumer services. Relationship satisfaction is the customer's positive feeling that comes from the customer's evaluation to the buyer- seller relationship (Halimi, Chavosh, & Choshalyc, 2011). Customer satisfaction is completely dependent of the customer expectation and how the customer's actual perception of the product's performance matches the expectations (Rizan, Warokka & Listyawati, 2014). It is a frequent predictor of customer loyalty (El-Adly, 2019).

The value of customer loyalty is that it undoubtedly impacts the company's continual existence and future progress. Customer loyalty can be illustrated as the customer's commitment to a company, or the customer's desire to keep an enduring relationship with the vendor. The most important goal of customer relationship marketing is to obtain and keep customers. Based on previous studies, all marketing activities intend to create customer loyalty. Customer loyalty is an intention to keep a valued relationship. Managers and marketers should highly pay attention to customer loyalty as an important factor that has to be developed to develop company's profitability (Sigala & Christou, 2006; Halimi et al., 2011; Gretzel et al., 2012; Pirnar et al., 2019).

Relationship marketing is considered as the road that leads to achieve and create loyalty, because loyalty cannot be achieved unless there are good relations with customers. Since relationship marketing is an activity of important marketing activities that cannot be disregarded, since each institution needs to build a solid base of loyal customers. In order that companies can achieve their objectives, and to be a leader in providing the best service among all competitors; they should identify their customers first, to be able to build long - term relationships with these customers and to have closer bonds with them in a way that creates state of pleasure and confidence and security with this customer. In other words when a customer is confident with the services provided by the staff and committed in dealing with them, they become satisfied loyal to the institution and its staff and services (Nsour, 2013; Sezgen et al., 2019).

2.4 CRM and airline industry

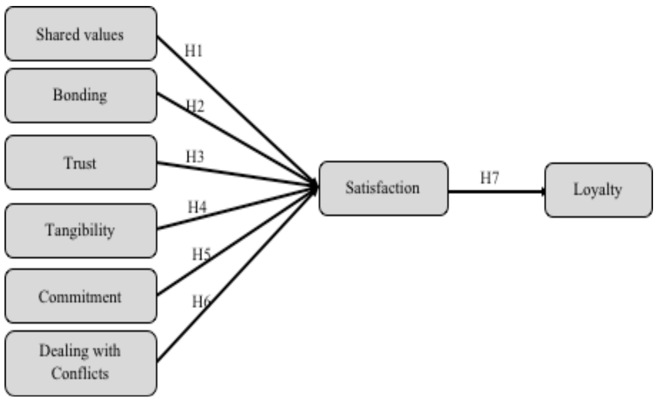
Many airline managers think of passenger needs from their own perspective. However, customer demands and expectations are changing in today's world. Therefore, airlines have to think in CRM as a long term investment, with the true benefits earned through profitable lifelong customer relationships. CRM comprises the acquisition and deployment of knowledge about customers to enable the airline to sell more of their services more efficiently (Ahadmotlaghi & Pawar, 2012).

Furthermore, CRM is an essential component of the corporate strategy of airlines to differentiate themselves from competitors. CRM is a strategy for airlines to individualize their service, create better communicational channels with customers and ensure satisfaction of customers as a base of loyalty (Christou et al., 2018; Ahadmotlaghi & Pawar, 2012). If the airline has chosen the right CRM and marketing strategy, it can immediately increase the effectiveness of its services. The effectiveness of the strategy adopted supports the organization's capability to win customers from competitors which is the base for business continuation. Other benefits of CRM to airlines include ability to target profitable customers, addressing individualized marketing messages, and customized products and services (Amoako, Arthur, Christiana, & Katah, 2012).

2.5 Research Framework

Loyalty is a deeply held commitment to specific behaviour (i.e. re-buy or re-patronize) towards a preferred product or service. One of the basic assumptions in relationship marketing is that long-term loyal customers are profitable. Customer relationship profitability is achieved through a chain that starts with perceived value that creates customer satisfaction that, in turn, strengthens the relationships so that it lasts longer and thus becomes more profitable (Jesri et al., 2013). This study integrates the dimensions of CRM to measure its effect on customer loyalty. This integration provides a better understanding to the predictors of customer loyalty in service industry. Therefore, this study adopts six dimensions of CRM, these are shared values, bonding, trust, tangibility, commitment, and dealing with conflicts. It tests the causal relationships between these dimensions and customer satisfaction and loyalty. The developed research framework (Figure 1) indicates seven hypotheses to measure this effect in airline companies.

Figure 1. Research Framework



From Figure (1), the developed hypotheses could be stated as follows: Customer satisfaction is positively affected by shared values (H1), bonding (H2), trust (H3), tangibility (H4), commitment (H5), and handling conflicts (H6). Meanwhile, customer loyalty is positively influenced by customer satisfaction (H7).

3 METHODOLOGY

This study adopts the quantitative approach to test the research hypotheses. The questionnaire is the data collection method. It is developed from literature studies to measure the causal relationships developed in the research framework. The form includes two parts. The first aims to describe the personal information of the passengers including their gender, age, qualification, number of flights in the last 12 months, and purpose of travel. The second part includes ten latent variables. The latent variables represent the eight constructs included in the research framework (Table 2). Shared values are measured by 3 items, bonding (3 items), trust (3 items), tangibility (4 items), commitment (3 items), dealing with conflicts (3 items), satisfaction (3 items), and loyalty (4 items). The items appearing in Table (2) under each construct was developed based on literature review, reviewed and piloted on 40 passengers to check its face and construct validity. Preliminary statistics showed good corrected item-total correlation among items of each construct in addition to acceptable internal consistency.

After piloting the questionnaire, forms were randomly distributed to EgyptAir passengers during the months of February-April, 2017. EgyptAir is the national flag carrier of Egypt and one of the society's major pillars that contributes largely of Egypt's social and economic development. EgyptAir was established in 1932 as a pioneer air carrier in Middle East and Africa. In the recent years, EgyptAir has faced drastic challenges due to the critical period that the region has been through and had its negative impact on tourism in general and consequently on air traffic. 7.4 million passengers have flown on EgyptAir in 2013-2014 but the company aims to increase the number to 12 million passengers by 2020. The corporate strategy of the company aims to enhance its image to be the customer first choice in Egypt, and internationally to increase its market share (EgyptAir 2017)

215 questionnaires valid for analysis were returned. Data were coded and entered in SPSS and analyzed using structural equation modelling (SEM). SEM is advanced multivariate technique that is used to measure complicated models with latent constructs and multi causal relationships among constructs. WarpPls version (5) was used in analysis. It is a variance-based technique that uses Partial Least Squares as analysis procedures. Measurement model was generated to measure the indictor loadings, the average variance extracted (AVEs) by each construct, Cronbach's alpha and composite reliability. The measurement model aims to check construct validity (convergent and discriminant validity) and reliability (internal consistency and composite reliability). Afterwards the structural model was generated to measure the causal (cause-effect) relationships between CRM dimensions, passenger satisfaction and loyalty.

4 RESULTS AND DISCUSSION

4.1 Descriptive statistics

Findings revealed that 69.3% of respondents are male. 33% of respondents are between 31 and 40 years, 26.5% are between 20 and 30 years, 21.4% are between 41 and 50 years, 11.2% are more than 50 years, and 7.9% of respondents are less than 20 years. 46.5% of respondents have university qualification, 7.9% have college qualification, 6.5% have secondary qualification, and 39.1% have other qualifications. As for the number of travels during the last 12 months, 61.9 % of respondents have travelled once, 27.9% have travelled 2-3 times, 8.4% have travelled 4-6 times, and 1.9% of respondents have travelled more than 6 times. 41.4% of respondents were travelling for leisure purposes, 34% of respondents travelled for business/ work, 16.3% travelled for study/ training, 0.9% travelled for health purposes, and 7.4% travelled for other purposes.

Looking at the mean values of the research model constructs (Table 1), it is revealed that respondents agree with 'trust, tangibility, commitment, and loyalty' (mean values ≥ 3.5 based on a 5-point Likert Scale, strongly disagree(1) - strongly agree (5)). Furthermore, respondents have 'neutral' opinions on 'shared values, bonding, dealing with conflicts, and satisfaction' (3.5 > mean values> 3). These neutral opinions reflect unsure perceptions of EgyptAir practices on these constructs of CRM.

Table 1. Mean values of research model constructs

Dimensions	Mean	Std. Deviation
Shared values	3.11	0.192
Bonding	3.39	0.164
Trust	3.61	0.176
Tangibility	3.57	0.155
Commitment	3.50	0.045
Dealing with conflicts	3.32	0.077
Satisfaction	3.37	0.105
Loyalty	3.50	0.210

4.2 Measurement model

The measurement model looks at the relationships between indicators and latent variables. The model fit indices for the measurement model reveals a good model fit. Indices include average path coefficient (APC)=0.259, P<0.001, average R-squared (ARS)=0.678, P<0.001, average adjusted R-squared (AARS)=0.674, P<0.001, average block VIF (AVIF)=2.363, average full collinearity VIF (AFVIF)=2.939, Tenenhaus GoF (GoF)=0.692, Sympson's paradox ratio (SPR)=1.000, R-squared contribution ratio (RSCR)=1.000, Statistical suppression ratio (SSR)=1.000, and nonlinear bivariate causality direction ratio (NLBCDR)=1.000.

Looking at Table 2, it is revealed that average variance extracted (AVEs) for the measurement model constructs are greater than 0.50 which reflects the convergent validity of the measurement model constructs (Fornell & Larcker, 1981). The square root of AVEs is higher than correlations among measurement model which means that discriminant existed (Kock, 2015). Cronbach's alpha and composite reliability exceed 0.70 for all constructs reflecting the reliability of measurement model constructs (Hair, Black, Babin, & Anderson, 2010).

4.3 Structural Model

The structural model tests the causal relationships between the research model's constructs. According to Figure (2), seven hypotheses were tested. It is revealed that there is a significant effect between 6 out of 8 dimensions of CRM and customer satisfaction: Shared values have a positive significant effect on satisfaction (β=0.15, P<0.05, and the first Hypothesis (H1) is supported), Bonding is significantly affecting satisfaction (β=0.15, P<0.05, and H2 is supported), and the same are Trust (β=0.12, P<0.05, and H3 is supported), Tangibility (β=0.13, P<0.05, and H4 is supported), Commitment (β=0.38, P<0.01, and H5 is supported), and Dealing with conflicts (β=0.12, P<0.05, and H6 is supported). The dimensions of CRM explain 73% of the variance in customer satisfaction (R square =0.73). Furthermore, customer satisfaction has a positive significant impact on customer loyalty (β=0.79, P<0.01, and H7 is supported). Customer satisfaction explains 62% of the variance in customer loyalty (R square = 0.62).

Figure 2. The structural Model

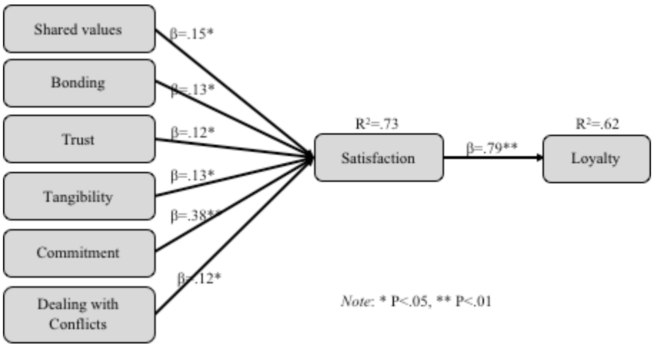


Table 2. Measurement model

Dimension	Indicators	Loadings	AVEs	CA	CR	$\sqrt{AVEs}$	VIF
Shared values	The provided service in EgyptAir worth the value for money paid	0.781	0.667	0.749	0.857	0.817	2.35
	EgyptAir involve customers in decisions relating to customer service	0.859					
	EgyptAir offers incentives to their customers for purchasing their service	0.809					
Bonding	EgyptAir implements prior promises transparently	0.788	0.629	0.705	0.836	0.793	2.80
	The company strengthen relationships with customers	0.814					
	I feel to belong to EgyptAir	0.777					
Trust	There is a trust in the promises made by EgyptAir	0.852	0.726	0.812	0.888	0.852	2.90
	There is a privacy/ confidentiality of my personal information	0.846					
	I trust the information provided by EgyptAir	0.859					
Tangibility	Inflight services are presented in a good appeal	0.873	0.631	0.803	0.872	0.794	2.25
	EgyptAir employees are courteous and have a good appeal	0.824					
	Tickets of EgyptAir have attractive design/ visual appeal	0.723					
	Aircrafts design is comfortable and appealing	0.747					
Commitment	EgyptAir is committed for a high quality level of service	0.851	0.735	0.820	0.893	0.858	2.43
	EgyptAir fulfils their commitments towards customers	0.854					
	The company is committed to maintain a standard level of quality	0.868					
Dealing with conflicts	EgyptAir seriously handles customer complaints	0.853	0.707	0.792	0.878	0.841	2.44
	There are declared written procedures to deal with complaints	0.817					
	The company offers solutions to the complaints that confront you in a timely manner	0.851					
Satisfaction	I am satisfied with the services provided by EgyptAir	0.902	0.772	0.852	0.911	0.879	2.94
	Perceived services of EgyptAir meet my expectations	0.848					
	Overall, I am satisfied with EgyptAir services	0.886					
Loyalty	I will continue buying EgyptAir services as am satisfied with it	0.892	0.772	0.901	0.931	0.879	2.23
	I share the positive things about EgyptAir	0.828					
	I feel proud when I use EgyptAir services	0.898					
	I will recommend others to use EgyptAir services	0.895					

Note: AVE= Average variance extracted, CA=Cronbach's alpha, CR=Composite reliability, and VIF=variance inflation factor

5 DISCUSSION OF FINDINGS

Relationship marketing aims to improve the satisfaction and loyalty of customers in order to build long term relationships. This concept depends on a number of procedures that help keep customers satisfied. These procedures were translated in this study in a number of constructs through which it can be revealed that EgyptAir (the national airline company of Egypt) adopts such procedures or not and how effective is this adoption on passenger satisfaction and loyalty.

The first dimension of CRM is shared values (the first hypothesis measuring the effect of shared values on passenger's satisfaction). Shared values refer to the beliefs of passengers towards the services provided by EgyptAir and how appropriate they are. The structural model revealed a significant relationship between shared values and passenger satisfaction. Passengers perceive the services provided by EgyptAir to worth the value paid. EgyptAir involves customers in their customer-related decisions and offer incentives to buy the company services. These practices are certainly affecting passenger satisfaction and transfer them to be loyal passengers through time. This finding is consistent with Heffernan et al. (2008) and Taleghani et al. (2011) who highlighted the role of shared values in building long term buyer-seller relationships.

In addition to shared values, bonding was found significantly contributing to passenger satisfaction (the second hypothesis of the study testing the relationship between bonding and passenger's satisfaction). Bonding represents the link between EgyptAir and their customers. This includes the procedures employed by the company to strengthen relationships with passengers, and how accurate does EgyptAir implement prior promises to passengers. Linking with customers and implementing promised services lead customers to feel that they belong to the company. This positive feeling is definitely a predictor to passenger satisfaction. This finding is concurrent with Khan (2013) who cited that linking with customers in order to build long term relationship is an important component of CRM.

Having shared values with passengers and linking to customers could have a positive impact on passenger satisfaction unless trust is not missing. Trust (the third hypothesis of the study testing the effect of trust on passenger's satisfaction) is the main concern that keeps customers linked, engaged and loyal to a business. Passengers' trust in the promises of the service provider, the confidentiality and privacy of personal information, and the trusted information provided by the company could build strong longer relationships between business and customers. This study revealed a positive impact of trust on EgyptAir passenger satisfaction. This finding is similar to Rizan et al. (2014) who believes that customers feel satisfied with a business if they have an honest investment and engagement with the service provider.

Tangibility (the fourth hypothesis of the study investigating the impact of tangibility on passenger's satisfaction) is considered the core of service quality leading to customer satisfaction. It focuses on the tangible services provided by the airline. Respondents of this study positively perceive the inflight service and its good appeal, courteous employees, attractive tickets, and comfortable and appealing aircraft design. Hence it is logic that tangibility affecting the satisfaction of passengers. This finding is similar to Jesri et al. (2013) who stated that tangibility is an important dimension of CRM that affects passenger satisfaction.

As for the effect of commitment on passenger's satisfaction (the fifth hypothesis of the present study), commitment is perquisite of building trust. The greater the business is committed to its goal and mission, the greater the customers are satisfied and loyal. The respondents of passengers in this study think that EgyptAir is committed to a high quality level of service; it fulfils their commitments towards customers, and is committed to maintain a standard level of quality. The commitment of EgyptAir leads to its customer satisfaction as a result. This finding is definitely true according to Taleghani et al. (2011) who claimed that commitment is a crucial determinant for measuring the likelihood of customer loyalty and predicting future purchase frequency.

Dealing with conflicts is another vital determinant of passenger satisfaction (the sixth hypothesis of the current study). The capability of airline to seriously dealing with any issues relating to customer complaints is a success key. Dealing with conflicts completes the cycle of bonding, trust, and commitment of the company. Handling complaints and having declared procedures to deal with it, and offering instant solutions are key factors affecting the passenger satisfaction. According to passengers involved in this study, they have a positive impression about seriousness of EgyptAir in handling complaints according to declared regulations in a timely manner. Therefore, it is revealed that dealing with conflicts ability of EgyptAir has positively affected their passenger satisfaction. This finding is again similar to Jesri et al. (2013) who showed the role of dealing of conflicts and its contribution to customer satisfaction.

While customers are satisfied about the services of airline, they become loyal through time (the seventh hypothesis of the study testing the influence of passenger's satisfaction on their loyalty). This study confirms the results of a previous study of Jesri et al. (2013) who claimed that customer relationship is achieved through a chain that starts with perceived value that creates customer satisfaction and, in turn, strengthens the relationships so that it lasts longer and thus customers become loyal. This study revealed a positive effect of customer satisfaction where passengers could continue buying EgyptAir services; share the positive things about EgyptAir, and recommend others to use EgyptAir services.

6 CONCLUSION AND IMPLICATIONS

Airlines are among businesses caring strongly about their passenger satisfaction and loyalty. EgyptAir, the national airline company of Egypt, has been investigated through its passenger in the current study to perceive the effect of its relational marketing procedures on passenger satisfaction and loyalty. Using structural equation modelling to analyse 215 responses from EgyptAir passengers, it is revealed that relational marketing dimensions are positively affecting passenger satisfaction. However, these dimensions have small effect size on passenger satisfaction. Mean values of relational marketing dimensions refer to neutral opinions of passengers on airline shared values practices, bonding, dealing with conflicts, and satisfaction of passengers. It is worth to pay attention to such practices to enhance the passenger satisfaction and loyalty to the airline.

Having shared values with customers, implementing what the company promises and its commitment to a high level of service quality, in addition to trust building between the company and its passengers, appealing tangible services provided by the company and instant dealing with customer conflicts and complaints according to the declared regulations could strongly have a positive impact on the perception of passengers to the services provided by the company and forming a positive attitude toward the airline.

EgyptAir has courteous employees, attractive aircrafts, and builds long term relationships with customers. These customer-centred practices have significantly affecting the satisfaction of the customers and succeeded to convert them to loyal marketers speaking positively about the company and recommend its services to others. Generally service providers in tourism and hospitality sectors have to keep a strong relationship with customers where the word of mouth and reviews of customers have a crucial impact on other customers who consider seriously the comments and opinions of those tried the service and make a decision accordingly. In addition the competition among airlines has become fierce, and online travel portals help passengers to search, compare, and buy airline services globally which should be taken considerably by airlines to retain their passengers and increase their customer-base.

6.1 Implications

Contribution to Knowledge

This study contributes to theory adopting and incorporating constructs from previous studies in a rigorous model to investigate the effect of customer relationship marketing dimensions on customer satisfaction and loyalty. It evaluates the perceptions of EgyptAir passengers towards its provided services, practices relating to customers, its commitment to promised and declared itineraries. The study adds to the extant knowledge in airline sector and provides a research model that can be used to investigate the activities of customer relationship marketing in the sector. Academics and researchers are invited to adopt the developed model, develop it further and test it in different contexts. Testing the causal relationships between constructs of the model could help increase the understanding of the factors affecting passengers of airlines and their loyalty to specific ones.

Managerial implications

This present study contributes to practice by revealing a number of results relating to the relationships of the airline with their customers. Although having positive and significant findings in this study and having a clear effect of relational marketing activities on customer satisfaction, the regression loadings and mean values of opinions refer to the need to better improvement of such practices. it is revealed in this study that commitment of the company to what it promises have the greatest effect on its passenger satisfaction, and this is followed by shared values, bonding and tangibility. Constructs of bonding, tangibility, trust, and dealing with conflicts need to have a stronger effect on customer satisfaction. EgyptAir and airlines need to:

- Build stronger relationships with customers and improve communication procedures with them and engage them more in their decisions. This will help customers understand the areas of defect and the procedures airlines could take to improve their services and respond to passengers' feedback. Finally this communication increases passengers' satisfaction and loyalty.
- Improve marketing efforts as marketers of airline services could use the findings of this study to increase the customer satisfaction through building a trust between airlines and their passengers reflecting the importance of their feedback and how airlines try to improve their services in order to satisfy their customers

and have loyal passengers.

- Introduce the dimensions that influence passenger satisfaction in their loyalty programmes in order to have loyal customers and positive word of mouth about the flights, its services, facilities and complaints' handling.

6.2. Limitations and further research

One limitation of this study is it investigates the opinions of passengers on different routes, short and long haul flights. Long haul flights and short flights should be investigated separately and a comparison of findings should be introduced. A comparison between EgyptAir and other airline companies should be conducted. Furthermore, the majority of the sample units were males. Additionally, the sample size could be increased for better generalization concerns. Further research should focus on these limitation and academics are invited to test and develop the research model in other tourism sectors.

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The agricultural treadmill - a way out through differentiation? An empirical analysis of organic farming and the agricultural treadmill

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Abstract
Purpose: *The agricultural treadmill is explored, describing how technology create productivity gains for the benefit of progressive farmers, but where the result is also increased supply, falling prices, economic problems for laggard farmers and thus the need for new achievements in technology. To escape from this treadmill, farmers try to diversify into new more attractive segments, like agro-tourism and organic agriculture.*
Methods: *The elements and processes in the treadmill are described and supported by empirical time series. Possibilities of delaying or stopping the treadmill are discussed. A hypothesis is raised, whether organic farming is able to escape the treadmill; it is answered from both a theoretical and an empirical point of view. Empirical analysis is based on Danish agriculture, which has a significant organic agricultural production.*
Results: *The major finding is, that the structural and productivity developments and price trends are almost identical in the organic and conventional agriculture. Findings do not validate the initial hypothesis raised, whether conditions like economies of scale, structural development, productivity pressures and real price declines are significantly different in organic agriculture.*
Implications: *Differentiated products such as organic products can only reduce or delay the conditions under which agriculture operates. It is difficult to differentiate even organic foods, and with low entry barriers and fixed assets, long term prices of organic products will not increase significantly more than prices of conventional products.*

Keywords: *treadmill, organic agriculture, differentiation, productivity, blue ocean*

JEL Classification: *N5, Q12, Q1*

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1 INTRODUCTION

The agricultural treadmill describes how farmers are trapped in a process, where sustained technological advances create productivity gains for the benefit of progressive farmers, but where the result is also increased supply, falling prices and thus the need for new achievements in technology. Thus, if farmers want to remain in the business, they need to apply and implement new technology, and the market conditions make it difficult and almost impossible to escape the treadmill.

A farmer can be a frontrunner in a treadmill by being an early adopter, and being among the first to use new technology. The agricultural and food markets can often be regarded as “Red Oceans” (Kim and Mauborgne, 2005), and therefore farmers are trying to differentiate and diversify into new areas - at best into Blue Oceans - where consumption growth is greater, opportunities for differentiation is better and competition and cannibalization is less sharp.

There are many examples of this kind of differentiation, and agro-tourism is one example: Farmers exploit or develop existing capacity, their products (agro-tourism) are relatively income elastic, and they can to a greater extent control the value chain to the final consumer. Furthermore, the number of suppliers is significantly lower than in agriculture in total, and each supplier can market a unique and differentiated

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product that cannot be immediately copied. However, a partial or complete shift from traditional agriculture to agro-tourism requires new skills and a new marketing setup, so this is not an uncomplicated shift.
Another example is organic farming. Demand for organic foods is rising faster than demand for conventional foods, income elasticity is higher, and demand is not as price sensitive. So the question is whether organic farming is able to escape the treadmill. Is organic farming located in a Blue Ocean with less competitive pressure and better price development, or do the same market and production conditions exist as in conventional agriculture?
This article seeks to answer this question based on empirical data from countries with a significant organic agricultural production.

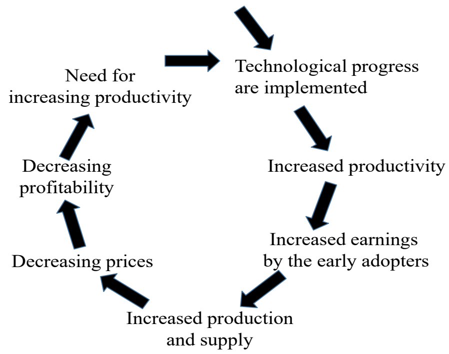
2 LITERATURE REVIEW

The agricultural treadmill, its relevance and, not least, ways to escape from the treadmill also engage the academic world. However, the question of whether specifically organic farming can be considered as a way out of the treadmill has not been much investigated - indeed given the considerable public and consumer interest in organic agricultural production.
Examples of analyzes and assessments of the agricultural treadmill are shown below.
Carolan (2016) regards the treadmill as a fundamental explanation of the economic pressure in agriculture. However, he does criticize the fact that the treadmill assumes limited consumption growth, as both bioenergy and animal production are an ever-increasing consumer of agricultural commodities.
Hill and Ingersent (1982) also criticize the treadmill theory for not being able to fully explain income differences between agriculture and other industries. The point is that there are also income gaps in periods, when demand rises more than supply.
The agricultural treadmill in the context of organic farming has only been sporadically analyzed on an economic and empirical basis in the academic literature. However, Obach (2007) assesses whether an "organic treadmill" exists, and whether it can be compared to a traditional agricultural treadmill - without providing a completely clear answer.
In Levins and Cochrane (1996) the treadmill is revisited and a new dimension, subsidies and price support, is introduced. In the real world, the price decrease was reduced and compensated by economic support. The economic support was then capitalized in higher land prices, which resulted in higher costs and thus pressure on earnings in agriculture.

2.1 The agricultural treadmill: Theoretical background

The theory of the agricultural treadmill was in 1958 developed and presented by the American agricultural economist, Willard W. Cochrane, in the article "Farm Prices, Myth and Reality" (Cochrane, 1958). The contents of the agricultural treadmill are presented below:
The treadmill begins, when new technology is developed and implemented by those farmers who are the fastest to implement and utilize new knowledge. These farmers (early adopters) are able to gain an economic advantage from the new technology, because they can produce at lower costs at unchanged selling prices. As more and more farmers use the new technology, production increases and prices fall. In doing so, the immediate economic advantage gained by early adopters disappears as it is offset by falling prices.
The laggard farmers – or even the average farmers - who apply new technology at a late stage, thus experience only the negative effects of technology development, namely falling prices. At this stage in the treadmill, new technology is emerging, which again will reduce costs or increase productivity and subsequently increase farmers' earnings. Again only the progressive farmers (early adopters) benefit without immediately meeting the subsequent falling prices.
Farmers trapped in the treadmill will always have to run faster and to use new technology to offset the decline in real prices and terms of trade created by the new technology. Finally, consumers will benefit from the cheaper food.
The question then is why labor and other resources do not leave agriculture and move to other more profitable sectors. If the market worked perfectly, resources would move to industries that are most attractive and away from low-profit industries. As resources move away from agriculture, supply is reduced and price falls will be reduced or completely eliminated.
The reason is that many resources are locked up (fixed) in agriculture, which for a long time has been recognized (Johnson, 1959). Fixed assets mean that the assets have a low alternative use and value in other industries. For that reason, the assets are immobile and they remain in the agricultural industry for a long time.
In addition, entry barriers are relatively low - also inside the agricultural industry: If attractive new production opportunities are created, resources will move in order to exploit these new business areas without being hampered by prohibitive entry barriers. The phenomenon is described among others in Baumol (1982). The stages and processes of the treadmill are outlined in Figure 1.

Figure 1. Illustration of the stages and process of the agricultural treadmill



Note: The first three steps are made by the progressive and innovative farmers who achieve a financial gain. As the average farmers also apply the technology, supply increases further and prices fall accordingly (the last four steps).
Source: Own presentation based on Cochrane (1958).

The next sections describe the individual elements of the treadmill. In this connection, the significance of the treadmill and its possible impact is assessed.

2.2 The importance of technology

Technology is a crucial factor in the treadmill. Technological developments in agriculture have been, and will probably also in the near future be, in a rapid development, and will be of great importance to the agricultural treadmill.

Basically, technological advances can change the comparative advantages of countries. New technology can replace conventional input factors such as land, labor and capital, but costs, economies of scale, specialization, concentration, etc. can also be affected. The impacts can be direct in the form of redundancy of labor or indirectly and derived in the form of, for example, increasing productivity, increasing production and supply and subsequent price declines.

Increasing migration from agriculture is a direct and indirect consequence of new technology. First, new technology often replaces labor. Secondly, the increase in productivity derived from the technology will often lead to increased production, which in the longer term results in a fall of prices and thus further increased migration and reduced labor supply in agriculture.

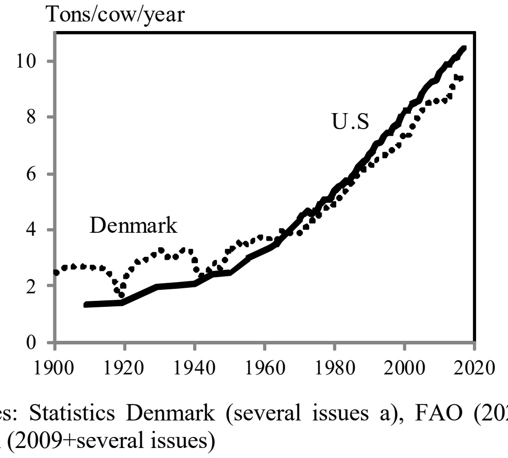
New technology also reinforces the trend towards fewer and larger farms. Often technology will create economies of scale. The larger farms gain an advantage, and the small farms must be bigger in order to take advantage of the new technology progress.

2.3 Permanent productivity pressure

The agricultural treadmill theory assumes a sustained and permanent productivity pressure created by new technology. Historically, there has been an almost constant increase in productivity in major agricultural sectors.

An example of productivity increase in agriculture is presented in Figure 2, which shows the long-term development in the average milk production per dairy cow in the US and Denmark. The figure shows an almost identical development in the two countries - despite significant differences in both structural conditions, agricultural policy and natural conditions between the countries.

Figure 2. Milk yield in Denmark and the United States: Long-term trend



Sources: Statistics Denmark (several issues a), FAO (2020) and USDA (2009+several issues)

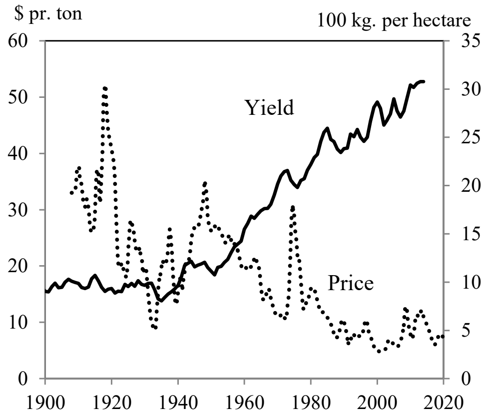
Agricultural productivity can largely be explained by the country's economic welfare level - GDP per capita. The richer and more prosperous a country is, the higher productivity in agriculture, cf. Hansen, (2016).

2.4 Permanent price pressure

The treadmill theory assumes and implies a sustained price pressure created by productivity increases. It can be difficult to prove empirically a direct effect of productivity on price developments, as many different factors affect development. From a theoretical point of view, however, it is obvious that productivity increases will result in lower production costs, which subsequently will be transmitted into the market in the form of lower prices.

Many studies and examples show that prices and productivity are developing in different directions - cf., for example, ABARES (2019), Hansen, (2013); Fuglie (2008) and Dorward (2013). Figure 3 also illustrates this inverse relationship between price and productivity, with wheat production in the United States as case.

Figure 3. Wheat: Long-term real price development and yield in the United States



Note: Price is 12 month moving average and deflated with inflation

Source: Own calculations based on USDA (2020+several years) and FAO (2020)

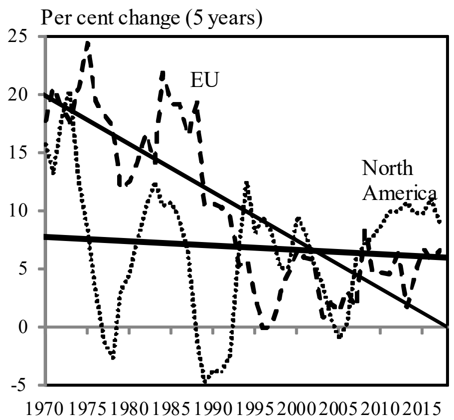
However, other factors than the treadmill create falling real prices, as other conditions on the demand side also limit the price trend. Other factors playing a role such as the fact that demand growth is relatively weak (low income elasticity of demand) and that demand does not rise much during falling prices (low demand price elasticity). Hansen (2013) identifies at least 25 drivers behind the development of food prices. Agricultural policy and agricultural support have also played a major role in price developments, although the impact has been reduced in recent decades.

2.5 Maximum level of productivity

Productivity has a maximum level - an upper limit. Water, nutrition and ultimately also sunlight are limiting factors for increasing crop production and productivity. Especially in countries with very high productivity levels, productivity growth is declining, which is seen in crop production in both North America and Europe, cf. Figure 4.

Figure 4 shows long-term trends towards declining wheat yield growth in both EU and North America. Since large fluctuations in crop yields will occur from year to year, long-term trends are necessary to determine the trend.

Figure 4. Changes in wheat yields in 1970-2017 in Europe and North America



Note: The changes are calculated for 5-year intervals (eg. 2013-17 compared to 2008-12). Trend lines are plotted.
Source: Own calculations based on FAO (2020)

The declining productivity growth and a - albeit theoretical - maximum productivity level will challenge the treadmill theory. At some point, new technological advances to increase agricultural productivity will be eliminated or significantly limited. At this stage the treadmill will slow down.

2.6 Productivity and profitability

Increasing productivity is not necessarily beneficial to farmers. An increased milk production per dairy cow or a higher crop yield per hectare may have involved an economic cost greater than the value of the increased production. The lesson, therefore, is to optimize profitability and not productivity - optimize value not quantity. This is logical, and economic optimization is also the focal point of farmers' investment budgets, but often productivity goals are easier to calculate, understand and compare.

The use of partial measures of productivity (production per hectare, per dairy cow, etc.) must take place with caution, and firm conclusions may be uncertain. In general, all outputs and all inputs (all production and all associated resources used) must be included (Chatzigeorgiou et al., 2009, 2019).

The economically optimal productivity will thus be lower than the technically optimal productivity. In this case, the result is that the treadmill will slow down earlier, because the marginal increase in productivity will hardly be profitable.

2.7 Organic farming: Different conditions and trends?

Organic farming can be considered a step towards more sustainable food production. Organic agricultural production is in a segment with great political, consumer and farmer attention. From a political point of view, the ambitions are to support future growth of organic production. From a consumer point of view, consumption of organic food is also increasing and market shares are increasing in several countries around the world. Farmers also have an interest in identifying and developing new business areas with stronger market growth, better differentiation and less price competition.

The question is therefore whether conditions like economies of scale, structural development, productivity pressures and real price declines - which are characteristic of the treadmill in conventional agriculture - are significantly different in organic agriculture.

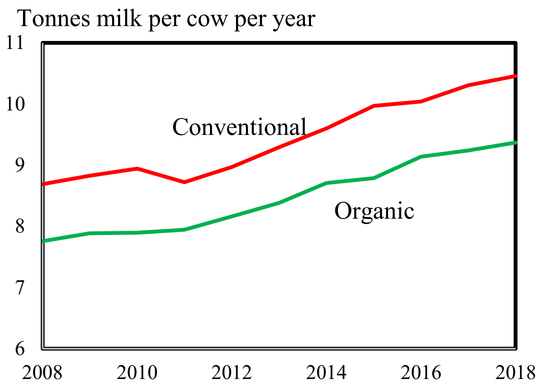
From a theoretical point of view, differentiated products such as organic products can only reduce or delay the conditions under which agriculture operates. This is mainly due to three factors:

First, also organic farmers mainly produce raw materials that are difficult to differentiate and to develop into unique products. Most of all, added value is created in the processing and marketing industry in the down stream value chain, and the agricultural products are still standard commodity that can be mass-produced. It is difficult to create a "Blue Ocean" for organic agricultural products. The reason is that competition is too fierce, the possibility to copy is obvious and the ability to add unique features is too small.

Second, entry barriers are low. Although a conversion from conventional to organic farming takes time - often several years - and although organic farming requires new, specific skills and resources, farmers can and are able to switch from conventional to organic farming if economically attractive. This means that new producers are always attracted to organic production if they consider that long-term earnings opportunities in organic farming are better than in conventional farming.

Third, even organic production in agriculture will quickly face price and productivity pressures, just like conventional production. Examples from Danish agriculture, which has a significant organic agricultural production, show that in recent years the development in prices, structure and productivity of organic products has largely followed the same development as conventional products - see Figure 5-9.

Figure 5. Yield of dairy cows in Denmark, full-time farms, 2008-18



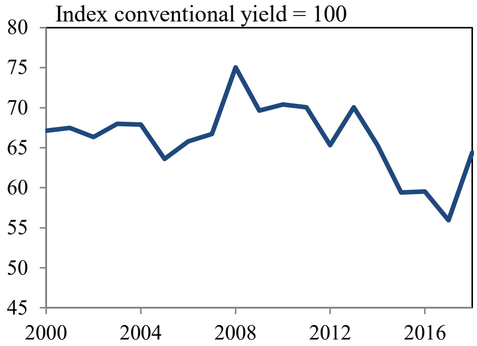
Source: Statistics Denmark (2019a+b)

Figure 5 shows that in recent years milk yield in organic and conventional agriculture has followed almost parallel developments in recent years.

With regard to crop production, the yields in organic crop production have, on a weighted average, been approx. 70 per cent of the yields in the conventional crop production (Figure 6). The long-term trend shows almost identical productivity growth in organic and in conventional crop production.

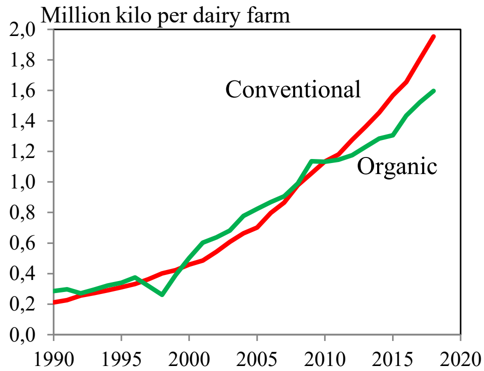
The agricultural treadmill also affects the structural development, as technological development increases both productivity and economies of scale. This indicates that organic farming is not less subject to structural pressure, as, for example, organic dairy farms in recent years have almost followed the same trend as conventional dairy farms, cf. Figure 7.

Figure 6. Organic yields as per cent of con-ventional yields in crop production (full-time) in Denmark, 1995-2018. Average of 11 crops



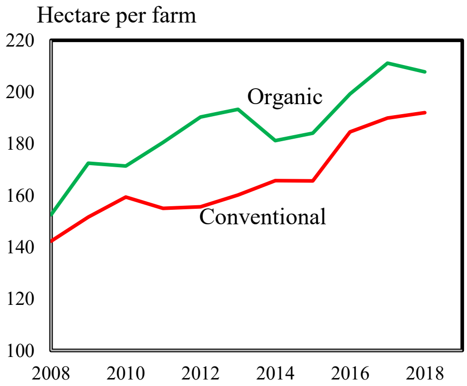
Source: Statistics Denmark (several issues b)

Figure 7. Average size (milk production per dairy farm) of dairy farms in Denmark, 1990-2018



Source: Own presentation based on data from LF (several issues)

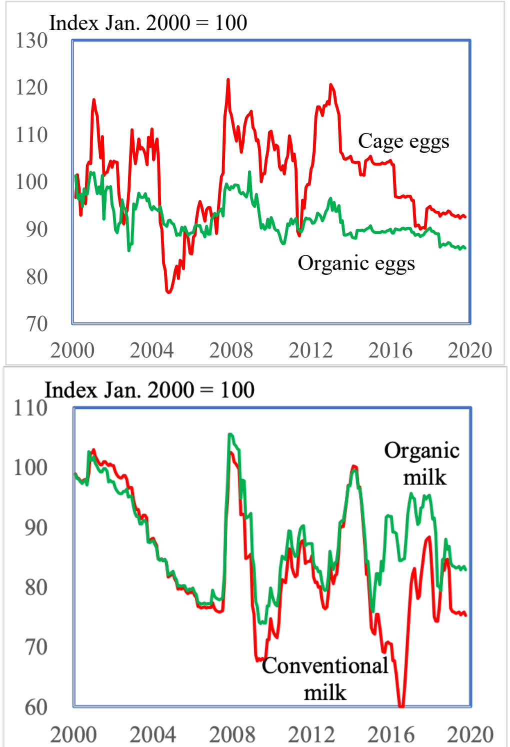
Figure 8. Average size (hectare per farm) of full-time farms in Denmark, 2008-2018



Source: Statistics Denmark (2019a+b)

Figure 8 shows that the average size of organic and conventional farms is almost identical and follows the same development over time. Both structural and productivity developments are almost identical in these organic and conventional agricultural industries.

Figure 9. Farmer sales prices of eggs and milk in Denmark 2000-2019



Source: Own presentation based on prices from industry organisations

The same conclusion can largely be drawn for the price developments. As seen in Figure 9, the price trends for organic and conventional milk and eggs have been almost identical. For the years 2000-2019 farmers' sales prices - even at current prices - for both organic and conventional products have fallen.

2.8 Can the treadmill be stopped?

The agricultural treadmill may seem unfair and burdensome to farmers being trapped. It may seem unreasonable that farmers are subject to persistent price and productivity pressures, which they cannot control themselves, and which they themselves do not benefit from.

At the same time, the treadmill contributes to creating a structural development, which for some persons or groups is regarded as undesirable. Often, suggestions to stop or at least slow down the treadmill are made. The question is therefore whether it is possible and desirable to stop the treadmill.

As shown below, affecting the treadmill is possible, but in practice it is very complicated - for several reasons:

- The research, which is the basis for technological development, can be slowed down. However, research and development is taking place internationally, and it is not possible for a country or region to curb such a trend.
- Similarly, the dissemination of knowledge between research and the agricultural industry, which is also important for the treadmill, can be limited. By prohibiting the use of technological development (e.g. GMO - genetically modified organisms) or by not supporting knowledge sharing and information, this

knowledge dissemination can be subject to restrictions. However, a global market for knowledge exists, and a country or region cannot control that market

- Increasing productivity and earnings resulting in increased production is an important element of the treadmill. Thus, a significant price decrease is immediately inevitable. This is a natural consequence in a market economy. However, increasing production and supply can be avoided - at the local level - by imposing production restrictions in the form of, for example, quotas. If quotas could effectively limit supply, import barriers are required, and in a period of more free trade, globalization and international cooperation, this is not a viable solution.
- Farmers can respond to the improved productivity and earnings by not producing more but instead producing more high quality and high value products. This option and this response already exists, but there will always be a market for standard goods, low-price products, etc., and some countries and some farmers will always be able to produce for this market. High-quality and high-value products cannot per se prevent a price and productivity pressure in agriculture.
- If farmers produce agricultural commodities with less price-sensitive demand (price inelastic demand), a price pressure can be limited or completely avoided. The long-term real price decrease, which would otherwise occur as a result of the treadmill, can thus be avoided. In practice, agricultural commodities are relatively homogeneous products, which are sold in competitive markets with many suppliers and with strong price competition. Although processed foods are sold as branded products with high value added and at relatively high prices, agricultural commodities are difficult to make unique, so that in the long term they can create a positive price trend for the farmers.
- From an agricultural policy perspective, the treadmill can be affected by introducing price support to avoid the real price decrease. Price support was a key element of the agricultural policies for many years in many countries. However, the experience from this shows that price support is not a sustainable solution in the long term, and price support is also in conflict with the development of international agricultural policy in recent decades.
- The strong structural development is also a part of - or a consequence of - the treadmill. If the treadmill runs fast, structural development will also be faster. Legislation can limit structural development and thus also limit the effects of the treadmill. However, such a restriction would aggravate the long-term international competitiveness of agriculture, leaving no optimal business solution.
- The emigration of labor from agriculture can be facilitated, thus solving some of the economic and social problems that the treadmill creates for the laggard farmers. For example, emigration can be facilitated by making labor more mobile. By facilitating the migration some immediate social problems are solved, but the treadmill does not stop.
- Finally, laggard farmers can be upgraded and strengthened to become early adopters. Advisory service, education and increasing competence are among the means that can be used to move these farmers, making them more progressive. It does not stop the treadmill either, but it does reduce the number of farmers who get trapped in the treadmill. This is by nature one of the most offensive measures. However, these measures will move the problems to other farmers outside the area - and these farmers in other countries or regions will face increased problems

3 CONCLUSIONS

The agricultural treadmill theory was developed and presented nearly 60 years ago, i.e. before the industrialization of agriculture really began. It seems that both the agricultural treadmill, its prerequisites and derived effects are still fully valid. The market economy and international trade drive the treadmill, and it is not possible for a single country or region to brake the treadmill in the long term. The treadmill is based on megatrends, which cannot be changed or delayed.

The question raised is whether conditions like economies of scale, structural development, productivity pressures and real price declines – which are characteristic of the treadmill in conventional agriculture – are significantly different in organic agriculture.

From a theoretical point of view, differentiated products such as organic products can only reduce or delay the conditions under which agriculture operates. It is difficult to differentiate even organic foods, and with low entry barriers and fixed assets, long term prices of organic products will not increase significantly more than prices of conventional products.

Based on empirical studies of the development of organic and conventional agriculture in a country with well-developed organic production, some conclusions can be drawn: Both structural and productivity developments are almost identical in the organic and conventional agricultural industries. Similarly, the price trends for organic and conventional milk and eggs have been almost identical.

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An investigation of key success factors for restaurant operations in Saudi Arabia

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Abstract

Purpose: *This exploratory, qualitative and descriptive study aims to find out critical success factors in restaurant operations and identify what elements are vital to a restaurant business success and survival. It is also an attempt to gain knowledge and understanding about this sector in Saudi Arabia through reviewing mangers' insights in relation to their strategies and perceptions adopted.*

Methods: *Ten restaurants in Jeddah were approached to collect data through face to face semi-structured in-depth interviews. The purpose of interviews was to explore their experiences and insights into core factors contributing to the practice of their success. Responses from the restaurants' operators were used to analyze critical factors responsible for their success.*

Results: *Strategy, marketing, menu, and staffing issues were considered in assessing the critical factors contributing to success in restaurant operations. Delivery of consistent quality food and service creates customer relationship and develop loyalty were highlighted by almost all respondents. They also emphasized the significance of customer service and focus on customers' needs to identify their requirements.*

Implications: *Managers should consider both the tangible and intangible aspects that would make a restaurant business successful; consumer relationship building and loyalty plays a very important role in the success of a restaurant, combined with a clear strategy to contribute to the uniqueness of service provided.*

Keywords: *restaurant industry, success factors; service management; qualitative research; semi-structured interviews*

JEL Classification: *D4, G1*

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1 INTRODUCTION

Food service industry has been given increasingly more consideration – prompting a noteworthy development of restaurants in both numbers and scale, which has transformed it into a critical component in many urban areas and towns. Throughout the second millennium, the restaurant business, together with the lodging and the travel industry sector, has turned out to be one of the quickest developing sectors and counted more than 33% of the worldwide services industry (International Labour Organization, 2010). In 2017, the food service sector in Saudi Arabia in 2017 was valued at USD 29.83 billion which is expected to record 5.9% as a Compound Annual Growth Rate (CAGR) through 2018-2023 forecast periods (www.mordorintelligence.com, 2018). There is a frantic surge in the restaurant business in Saudi Arabia with several diversifications of franchised and local independent or chains restaurants launching each year (Khan, 2017) with presence of high competition among them through adoptions of strategies to gain competitive advantage

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leading them to be survived and successful (www.mordorintelligence.com, 2018). According to Khan (2017) clients have several options in each segment of restaurants and they are presently searching for better varieties, tastes, values, comfort, quality and overall experience, since any restaurant that is failing to provide any of these issues, will undoubtedly die sooner than later.

There are many synonyms to success as revealed by many selected successful people and ranges from wisdom, well-being, satisfaction, work enjoyment, wonder, liking yourself, liking what you do, liking how you do, and as 1% inspiration and 99% perspiration (Business Insider, 2014; Fotiadis et al, 2019). For restaurant business, success can mean some or all of the previous listed qualitative aspects. In many cases restaurants success depends on several aspects rather than financial performance alone.

As a result, this study was conducted to identify what elements are vital to a restaurant business success and survival. It is also an attempt to gain more knowledge and understanding about this sector in Saudi Arabia though reviewing restaurants mangers' insights in relation to their strategies and perceptions adopted in operation. To that context, the researchers decided to carry out the current study to understand these aspects in restaurant industry within Saudi Arabia.

2 LITERATURE REVIEW

2.1 Restaurant Success

Earlier researches addressed the quantitative aspects of restaurant operations (Collie and Sparks, 1999; DiPietro et al., 2007). Ratio analyses were investigated in an exploratory study for predicting restaurant failures (DiPietro, 2017; Olsen et al., 1983). According to Parsa et al. (2005) restaurant density and ownership turnover were identified strongly correlated (Ottenbacher et al., 2006). It was concluded that effective management of family life cycle and quality-of-life issues were more important in the growth and development of a restaurant. They also found that the restaurant industry's failure rate originates from an underestimation of the difficulty of the business environment; a lack of necessary specialized knowledge and staying power; a misunderstanding of a business owner's lifestyle. In a study targeted the complexities of the Michelin restaurant-ranking system in Europe, the factors of for success of restaurant were shown as investment and investment types; sources of funding; pursuit of excellence; and culinary craftsmanship (Johnson et al., 2005; Yilmaz, 2018).

In a study based on ethnic restaurants (Ha and Jang, 2010), service and food quality were found to have positively significant impacts on customer satisfaction and loyalty. They added that providing quality food is particularly critical for creating customer satisfaction in ethnic restaurants where atmospherics are not satisfactory. Camillo et al. (2008), investigating the success factors for independent restaurateurs, revealed that success cannot be sustained without a number of factors working in harmony. They argued that strategic vision, competitive drive, designing and developing menus, maintaining service levels and food quality and consistency, finding and retaining competent labor, implementing stringent internal controls, procuring goods, and services, and developing a loyal following are vital to be successful. In summary, numerous factors can have a direct or indirect impact on a restaurant's success.

2.2 Restaurant Business

The restaurant industry represents an important sector in many countries' economy (Mensah & Mensah, 2018; Barnes et al., 2016; Parsa et al., 2005; Olsen and Zhao, 2001). According to the level of service clients receive, the restaurant business consists of four major segments.

(1) Full service, i.e. usually offering menu selections and the price can vary between moderate and greatly expensive;

(2) Quick service, i.e. fast-food chains and casual restaurants that offer buffets and take-out service and emphases on in-minute preparation and serving time, and relatively inexpensive;

(3) Eating and drinking place segment that includes caterers and refreshment stand vendor; (4) Retail host can be restaurants that located within gas stations and grocery stores like franchises of major brand, such as specialty coffee or fast-food chains (Akers, 2019).

2.3 Operations Strategy

It is important for restaurant business to identify operations strategy and being clear about it (Hyun and Kim, 2011; Spyridou, 2017; DiPietro, 2005; Gyimóthy et al., 2000). It is a set of plans and policies of the organization to meet and achieve its objectives. It is also associated with product life circle that currently adopted in service industries in which restaurant industry represent a major part in it and consists of main three stages, i.e. entrepreneurial, growth and maturity stages (Brown, 2003; Christou et al., 2010, 2018; Sasser et al., 1978). According to Chase (1978) a clear strategy should involve operation structure; number, size and location of units; split between front office and back room; technology options and its degree of usage. Johnston (1985) listed four main operation strategies for services industries that include strategic location of units; creation of economies of scale; technology development service differentiation development.

2.4 Meal-Related Experience

Relating to meal experience, Campbell-Smith (1989) and Davis et al. (2012) identified it as a series of events associate tangible and intangible issues that clients experience when eating out. To satisfy customers, meal experiences should be tailored to fit and maximize their requirements and expectations (Olsen and Zhao, 2001; Kotschevar and Luciani, 2007; Nella et al., 2010; Chatzigeorgiou et al., 2009, 2016, 2019; Fotiadis, 2018). In order to identify market segments, restaurateurs should identify who are the customers and what are their requirements to ensure that they are doing what the customers want. According to Davis et al. (2012) there are many aspects should be identified to meet customers' requirements such as: type of food and beverage; varieties in menu; service level, price & value relationship; interior décor & design; atmosphere & mood, expectation & their identification of restaurants; location & accessibility; service staff. Above all, it is significant to note that requirements from the same customer may vary from one meal experience to another, thus restaurateurs should believe in continuous improvement for their restaurant operations to be survived and successful sustainably (Cousins et al., 2010; Kwortnik Jr. and Thompson, 2009).

2.5 Menu

Menus represent the key marketing and merchandising tool for restaurant operations (Morrison, 1996), which involve a wide range of detailed information to customers through the words used, colors, layout & design, quality of material used, and styles (McVety et al., 2009). The menu associated with other physical attributes; develop a level of expectation from customers that should be met by the meal experience. Development menus involves aspects such as menu content, menu design (such as theme, typography, colors, graphics, shape, and materials, layout of the menu, size and form), and menu pricing (Antun and Gustafson, 2005; Kincaid and Corsun, 2003). Menu contents represent the most important attribute. To arrange menu contents, restaurateurs should consider popularity of menu items and customers favorability across items. Therefore, it is significant for restaurants staff to be well educated and trained with menu knowledge in order to provide perfect advice for customers as a competitive advantage (Davis et al., 2012; Kwong, 2005).

2.6 Marketing

A distinct attribute of services businesses is that the service product is consumed at the place of production. Thus the production place of service is part of the marketing mix (Armistead, 1985). Accordingly, marketing represents a supporting part of the production process (Grove et al., 2000; Pirnar et al., 2019). The marketing mix of restaurants that originated from service marketing, involve the 7 Ps, i.e. Product, Price, Promotion, Place, Process, Physical Evidence, and Participants (Davis et al., 2012). While most of these aspects are in the production process, the price and promotion are the two aspects that can be done before the "production-consumption point" in order to attract clients to the restaurants, in which the promotion is very critical (Akroush et al., 2013; Kwortnik Jr. and Thompson, 2009). Common promotion methods include advertising, public relations, merchandising, sales promotion and personal selling (Davis et al., 2012; Zaltman, Olson and Forr, 2015). Digital and social marketing is a current trend, so online reviews and social media have become popular (Groupon Works, 2013; Fotiadis and Stylos, 2017).

2.7 Staffing

According to Smith (1995) and Cheng and Brown (1998) the success and survival of restaurant industry is much more reliant on the quality of its staff and how effectively they are managed to achieve its goals. Therefore, it is critical for restaurant industry to develop an efficient human resources strategy to select, recruit and retain competent staff (Davis et al., 2012; Kelliher and Perrett, 2001; Fotiadis et al., 2019). However, restaurateurs still do not pay a recognized attention for hiring the right people (Ottenbacher, 2007; Ployhart and Moliterno, 2011). This in turn leads to job dissatisfaction, poor job performance, and increased staff turnover (Baum, 2007; Chapman and Lovell, 2006; Sigala & Christou, 2002; Triantafylou et al., 2011).

Based on the above discussions and considering the lack of information identifying restaurant success through reviewing restaurant managers' insights contributing to their successful practices, this qualitative study was designed to explore the critical success factors to restaurant industry in Saudi Arabia.

3 METHODOLOGY

Strauss and Corbin (1998:10, 11) defined qualitative research as "any type of research that produces findings not arrived at by statistical procedures or other means of quantification". It involves studies linked to: persons' lives; lived experiences; behaviors; emotions; feelings; organizational functioning; social movements; cultural phenomena; interactions between nations (Strauss and Corbin, 1998). It leads to answer what (i.e. what's happening in a particular settings; what's going here) or how (i.e. how realities of everyday life are accomplished) questions (Bouma, 2000; Seale, 2000), to provide in-depth information about something through interviewing and observing people to seek descriptions, interpretations, and explanations of something of the social world (Sheppard, 2004). According to Coolican (1999) in the semi-structured interviews, researchers should follow a list of specified topics and key questions to be covered and asked during the interview. Nevertheless, there is flexibility in terms of the ordering of questions that leads to extracting more information from participants relating to issues specified by interviewer (Robson, 1997; Denscombe, 2003). Recording of data followed by verbatim transcription represents a crucial concern to most of social studies researchers (Lapadat and Lindsay, 1999; Davies, 2007). Furthermore, it helped to ensure the accurate preservation and analysis of data (Creswell and Clark, 2007) and was a learning tool for the researcher/interviewer (Davies, 2007).
As this study was exploratory inherently, a qualitative multiple-case study method and descriptive semi-structured interviews were used to allow for comparative assessment for a total of ten restaurants' senior managers in Jeddah. Interviews were conducted between October and November 2018 using a convenience sampling method. The interviews ranged between 30 and 45 minutes. Then verbatim transcribed and translated to English version. To identify the most critical success factors for restaurant managers, an open-ended survey was administered to review their insights and concerns. Responding to an open-ended survey format, managers were asked to think about four critical aspects contributing to their success in restaurant industry, i.e. strategy, marketing, menu, and staffing. Each aspect includes some questions.
The questions of the semi-structured interview consisted of four parts. The first part included a list of four questions focusing the strategy being adopted to contribute to their success. The second part included a list of eight questions about the marketing aspects contributed to success. The third part documented the respondents' insights relating to menu aspects contributed to their survival and success through asking four questions. The fourth part involved two questions emphasized staffing issues in relation to contribution to success. Below is the list of 18 open-ended questions included in the interview.

Strategy Questions:

- How do you see other restaurants compared to yours?
- What makes you different from your competitors?
- Why customers should choose you instead of them?
- What is your overall restaurant strategy?
- Marketing Questions:
- What kind of customer demographic do you target? Or how is your customer portfolio like?
- How would you describe the attributes of your target customer profiles?
- How would you describe your customer preferences related to their food?
- What do you think your customers value most about their experience in your restaurant?
- How do customers know about you?
- What are the main marketing activities do you do?
- How have you tried to reach customers?
- How long does it take you to gain your reputation as today?
- Menu Questions:
- What kind of meal experience do you aim to create for customers?
- What is unique about your menu?
- What is your strategy to measure customer satisfaction? Who is in charge of this?
- How frequently do you update your menu (items and prices)?
- Staffing Questions:
- What are the challenges you face in managing your staff? How do you solve them?
- How do you monitor their performance? How do you know that they are doing a good work?

These questions earlier mentioned, were used to determine what was on managers' insights without directing them to a particular answer or forcing them to select from a list of specific aspects. Accordingly, mangers were given a space to think and elaborate on their insights. As the approach intended on qualitative study, we intended to extract categories of issues that are pressing to mangers. Data was analyzed through using content analysis technique with constant comparison analysis to compare between similarities and differences across all respondents' comments to identify themes emerged and ensure generalization.

4 RESULTS AND DISCUSSION

Based on the literature review, restaurant successes rely on a number of factors and financial profits may not be the only aspect for the operation to be successful. With major consideration of this paradox, this exploratory study was designed to focus on other aspects by which restaurants can be measured for their success. Effort was made to explore factors other than financial performance by interviewing owners/managers of selected restaurants and qualitatively analyzing the reasons for their survival and success. To start with, it was ascertained that all the restaurants were currently in business.

4.1 Demographics Breakdown

The majority of respondents were male (90%). Six respondents out of ten were Saudi, where three were Egyptian and one of them was Jordanian. Their ages ranges between 24 to 54 years. Their years of industry experience ranged from three to 35 years. The years of working in the approached restaurant were ranged between one to 35 years. In terms of the number of staff working in their restaurants, it was found to be ranged between six and 49 employees. Relating to their education level, one of them had master degree; six had bachelor degree; three had secondary school degree. Out of the six bachelor degree, there was only one had a bachelor degree relevant to hospitality education. Relating to the type of their restaurant, seven of them were chain restaurants, while three were found independently. Six restaurants were identified as local and four were found to be internationally. Three were fine dining restaurants, three were found to be under casual dining category and four were grouped into fast food operations.

4.2 Strategy

Questions in this section were asked to obtain information with regard to strategy adopted in the selected restaurants and competition issues. When asking respondents how to see other restaurants compared to them, all respondents agreed that the competition is so tough and strong, but they see themselves to successful within the age of hard completion, you need to be different and unique in all aspects of your restaurants which include food taste, food quality, way of service, etc. and they need to work hard to be unique, as quoted below the response was as the following:

…….Competitors in the market are many and all compete with us, but each restaurant has its own concept and we are really different……. (R2)

Many strong competitors…….because of the number of restaurants around us. But as an Egyptian restaurant, we are unique in the taste of food, the quality, the way of service and also we have our Egyptian chefs and waiters.(R5)

…….Many competitors, if you do not have competitors, you will not be succeeded…as long you consider success factors you will be able to reach your aim…….(R9)

In relation to asking respondents what make them different from others, they emphasized the uniqueness in business to be survived and successful. Aspects of differentiations include: consistency in food and service quality; confidence; qualified suppliers; ambiance; brand name; innovation; updating with the industry as quoted below:

…….90% of those in the market are imitators and 10% of those who are in the market are innovators and I, God willing, one of the innovators to enter the market with things different from the ones founded…….(R1)

…….The quality of the food and the suppliers we deal with are from outside the kingdom. This is what makes us unique…….(R2)

…….Our name, ambiance, food quality and taste, quality of service, so we are unique…….(R5)

…….Taste, quality, confidence….the most important thing is confidence; you could put 100 lines under it…….(R8)

In terms of identifying why customers chose them instead of others respondents indicated and emphasizes uniqueness of having aspects such as quality of food and service; reasonable prices; innovation; cleanliness; building customer relationship; continuous improvement; longevity; qualified employees; ambiance; comfort as quoted below:

…….Quality and prices are possible. Prices first, then quality…….(R1)

…….The quality of the food is very high and the cleanliness of the restaurant itself as well…….(R2)

…….Consistency in the quality of food and service…….(R5)

…….Cleanliness of restaurant and food, …….and the service provided by our employees and managers…….(R7)

…….Our concept is new. We attain our customers through continuous improvement and hosting our customers well…….(R9)

Relating to identifying their overall strategy, respondents stressed focusing on customers' requirements; consistency; continuous improvement; attaining regular customers; customer satisfaction; employee satisfaction as quoted below:

…….Our strategy is to focus on customer satisfaction through providing quality food in a clean place with quality service…….(R2)

…….Our strategy is to deliver the Egyptian food taste among customers and to attain our regular customers…….(R5)

…….To maintain our brand name and to attain our qualified employees without them we cannot maintain good production…….(R6)

All restaurants set a very obvious strategy to differentiate themselves from others. Even though the level of focus and investment on strategy by each restaurant is different, they intentionally set out clear strategies and actively keen to pursue them. Furthermore, they keep on being concerned to what the other competitors are doing differently or what is trendy and new in the restaurant market.

4.3 Marketing

In relation to asking respondents to identify the demographic for their targeted customers, all of them answered that they are targeting all categories. This means that their products and services are varies to attract all categories of customers which leads to sustainable success and survival as quoted below:

…….Of course we try to attract all market categories of the whole community.(R6)

…….We stress on working hard to attract all market categories of the whole community……(R9)

In order to identify the attributes of targeted customers, respondents stressed that they targeted all categories as commented below:

…….Young, families, Saudi, non-Saudi….all categories of customers…….(R5)

…….70% elder people and the rest are youth…….(R6)

…….Of course we try to attract all market categories of the whole community since we provide reasonable prices fitting all categories…….(R7)

To investigate customer preferences relating to the food, respondents that there are some items are popular for customer preferences as quoted below:

…….We are keen that all our meals are targeted from our customers, but there are 5 dishes are more popular with high sales…….(R4)

To identify what customers most value about their experience, most of respondents stressed the quality of products and service; cleanliness; innovations as in the quote below:

…….Quality of food, service, cleanliness, hospitality and the way of grilling our steak at front of customers on black rock…….(R3)

In relating to identifying how customers know about the selected restaurants, respondents were varies but most of them stressed on word of mouth linked with quality of products and services provided, also they emphasized the importance of social media comments about the restaurants, since they take it seriously. Furthermore, some of them relied on longevity as way of knowing the restaurant as quoted below:

…….Word of mouth, I did not do any advertising campaign, but all of customers are now the people who coming regularly and through them the people heard about us…….(R1)

Of course we have a long period in Saudi Arabia almost 32 years, the first steak restaurant in Saudi Arabia, we are very reputable.(R3)

Through the quality of our food offered, since the customers compare it with what they found in other competitors, but we are short for advertising but we rely on the quality of the food offered to customers as a marketing tool for us.(R4)

We have been here in KSA 25 years ago, and customers know us through YouTube or marketing campaigns(R7)

Relating to identifying their marketing activities, respondents indicated that most of their marketing activities relied on word of mouth which focuses on the quality of food and service provided. Also they focused on social media as illustrated in the comments below:

…….We tried to market through social media…….(R2)

We are short for advertising but we rely on the quality of the food offered to customers as a marketing tool for us.(R4)

…….Varies and include social media, word of mouth, i.e. when customers enters our restaurant they will find quality food, quality service, good price…..beside we conduct radio advertisements.(R5)

…….Reliance on good reputation only, but we started social media.(R6)

When asking respondents how they each their customers, their responses varied but emphasized the importance of promotions offered to them and the importance of focus on customer satisfaction as way to reach customers as commented below:

…….Through offers and promotions that can be offered to them. This gives you the power to attract them through getting beneficial from promotions.(R2)

…….Cleanliness of the restaurant which involves both employees and food hygiene that attract customers……. Also the quality of the service…….(R3)

The most important thing is to maintain customer satisfaction…….you need to focus that the customer leave the restaurant satisfied. This will lead them to come regularly and make w goo word of mouth for us.(R5)

Almost respondents indicated the importance of marketing aspects to be successful and survived within the age of hard competition they face right now. Word of mouth and social media became now the frequent types of media used as marketing tools, but they concentrated on working hard to provide a consistent quality food and service to ensure customer satisfaction and regularity of the customers as well to repeat businesses.

4.4 Menu

In terms of identifying the kind of meal experience aiming to be created for customers, respondents indicated varied answers but emphasized the importance of: providing consistent quality food and service; innovation; varieties in menu items; focusing on customer satisfaction; food safety; hospitality; comfort; enjoyment as quoted below:

The experience of new varieties not found in the market and a new trend actually never exist in the market neither the Saudi nor outside Saudi.(R1)

Food safety, almost all customers should ensure that the food offered to them are free from contamination or poisons, so we focus that our restaurant is clean, the food we have is safe and not affecting our customers' health.(R3)

From the time the customers enter till they leave, we ensure that they are satisfied and enjoy the whole experience which include the quality of food and service, the atmosphere, and the prices in order to repeat business.(R5)

Confidence of the product delivered to the customers and ensuring its quality.(R8)

To investigate the uniqueness of their menus, respondents stressed the freshness of their produce with an emphasis on adherence to the standard; innovations; consistent quality food and service as quoted below:

Our menu items may be the same like competitors but we are different in the taste and the way of service and deal with customers which lead to build …….Customer relationship to repeat business…….(R6)

…….The taste of fresh produce according to the standard…….(R7)

…….Our new concept, atmosphere, and the quality of our raw materials…….(R9)

In terms of measuring customer satisfaction, all respondents indicated the importance of gaining feedback from customers relating the quality of the food and service provided trough personal evaluations; guest comment cards; social media comments. They take their feedback seriously as way of continuous improvement as quoted below:

So far, I ask every customer that exists in the restaurant and ask him about his complete evaluation in terms of service, quality, taste and everything.(R1)

Each customer says his feedback in terms of prices of the product and all performance, even if any problem arises the customer can communicate through the invoice number by phone and we contact him along within five minutes then we do our best to solve it directly.(R8)

With regard to the frequency of updating their menus, respondents revealed that they review and update their menus every six months or annually depending of customers' feedback and standards of the corporation as commented below:

…….Every 6 months or annually at maximum…….(R5)

…….No changes but we follow our corporation standardized menu…….(R7)

Almost all respondents agreed that the menu represent a critical aspect of restaurant success and survival since it will be used as a marketing tool for restaurant operation. Therefore restaurateurs should pay attention for their menus and they should focus on delivering consistent quality food and service coincided with the standard with emphasis on provision of fresh produce and varieties of menu items. Reviewing menu items on regular basis appears to be as a key issue to ensure matching the new trends in restaurant industry. Any change should be documented and reported to all staff to ensure a consistent level of food quality.

4.5 Staffing

Regarding challenges faced with staffing issues, respondents listed some of the challenges they found such as: shortage of Saudi qualified staff; shortage of qualifications; shortage of well-trained personnel; shortage of well- relevant educated personnel; most of employees working in restaurant industry were not speaking Arabic or English as what quoted below:

As for the restaurant industry, young Saudis, most of them are not trained well and there is no places to qualify them for the industry, most of them have their own experiences without relevant education with restaurant work.(R1)

Of course, the challenges are many, e.g., you deal with different nationalities with different languages and religions, and some of them not speaking Arabic or English and not educated which might make a big challenge.(R2)

…….Lack of staff educated and qualified in restaurant industry…….(R4)

In relation to monitoring employee performance, respondents indicated that they pay more attention to monitor their employees' performance as commented below:

Of course, employees' performance is evaluated depending on the customers' feedback and also through the amount of sales they achieve.(R2)

Our employees, performance monitored and evaluated through training and tested weekly relating to our standard also through the amount of sales they achieve.(R3)

Regular monthly performance evaluation for all employees and managers.(R5)

According to respondents, human resources represent one of the critical factors leading to restaurant success and survival. All respondent agreed that the most challenging issue in staffing is to find competent personnel with effective training. This supports what have been revealed by Smith (1995); Cheng and Brown (1998) that the success and survival of the restaurant industry is much more dependent on the quality of its personnel and how effectively they are managed to achieve its goals. Additionally, Oakland (2003) emphasized the importance of selecting and recruiting people who are qualified in specific aspects, e.g. education; experience; skills to match and achieve business requirements. However, hiring qualified personnel in restaurant industry appears to be a challenging leads to reliance on unqualified people that affects the quality of product/service offered (Poulston, 2008). Therefore we should take this issue seriously and pay attention relevant education and training with restaurant industry to ensure success and survival.

5 CONCLUSIONS AND RECOMMENDATIONS

This exploratory, descriptive and qualitative study focuses on analyzing factors as to why restaurants succeed. Strategy, marketing, menu and staffing aspects of restaurants were examined to see what factors contribute to their being in the business successful.

Based on the responses of all ten selected restaurants managers, it has been obvious that delivery of consistent quality food and service creates customer relationship and develop loyalty were highlighted by almost all respondents. They also emphasized the significance of customer service and focus on customers to identify their requirements. A clear strategy should be clear and in place were highlighted as a very important factor for success associated with menu and menu consistency. Another factor that comes from reviewing the restaurants mangers insights is marketing aspects, which considered word of mouth and social media as main pillars for restaurant reputation. Furthermore, staffing issues were found to be a big dilemma in restaurant industry due to shortage in competent personnel who are well trained and relevant educated with the industry.

According to the literature review and the findings of this study, the following recommendations are proposed:

- There are several factors that contribute to the success of a restaurant operation such as strategy, marketing, menu, and staffing;
- Managers should consider both the tangible and intangible aspects that would make a restaurant business successful;
- A clear strategy should be available and in place to contribute to the uniqueness of service provided;
- Consumer relationship building and loyalty plays a very important role in the success of a restaurant;
- Menus and marketing aspects can be used to contribute for customer satisfaction;
- Competent personnel contribute to the success and survival of the restaurant operation.

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CASE STUDY

Marketing suggestions for multi-religious tourism development: The case of Thessaloniki

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Abstract
Purpose: *The human desire of honoring God has been transformed into one of the most interesting tourism sectors, the religious one. Religious tourism, undeniably, is a special form of tourism, which presents great potential for the future tourism in general and especially in Thessaloniki, Greece. This study examines the potential development of a multi-religious tourism product, by focusing on monuments from these three monotheistic religions in Thessaloniki, Greece.*
Methods: *Information was collected both through parallel study of literature review and "in situ" observation. Using data derived from secondary sources and monuments' observation and at the same time estimating data from electronic tools, a marketing plan was developed that shows Thessaloniki's dynamic momentum in the field of religious tourism.*
Results: *Based on findings, it was established that Thessaloniki has a clear religious-culture tourism content; it is significant to note that, the destination can appeal to Christian, Muslim and Jewish religious tourists or pilgrims. For this reason, Thessaloniki appears to posses the power to attract not only religious tourists and pilgrims but it can be a competitive destination for visitors who are interested in culture, history and art.*
Implications: *Through the analysis and estimated potential of religious monuments, which are associated with Muslim, Jewish and Christian faiths, a sustainable strategic marketing plan is developed focusing on the destination's religious tourism product renewal and market positioning.*

Keywords: *religious tourism, pilgrimage, monotheistic monuments, multi-religious destination*

JEL Classification: *M0, M3, Z12*

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1 INTRODUCTION

Religious Tourism is one of the oldest types of tourism which is motivated by both memory and religious reasons. Religious tourism as a part of cultural tourism has been triggering a chain of changes in tourist behavior. Notably, it also became clear that religion can be a lever for economic growth. These opportunities of growing become more significant, especially, when a destination holds a diversity of sacred places and well-preserved monuments. For this reason, Thessaloniki is the ideal destination for religious tourism development because of its multicultural history. This city was the place where Muslim, Jewish and Christian communities lived together and each of these religions left its own mark on the city. This study examines the potential development of a multi-religious tourism product, by focusing on monuments from these three monotheistic religions in Thessaloniki. Finally, through the analysis and listing of monuments, which are associated with Muslims, Jewish and Christians, some recommendations are given about a sustainable strategic marketing plan development and religious tourism product renewal.

2 RELIGIOUS TOURISM

The history of religious tourism is undoubtedly connected with the existence of the human being on earth. Moira (2003)

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uses the term homo religious to indicate that humans, from their first steps, are strongly connected with religion. By observing the sky, humans had managed to deal with their fears and to continue their life stronger than ever with the help of a superior being. This need of humans to move between reality and supernatural, and especially, to interpret the world around them, led to the emergence of different religions (Moira 2003; Kyratsis et al., 2010; Balomenou et al., 2015; Chantziantoniou & Dionysopoulou, 2017). Firstly, humans started to adore things and animals and then they tried to personalize this situation, by honoring their ancestors. Finally, the form of monotheistic religion and the worship of God were created, through cultural osmosis and historical circumstances.

It is an undeniable fact that defining religion is a difficult procedure. This difficulty is based on the meaning of religion itself, which changes from place to place and from one person to another. Moira, 2009 argues that religion is a cluster of beliefs. These beliefs exist as a result of history and tradition, which has the power to determine human's behavior. This behavior led people to express their loyalty to God by constructing temples and creating sacred places. Not only is architecture a way to honor God, but pray and rituals are insights of faith. In this way, it becomes clear that religion is a main human right and at the same time, it contributes to the flourishing of cultural heritage (Revilla Hernández et al., 2016; Gilli & Ferrari, 2017).

Travels in sacred places and pilgrimages are not a contemporary feature. Religious tourism is probably as old as human history. The ancient Greek historian, Herodotus, is considered one of the oldest literature masterpieces, which is recorded. When Herodotus described the customs of Egyptians, he underscored the way that Egyptian believers crossed the Neil to approach the temple in Memphis by boat. Many decades after Herodotus, another great Greek sightseer, Pausanias, visited and listed the majority of sanctuaries in Greece. Besides the description of temples, Pausanias also described Greek religious customs. For example, when he visited the temple of Zeus in Olympia, he highlighted the way that olive wreaths were made (Lagos & Chistrogianni, 2006; Moira, 2009; Gretzel et al., 2012; Kartal et al., 2015). Through the analysis of these literature sources of antiquity, it becomes clearer the fact that the roots of religious tourism are long. It has to be highlighted that in ancient Greece, the Olympic, Pythian, Nemean and Isthmian Games were taking place as a part of honoring God. These religious events were attracting millions of believers from the whole country. Thus, it is evident that travel and religion are closely tied.

Throughout centuries, religion beliefs have changed, but religious practices are conducted in the same way. In monotheistic religions, the notion of sacredness of a place became more crucial. A sacred place was connected with events associated with the life of holy faces, like Jesus Christ and Muhammad. In many cases, a location can serve for different religions. Jerusalem, for instance, is one of the most famous paradigms of a holy city, which is the cradle of three monotheistic religions, Christianity, Judaism and Islam. For Christians, Jerusalem is the city where Jesus Christ lived and was crucified. For Jewish, Jerusalem was the capital of their Kingdom, where the main Jewish temple is located, the Solomon's one. This temple was destroyed by roman conquerors (70 A.D) and the only preserved part was a part of the west run, the Wailing Wall (Egresi, 2012; Kurar, Akbaba&Inal, 2015). This monument today is the main Jewish pilgrimage. However, Jerusalem is a holy city for Muslims too, because Muhammad lived and came in touch with God in this city (Moira, 2009).

Especially in orthodox religion, a visit in the Holy Land is an issue of high importance. This desire was born when Saint Helena (5th A.D) revealed part of the Holy Cross and built some churches in a place that today is the center of Christianity. In the past, transportation did not exist and this type of travels was a dangerous procedure. People were traveling without food and water for months and sometimes thieves or pirates were threatening their lives (Moira, 2009). Nevertheless, this difficult and dangerous journey was a part of the purification procedure. The lack of supplies made believers stronger to continue and to save their souls from the evil. There are literature sources which indicate that, from the Byzantine era, there were hotels in the Holy Land. This data shows that religious tourism for monotheistic religions has started early (Kartal et al., 2015; Selebou, 2016; Chami, & Kaminyoge, 2019). On the other hand, for Muslims the journey in Mecca has the form of obligation. In Islamic belief, this journey is a kind of obligation for believers and it is referred in Quran as Hajj. Religious Islamic texts indicate that Muslims, besides Mecca, need to visit Medina and other sacred places, where Muhammad had lived (Balomenou et al., 2015; Turker, 2016).

All this information reveals the real meaning and motivations of religious tourism. First of all, religious tourism is a special form of cultural tourism. Skoultos and Vagionis (2015) point that religious tourism was motivated by human's deep desire to honor God. However, they state that religious tourism includes knowledge of religious, heritage and customs as forms of culture. Through a religion-motivated journey, tourists have the opportunity to study architecture and religious art, in order to reinforce faith to God. Religious Tourism experience becomes more intense because tourists take part in religious events and are active in a religious environment. Mont Athos is a perfect example because tourists engage in rituals, pray and taste the unique monastic cuisine (Ron & Timothy, 2013; Kartal et al., 2015; Shinde, 2015; Balomenou et al., 2015; Tsarouchis, 2016; Almeyda-Ibáñez & Babu, 2017; Chenini & Touaiti, 2018). Religious tourists, through the travel, get in touch with other people and share their beliefs.

Notably, it is difficult to identify the characteristics of a religious tourist, since literature lacks this information. This difficulty arises as a result of the interaction between religious tourism and other forms of tourism. Rinshede (1992) supports that every journey is motivated by different reasons, some of which are clear and other hidden. Additionally, he underscores that religious tourism connects and interacts, to a great extent, with cultural tourism. This happens because religious tourists every time they go to a sacred place they act like common tourists, who eat in restaurants, buy souvenirs, stay in hotels and visit monuments. Furthermore, religious tourism has political and social expressions. There is no doubt that some nations are linked with an activity of a Saint or characterized by a monument that led tourists to consider this nation blessed. Virgin of Guadalupe is an example, which characterizes the Mexican nation, and catholic tourists assume Guadalupe as a top destination connected with their religion (Moira, 2009). These situations illustrate that it is very difficult to clarify religious tourists' characteristics. Notwithstanding, some studies create a religious tourist profile and indicate that religious tourists are approximately forty years old. They are of high education and have a significant level of cultural background (Tsarouchis, 2016; Shinde, 2017; Pirnar et al., 2019).

3 RELIGIOUS TOURISM IN THESSALONIKI

Thessaloniki undoubtedly has a long history. The city wasestablished by the Macedonian King, Cassander of Macedon, in 315 BC. The turbulent history of the city became more intense in the Byzantine era, when Thessaloniki was besieged by Arabs in 904 AD and Normans in 1185 AD. Finally, the most painful attack was from Ottomans in 1423 and especially in 1430, when Thessaloniki was definitely conquered by Murad II (Karagiannopoulos, 2001).

Approximately for five centuries Thessaloniki was under the Ottoman regime. The Greek stigma was strongly remaining until 15th century and especially 16th century when a huge influx of Hebrews arrived and were established in Thessaloniki. Hebrew migrants mainly came from Spain because of Ferdinand and Isabella's persecution against Jews in 1492. This pogrom was conducted by the Catholic Church with the excuse that Hebrews' beliefs were posing a threat to the catholic religion. This idea led to a hostile attitude against Hebrews from all Europe and only the Ottoman Empire opened its hugs to these refugees. One may say that Jews were living in Thessaloniki from its foundation. It is known that when Apostle Paul visited Thessaloniki in 52 AD with the aim of teaching Christianity, he first came to the synagogue where he taught for three days. So, it became understandable that Jews existed, but they became a dominant cultural group after 1492. In 1913, the population census showed that, from a total of 157.889 residents, the 38.91% were Hebrews, 29.05% Muslims and 25.30% were Greeks (Drakoulis, 2015).

Until 1912, Thessaloniki was under the Ottoman regime, when Greece, Bulgaria, Montenegro and Serbia rebelled against Turkish conquerors and First Balkan War became reality. First plans declare that Thessaloniki would be a Bulgarian place, with the aim that Bulgaria could get an exit to the Aegean Sea. Unfortunately for Bulgaria, these plans never came true, because of London's Treaty (1913), which gave an end to the First Balkan War. According to this Treaty, each winner can get territories that his army occupied first. Thus, Greece became the owner of Thessaloniki,but Bulgarian disappointment led to the Second Balkan War. This war ended with the Bulgarian defeat and had as a result the Bucharest's Treaty, which recognized the Greek paternity of Thessaloniki (Vakalopoulos, 2005).

In this research, the interest focuses on Christianity, Judaism and Islam, which are three monotheistic religions in Thessaloniki. These three religions show different devotional practices, but they have one common base and the interaction among them is a reality. Middle East has been the action field for these three monotheistic creeds and Abraham was the common base. History indicates that Abraham was considered the patron of Judean Kingdom and at the same time he was ancestor of Jesus. However, Abraham's son, Ismail, was the patron of Arab people and therefore he was ancestor of Muhammad. In short, Abraham and Middle East were the common bases for monotheism (Moira, 2009). Brown (2000) talks about three different religions, which worship the same God. He indicates that Judaism was the first monotheistic religion and then Christianity was established as a heresy against Judaism. After decades Islam was born as a mixture of Christian and Judean faith. There is no other city in Europe, except Thessaloniki, that was the center of coexistence of these three monotheistic religions in one common urban environment.

Throughout the parallel study of different resources, it becomes clear that the special character of Thessaloniki attracts tourists from different countries. Research shows that the personality of the city is the main feature which makes tourists choose Thessaloniki as a destination for their vacation. Gastronomy and archaeological sites follow . These data in combination with the multicultural character of this city could create new development opportunities through the growth of strengths and restriction of weaknesses. To understand the strengths of Thessaloniki, an analysis of benefits and drawbacks could provide a clearer insight. Through this scrutiny, the way to boost strengths and to vanish weaknesses will be discovered. Contemporaneously, this procedure will identify the chances and threatens that Thessaloniki may have as regards the religious tourism promotion.

4 SUSTAINABILITY IN ASSOCIATION WITH RELIGIOUS TOURISM

Keitumetse (2014) states that cultural heritage is a combination of "tangible and intangible remains" of past human activities. The re-examination of cultural heritage can be analyzed into different forms of heritage (Keitumetse, 2014). As it is mentioned above, one of these cultural heritage forms is the religious one. In modern societies, people have understood the value of culture and they try to preserve their heritage and to fix damages caused by social distortion and environmental pollution. The only type of tourism associated with environment is sustainable tourism. In tourism theory, it is illustrated that sustainable tourism depends on economic, social and environmental balance (Ahmad et al., 2014). This balance can preserve the cultural heritage and therefore religious tourism. In many religions balance among society and environment is of high importance and, in some cases, respecting nature is an obligation. We need to take into consideration monastic centers in Greece such as Meteora and The Holy Mountain or temples dedicated to Buddha in other countries (Gilli & Ferrary, 2017) to understand the balance between nature and structured environment, which is promoted by religions. So, this balance in a destination is required by religious tourists and especially pilgrims as a form of religious respect.

Muresan et al., (2016) and Pilving, Kull et al., (2019) strongly believe that the local community is the core element which brings balance between economy, society and environment in a tourism destination and thusit reaches sustainability. Religious tourism has an effect on local community in those three components (economy, society and environment). Firstly, the great number of monotheistic monuments that exist in Thessaloniki and their spatial expansion benefits this city in its all districts. Except positive economic impacts for local community, religious tourism shows up socio-cultural problems and offers a second chance to jobs and traditions that they are in danger of extinction.Religious tourists are transformed into pilgrims and they take part in traditional rituals. However, the environment is a core element for religious tourism and at the same time religious tourism depends on the environment. It is not random that in Christianity and in monasticism theory everyonewho wants to be monk must find balance among environment and himself. So, this theory shows the importance that environment has in religion and therefore religious tourism (Τσίγκος, 2009). All these data indicate that sustainable and religious tourism have a common social,economicand environmental base, clarifying that sustainability is a matter of need in a marketing plan focused on religious tourism.

5 METHODOLOGY

Data collection: this study was conducted in Thessaloniki. Information was collected both through parallel study of literature review and "in situ" observation. Literature research was based in studies that were conducted by Thessaloniki Hotels Association (THA). THA since 2011 is publishing studies that measure the profile and satisfaction of tourists in Thessaloniki's hotels and what they prefer to do when they visit the city. In these studies, the target groups of Thessaloniki are determined and how much and where they spend their money. In the same time INSETE (a non-profit organization, that was founded by Greek Tourism Confederation) structured a general marketing plan for tourism development in Central Macedonia in a five years period, from 2015 to 2020. This study determined potential opportunities for the city of Thessaloniki to develop religious tourism. Both THA and INSETE conducted general marketing plans making clear that Thessaloniki offers a fertile ground for religious tourism growth. Contemporaneously, we took advantage of information gathered by Greek Ministries (Ministry of Tourism, Ministry of Environment and Energy),Greek Government, Municipality of Thessaloniki and European Associations and other electronic tools like the Google Trends website. Electronic information came to verify the literature reviews and to add new elements on tourist's profile and preferences. After gathering information, researchers conducted an "in situ" observation to ensure that all monuments can be utilized by principles for the creation of a dynamic religious tourism product in Thessaloniki. Following routes that are recommended by Thessaloniki's official, tour guide researchers visited almost all of the mentioned monuments. This specific project clarified that some of these attractions were well preserved and they attract tourists; other attractions were closed for the public or they were open for special events like painting exhibition (for instance Alatza Imaret in Sant Demetrios district and Yeni Cami in Delfon district). Additionally, other monuments in past decades became private properties and now some of them are transformed into cafés or culture centers (for example Kpantzi house and Center of Byzantine Research). Following all these routes and taking into consideration the dynamic presence of academic society, it became clear that Thessaloniki has all requirements for a stable religious tourism product. Aristotle University of Thessaloniki, University of Macedonia, International Hellenic University and Open Hellenic University have the power to fill the Market of Thessaloniki, with specialized scientists in the field of tourism industry that could develop tourism services and the image of this city.

So, using data derived from both principles and monument's observation and at the same time estimating data from electronic tools, we will try to structure a marketing plan that shows Thessaloniki's dynamic momentum in the field of religious tourism. All this information led to a strategic marketing plan based on models of marketing theory. We based on Ansoff's model. This model helped us to determine what kind of marketing, we should apply. The combination of these tools offered a wealth of knowledge about potentials that Thessaloniki can use for a better future in special interest tourism and especially in religious tourism.

6 STRATEGIC PLANNING OF RELIGIOUS TOURISM DEVELOPMENT IN THESALONIKI

6.1 Objective

Strategy for religious tourism development in Greece can emerge from the marketing objectives analysis (Gkougkoulitsas, 2016).

In Thessaloniki we have to manage a new multi-religious product. We consider that all monuments of Thessaloniki have been promoted as a part of different cultures in different projects and, rarely, they have the opportunity to be promoted in one common multi-religious project. This is the factor, which can determine the objectives for religious tourism development in this city. The main religious tourism product in Thessaloniki will be a multi-religious or a multicultural guided tour. This tour will not attract only believers but it will be a product for all tourists who want to acquire knowledge about the history and the coexistence of three different religions and three different cultures in the city of Thessaloniki. It is not necessary for someone to be Muslim, if s/he wants to visit a mosque and at the same time it is not forbidden to visit a church if s/heis not Christian. The only thing needed is love and interest about knowledge and cultures (Duff, 2009).

6.2 Market Segmentation

Taking into account the geographical, behavioral, psychographic and demographic characteristics of Thessaloniki's main tourism market, we can easily separate this market into two categories:

A) Explorer of religious history – religious tourist: It has to be mentioned that the cultural character of Thessaloniki becomes the main motivation for someone to choose this city as a destination. When we talk about religious tourism, we should not forget that this type of tourism is recognized by the Greek regiment as a part of cultural tourism. This cultural "umbrella" includes also other special interest tourism forms such as gastrotourism, athletic tourism (Chadha & Onkar, 2016; Gavriil, 2017). So, it is obvious that religious tourism is indeed a form of cultural tourism. This perception is so impressive if we consider that cultural tourism represents approximately 40% of the tourism sector. Thus, it is understandable that religious tourism as a part of culture, has the power to attract tourists from a wide group of people.

B) Pilgrim: This type of tourist organizes a travel in a destination, for the purpose of visiting a sacred place. The pilgrim is not interested in acquiring knowledge, but s/he only wants to get in touch with the God through pray. This is the issue which distinguishes the religious tourist from the pilgrim (Moira, 2009; Banica, 2016; Egresi& Kara, 2018).

6.3 Targeting

Based on the results of market segmentation for religious tourism development, the model of diverse marketing should be applied. It is obvious that religions are clusters of different perceptions that make people act in a determined way. So, different perceptions require different ways of approach. The religious tourist product must be formed in a totally different way for each of the three monotheistic religions. Christians have different perceptions from both Muslims and Jews and, therefore, the promotion to them must have a different character than the promotion in the Muslim market. Cultural tourism, which includes religious tourism, has a big percent of the tourism market. These tourists are ready to spend their money in tours to sacred places. Researches reveal that religious tourists in Thessaloniki, spend their money in archaeological sites and cultural institutions.

7. MARKETING SUGGESTIONS AND CONLUSION

While searching for different aspects of religious tourism development in Thessaloniki, the strengths of the city tourist product are illustrated and contemporaneously its weaknesses, which can be transformed into benefits. This procedure is of high importance since it can improve the level of the tourism product. This product could be based on a combination of history and modern lifestyle. In the case of religious tourism, culture and knowledge prevail over religious devotion. Byzantine murals, excellent floral motives which decorate walls and roofs in mosques, unique architecture and history of Jews' villas, the beauty of sculpture decoration in Muslim sacred places like "muqarnases" and finally the mesmerizing construction of byzantine churches, all these elements combine a unique product that every religious tourist would desire to experience. It is an undeniable fact that Thessaloniki has a clear religious-culture tourism content. For this reason, Thessaloniki has the power to attract not only religious tourist and pilgrims but it can be a perfect destination for anyone who loves culture, history and art.

In detail, the following marketing suggestions for the development of Religious Tourism in Thessaloniki have occurred from the preceded analysis:

A.implementation of a religious tourism marketing plan

A.1 Identification between Brand name and religious character of Thessaloniki: in this case, the main brand name "Thessaloniki" will stay as the known brand. There is no doubt that the label "Thessaloniki" must be followed by another phrase, which will reveal the religious character of the city("Thessaloniki, the city of God" or "Thessaloniki, the New Jerusalem"). These examples include the brand name and at the same time indicate a religious orientation.

A.2 Good Knowledge of our markets: in any case, knowledge of our markets which reveal special needs of our guests can ensure the perfection in service. Questionnaires, studies and statistics that can be published every year, are very helpful sources of information.

A.3 Making a strong digital presence/dynamic digital marketing: Digital attraction of our guests is the secret of success for businesses and organizations that focus on the global Market. Thessaloniki has a good website (www.thessaloniki.travel) but there is great space for improvements according to the new ICT developments and the religious tourism requirements.

A.4 Use of (local and global) media for promotion: Thessaloniki should use the media which can present her religious heritage. There are local and national media that can advertise Thessaloniki's religious character. It could be helpful if the destination invests in the creation of films and documentaries related to the cultural-religious heritage of the city.

A.5 Cooperation between tourism principles and specific university department: Several distinguished Universities are located in Thessaloniki which offer study programs oriented towards tourism and cultural sectors. These universities generate a number of high-level new scientists, who live in Thessaloniki and know this city better than anyone. So, their cooperation will base the tourism product on stable foundations, offer work opportunities to young people and it will attract students from abroad (Cohen, 2003; Christou, 2009).

B. Combination of religious tourism with other forms of tourism

B.1 Combination between religious tourism and special interest tourism: As it is indicated above, religious tourism is a knowledge-based form of tourism. By learning the history and observing the architecture, religious tourists live the experience in its totality. It is obvious that religious tourism is linked with gastronomic tourism, wine tourism and other forms and this can create a series of motivations that can develop tourism inflow (Nella et al., 2000; Turker, 2016; Kambouraki, 2017).

B.2 Link between religious tourism and conference tourism: Conferences with religious content are conducted during the International Fair of Thessaloniki and they have the power to attract a number of scientists, who are interested in religious monuments (Chatzigeorgiou et al., 2009, 2019; Lagos & Christogianni, 2006).

C. Cooperation of the church and different communities (christians, muslims, hebrew)

C.1 Necessary participation of the Church in every procedure associated with Christian faith promotion: It is essential that cooperation between Church and tourism principles could lead religious tourism to a unique growth. Metropolises, monasteries and parishes can contribute to a first connection between guests and the local religious tradition of Thessaloniki.
C.2 Cooperation with the Israeli Community of Thessaloniki, embassies of Israel and Turkey and contribution to marketing design: The participation of these organizations in the marketing plan procedure can ensure the fair promotion among different aspects of religion in Thessaloniki. It is true, that these organizations can be the prefect pole of attraction, because they know how to approach their communities.
C.3 Activities, which are created by religious and cultural institutions of Thessaloniki: A perfect example is Thessaloniki Museum of Photography, which, in cooperation with Macedonian Museum of Modern and Contemporary Art, run the project "Sacred Common Places" for three months in 2017. It was a very good project that showed sacred places from the Muslim, Christian and Hebrew world.

D. New religious tours development

D.1 Religious tours from a group of individuals: In the last decades, the interest in culture has become more and more intense. In this frame, groups of individuals appear, who love their city and they want to show their love for the city to tourists, who visit Thessaloniki. So, they came up with the idea to make theme tours in the city. Some of these tours are associated with the city's past. These groups play an important role in religious tourism development and in the marketing procedure. They promote their tours to a wide range of tourists (Lagos & Christogianni, 2006). So, it would be helpful if the destination subsidizes these groups and therefore gives motivation to anyone, who wants to show to tourists how they live and how they see Thessaloniki.
D.2 Creation of new religious-cultural tours: It is known that the tourism sector moves in a vivid way and changes rapidly. For this reason, rejuvenation is a necessary procedure. This rejuvenation is associated with services that exist and it shows the need of new ones. A good solution could be the combination of tours with painting or photography. For instance, a good idea is to motivate the tourist to take a picture and upload it in the social media. This could be a powerful tool for Thessaloniki's promotion. If we consider the rapid pace of technological innovation and especially the worldwide use of social media, this suggestion could be a great idea (Lagos & Christogianni, 2006; Sotiriadis & Shen, 2017; Fotiadis et al., 2019).
D.3 Souvenirs as a recollection of the city: The souvenir is an issue of high importance because only an object has the power to make tourists think how beautiful their experience was. In particular, for religious tourism there are different types of souvenirs. Images, chrism, paintings, chaplets are examples of religious souvenirs, which constitute a "portable memory". Tourism principles could create a unique souvenir for Thessaloniki (Kartal et al., 2015; Gosar&Koderman, 2015).

E. Cooperation between countries and agencies that will promote religious tourism

E.1 Cooperation between Greece and other countries– markets of Thessaloniki that can disclose the religious product and its further promotion. Greece's neighbors like Turkey, Bulgaria, Russia and at the same time Israel and America are the main markets for Thessaloniki. The Greek authorities and the Ministry of Tourism should create friendly relationships with these countries and make deals with them. They have to create an ideal framework for religious tourism development and promotion. Greece takes part in bilateral deals with other countries. These deals are 60 in number and they aim to promote tourism, to create a tourism interdependence and therefore to ensure cooperation among all parties. These practices are necessary for the creation of a sustainable model and they constitute a pillar for tourism growth.
E.2 Diplomatic episodes must be avoided and a stable policy for tourism development is needed (Beech, 2000): A simple example can be the relations between Greece and Turkey, which are turbulent. The military coup that stopped in one night, created a wave of coup participants to leave Turkey and claim asylum in Greece. These facts made the relationship between the two countries problematic. At the same time, Turkey captured two Greek soldiers in 2018. These practices created an insecure tourism environment and many travels were canceled.
Thessaloniki is a blessed city in the Balkan and European territory. The great history and the excellent geographical location of the city make her a powerful cultural destination. Religion belongs in this spectrum of culture. Thessaloniki had been blessed to be the place that had hosted three monotheistic religions. All of them have left their own marks on the city and they have contributed to the formation of Thessaloniki's multicultural character. By applying the majority of the suggestions reported above, Thessaloniki can develop a stable and dynamic religious character. Possibilities and structures do exist but the only thing that does not exist is a good framework to organize and promote Thessaloniki's religious tourism.

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INDUSTRY VIEWPOINT

Targeted and perceived service quality

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Abstract
Purpose: *This paper provides an extensive critical literature review aiming to present and discuss models and methods of how the perceived service quality has been and should be studied and handled, with special emphasis on the hospitality sector.*
Methods: *Through secondary research, the main body of literature on perceived service quality was identified. Articles were initially categorised and clustered in different themes (according to their focus), and subsequently were compared and contrasted in terms of their suggestions and findings, critically highlighting similarities or significant differences.*
Results: *The main clusters of literature on perceived service quality in the hospitality sector identify, include the following: targeted service quality, delivered service quality, pxpected service quality, perecieved quality, overall service quality, transaction-specific service quality, and attitudinal perception of service quality.*
Implications: *Findings support both academia and industry practitioners, by providing an extensive review of the service quality literature in relation to hospitality industry, by summarizing and critically examining landmark studies that can be used as benchmarks for further research or forindustry practitioners' daily operations and/or company strategies.*

Keywords: *perceived service quality, ServPerf, ServQual*

JEL Classification: *L8, O14*

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1 INTRODUCTION

The studies performed in service quality field show that the service quality is in relation with the performance of the business (Boulding, Staelin, Kalra, & Zeithaml, 1993; Zeithaml, Berry, & Parasuraman, 1996) and customer satisfaction (Cronin & Taylor, 1992; Oliver, 1993; Taylor & Baker, 1994; Nella & Christou, 2000, 2016).
Although the researchers aren't of one mind on relation of causality between the service quality and satisfaction, it is possible to mention that they are of one mind on service quality has precedence on satisfaction, namely the service quality determines the satisfaction level (Dursun & Cerci, 2004, p. 4). It is seen that the service quality is an indispensable factor in satisfaction level of the customers and in measuring the success of the service businesses.
Question coming after that stage is which side of the service quality measurement should be measured, such as perceived or expected quality, or difference of these two.
In measurement of service quality when difference between expectation and perception is taken in hand, another question arises, that is which "expectation" would be considered. There are various researches showing different expectation types such as "desired" and "sufficient" expectations of the customers (Nadiri & Hussain, 2005, p. 469-480). Studies, explaining that customers cannot make discrimination between different expectation types, are also added to this (Carauana, Ewing & Ramaseshan, 2000).
In addition to those studies, as comparison we are confronting that the customers are using four different expectation types like desired, anticipated, deserved and adequate. (Yoon & Ekinci, 2003, s. 3-23)
In the field literature briefly the bought product's personal evaluation is seen for perception (Parasuraman, Zeithaml, & Berry, 1985, s. 41-50). According to Solomon (2004) interpretation of feeling by arranging with extensions of previous experiences etc. after becoming a feeling upon rapid reactions of sense organs to the stimulants (Solomon, 2004, p. 49).

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Our perceptions are established on sensations. Whereas sensation is required for realization of perception, sensation isn't sufficient alone. Sensations includes raw information in relation with the stimulant. Perception is a process of organizing and interpretation together with creating significant completions with those raw information, creating and classifying stimulant patterns (Odabasi & Baris, 2006, s. 128). Perception process is a complex process starting with sensation and in relation with other cognitive processes such as life, attitude, bias, expectation, culture (Ceylan & Bekci, 2012, s. 36). Because of that "same stimulant may have different perceptions on different persons" (Guney, 2006, p. 121).

Different perception of the same service by an employee and a customer basis on that and it is the main problem to be emphasized.

2 LITERATURE REVIEW

2.1 Service

Kotler (2012) mentions the importance of service as "All businesses must be service business. A customer who buys a product in fact buys the service he expects from that product. There is a service rendered by each product. Automobile renders transportation; a bar of soap renders cleaning service; a book renders information and education" (Kotler, 2012, s. 292).

When definitions in the recent past are considered, service definition of Monsk (1982) is as "a product, not perceptibly hand-held, providing a value to the buyer at the moment it is produced" (Monks, 1982, p. 587). Stanton defined in 1984 as "abstract activities those can be described separately, offered in order to meet needs/requests independent from product/good sale" (Stanton, 1984, p. 676). In the year 1985 Parasurraman, Zeithalm and Berry defined the services as "economical activities providing benefit from the points of time, benefit, space and emotion" (Parasuraman, Zeithaml, & Berry, 1985, p. 44). Service is a cycle of activity formed at the time of interaction between physical resources of service worker and service provider and brought as a solution to the problems of the customer (Grönroos, 1990, p. 37). In parallel with the human development, importance of service concept has increased day by day within the course of history and it became impossible to evaluate, think a product which is a physical commodity apart from service. Definition made by Palmer in 1994 is as "benefits cannot be hand-held provided by business/establishment or person to the customers" (Palmer, 1994, p. 91). Goetsch and Davis have made definition of service as "making work for another one" (Goetsch & Davis, 1998, p. 104). Also in 1999 this time Smith, Bolton and Wagner made a different defintion as "any kind of product which is not physical" (Smith, Bolton, & Wagner, 1999, p. 357).

Time that is rather important for human and action is an abstract concept. It was only Parasuraman et al. (1985) who emphasized time when giving the service definitions. When we add time to force in science we obtain either change or movement. Energy is the capacity to perform work or capability to create change. In this extension the designer, worker, coder, real producer of the service man's capacity to perform work or capability to create change must be combined with time. Then the service can be defined as activities, necessitating human energy and time, causing abstract change as a result. In this definition it is required to highlight that the time and energy are abstract concepts, the only tangible concept is the human.

2.2 Quality

Quality came into prominence together with the industrial revolution and serial production. Toyota showed to the world where the quality might be taken with plain production when importance is given to quality from beginning to end (Womack, Jones, & Roos, 1990). Within this context Tütüncü interpreted definition summary of Feigenbaum as "customer satisfaction with the minimum cost" (Tutuncu, 2013; Küçükaltan & Pirnar, 2016). In fact Feigenbaum outlined the situation of considering quality from beginning to end/integrally as target in his definition. Definition of Feigenbaum; Quality is the target within continuous competition environment even it is dependent to real experiences with regards to the physical product or service, both functional and subjective, and certain or only pervasive (Feigenbaum, 1991). This definition valid either in product production which is a physical commodity or product production which is a service. When different definitions are taken into consideration, concepts such as conformance with purpose and requirements taken on the center come into prominence with regards to the quality. Some of those definitions are compiled as in Table 1.

Table 1. Definitions of quality

Researcher	Definition/Perspective
Juran	Conformity with use
Deming	Providing service with the purpose of enabling customer satisfaction after service, direct proportionality with the purpose
Ishikawa	Meeting the expectations with the features expected from the product, not specific
Crosby	Conformance with request and requirements
Garvin	Not specific
Feigenbaum	Value, minimum cost customer satisfaction
Taguchi	Not specific
Levitt	Conformity with the specifications

Source: Tütüncü, 2013

Although being standardized but not subjective is comprehended as valid for a product that is a physical commodity, there is an obligation to be standardized for the product that is a service. When conclusion of quality is comprehended as customer satisfaction and subjectivity of the service is considered, standardization of each service specific to customer should be mentioned. Namely it is the subject prioritized by Industry 4.0 for physical commodity.

2.3 Service quality

Patterson and Smith (2003) evaluated service quality from the point of marketing of businesses as a criteria with strategical importance in global economy due to increasing competitiveness, change in expectations (Patterson & Smith, 2003, s. 108). Studies on the profitability started in the 1980's is in connection with the service quality ensured drawing

attention on the service quality for putting forward in competition (Patterson & Smith, 2003, s. 108).
The service quality is one of the subjects researched intensely since the service range in literature. It is possible to understand this through different studies compiled by various researchers. While some researchers compile measurement methods of service quality and developed scales, some of them compared these scales, where some of them only compiled service quality researches made on a specific sector (Bulgan & Gurdal, 2005; Bulbul & Demirer, 2008; Dolnicar, 2007; Pizam, Shapoval, & Taylor, 2016).
Assessment of quality covers not only the result of the service but also the process of providing service (Ekiz, Hussain, & Koker, 2012, s. 51). Parasuraman et al. defines as meeting the requests and needs of the customer and exceeding them as well as meeting (Parasuraman, Zeithaml, & Berry, 1988, p. 17).
Zeithaml et al, 1996 renewed their definition as "what service means for the consumers and difference between expectation and comprehension of the consumer from product or service". In general meaning people display three different component of attitude against a warning or an object. Cognitive, affective and behavioral. Cognitive concerns with what we know, affective with what we feel and behavioral with what we are planning (Chiu & Wu, 2002; Christou, 2002). Differences between cognitive service quality and affective service quality are revealed in various studies (Bagozzi, Gopinath, & Nyer, 1999; Chiu & Wu, 2002). When referring to service quality, differences between these cognitive and affective are emphasized in the definitions.

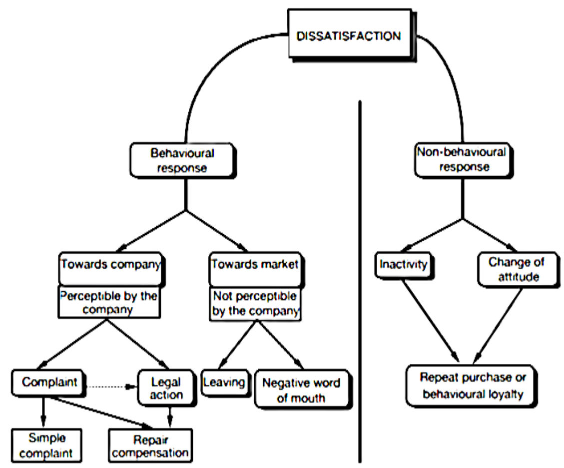
2.4 Perceived service quality

We obtain image when we add reputation to the corporate identity namely the shape drawn by the business itself. When reputation is added to the customer expectations, the perceived service quality changes in direct proportion. According to Garvin, reputation is main component of the perceived service quality (Garvin, 1987)
Grönroos, divides definition on service quality differently to two as technical and functional quality. He explained what the customer bought for technical quality and how the customer bought for functional quality (Grönroos, 1984). It is possible to submit this definition as an evidence for necessity to define the service quality and perceived service quality by seperating. The most referenced definition from studies of Parasuraman et al. (1988) is strength and direction of the difference between the customer expectations and perceptions are the definitions of the perceived quality (Parasuraman, Zeithaml, & Berry, 1988). The definition updated by Zeithaml et al. (1990) the perceived service quality as "general opinion or attitude towards superiority of service" (Zeithaml, Parasuraman, & Berry, 1990)

2.5 Measurement of service quality perceived

Quality is rather effective on purchasing decisions of the customers. Thus it is indispensable in evaluation of service quality. Because, "An unmeasured quality is not a system but a slogan" (Parasuraman et al., 1985, p. 42).
Barlow and Moller name direct statement of dissatisfaction by the customers as complaint (Barlow & Moller, 2009, p. 27) It is hard to understand quality and it is rather complex to distinguish its dimensions (Parasuraman, Zeithaml, & Berry, 1988, p. 12-40). Customers cannot exactly explain the quality concept and they explain the questions with regards to the quality through the complaints. (Bulgan & Gurdal, 2005, s. 241). The thing separating success and failure of institutions is how the complaints from the customers is used towards change (Christou, 2003; Zemke & Anderson, 2007; Chatzigeorgiou et al., 2009, 2016, 2019). In some researches, it is shown that consumers who aren't satisfied do not make anything at a rate of 60%-70% (Andreassen T. W., 2000, p. 156-175). At the same time, some researches show that the companies couldn't take feedbacks from 96 percent of the unsatisfied consumers (Plymire, 1991, p. 40). Thus most of the time the companies can learn very few part of the problems from the customer complaints (Plymire, 1991, p. 40). Expectations of the customers are at the highest level within the process passed today and the customers demand so many services that have never been before. However they do not state their expectations clearly (Heppel, 2010, p. 11).
It is clear that the complaint rates will not be at a level to ensure development after the said statistics. Against the fact that these complaints have increased with the increase of digital medium such as social media, reliability of complaints on those mediums is also undecided. Thus ensuring sustainability and development of quality in service is only possible with effective and periodical measurements.

Figure 1. Reactions within the scope of dissatisfaction and complaint



Source: Crie, D. (2003).

All those requirements; measurement of service like the concept of the service can change according to the subjectivity of the customer acting as an intermediary to the measurement. Therefore scales developed on this issue are pretty much. Those scales have been developed to measure general service quality in the presence of consumer, afterwards scales detailed within own scope according to the sector and subject are developed. Service quality scales used up to the present are given in Table 2.

2.6 Servqual

Servqual is a model comparing customer expectations and perception in service presentation developed by Parasuraman et al. Direction and strength of the difference between expectation and perception can be evaluated with this model (Parasuraman, et al., 1985, p. 46).

The scale mostly used in literature has been Servqual developed by Parasuraman et al. (1985) (Parasuraman, Zeithaml, & Berry, 1985). Although Servqual has been researched over the years, it served as center stone. Latter studies are subjectification studies according to the sector performed by adding - subtracting to and from this study. Some of those studies are Servperf, Ecoserve, Rentqual, Sericsat, Festperf, DineServ, Servpal, Holsat developed within the last 30 years (Pizam, Shapoval, & Taylor, 2016, p. 2-35).

Table 2. Measurement models of service quality

Researcher	Scale
Grönroos, 1984	Technical and Functional Quality Model
Parasuraman, Zeithaml and Berry, 1985	Gap Model SERVQUAL
Haywood and Farmer, 1988	Subdimension and Feature Service Quality Model
Brogowicz, Delene and Lyth, 1990	Service Quality Synthesis Model
Cronin and Taylor, 1992	SERVPERF – Performance Based Model
Mattson, 1992	Service Quality Ideal Value Model
Teas, 1993	Performance Evaluation and Standard Quality
Berkley and Gupta, 1994	Information Technology Alignment Model
Dobholkar, 1996	Feature and General Effect Model
Spreng and Mackoy, 1996	Perceived Service Quality and Satisfaction Model
Phlip and Hazlet, 1997	P-C-P - Pivotal, Core and Peripheral Attribute Model
Sweeney, Soutar and Johnson, 1997	Retail Service Quality and Perceived Value
Oh, 1999	Service Quality, Consumer Value and Satisfaction
Dabholkar, 2000	Previous Effects and Intermediate Factors Models
Frost and Kumar, 2000	Internal Service Quality Model
Soteriou and Stavrinides	Internal Service Quality Data Envelopment Analysis Model
Broderick and Vachiraporпpuk, 2002	Internat Banking Model
Zhu, Wymer and Chen, 2002	Information Technologies Based Model
Santos, 2003	e-Service Quality Model
Parasuraman, Zeithaml and Malhotra	E-S-QUAL

Source: Eleren & Kilic (2007).

Servqual Model of Parasuraman et al (1985) encountered with criticisms despite of its popularity (Hussey, 1999, Babakus and Boller, 1992; Carman, 1990; Cronin and Taylor, 1992; Mensah & Mensah, 2018). The most important of the criticisms is its dimensions are inadequate to make generalization (Carman, 1990), thus its representative power is insufficient in some service sectors (Hassan et al., 2018; Sigala & Christou, 2002, 2007; Babakus and Boller, 1992) and it represents that the perceived service quality should be measured only with the performance of the service received not as expectation and perception difference.

Parasuraman et al. (1985) defended through the studies they performed that the measurement difference between expectation and perception form the service quality. They mentioned from five gaps and asserted that the fifth covers the others. However Servqual only measures the last gap, in other words it deals with what customer found while what is expected and takes the situation of the gap between those two. In short it is only relevant with the customer front and customer. However it doesn't consider whether the business management perceived the customer expectations correctly or not and if they designed and applied the perceived part correctly. All of them are analyzed by combining. This situation is in contradiction with what they defend. Or all measurement requirements are not mentioned by preparing a form for each gap (Valachis et al., 2009; Fotiadis & Vassiliadis, 2016). In fact five different studies corresponding to each gap and their combinations must narrate the service quality of their combinations. Moreover form application timing is simultaneous. Expectations aren't asked before the service and perceptions aren't asked to the same person after the service, they are applied on the same form at the same time and in general after the service is rendered. And this may put the reliability into suspicion. Besides the question in expectations such as "perfect service must be ... " or "my expectation on ..." are asked to the person who bought in likert type. Expectations are high so that its price is paid.

2.7 Servperf

Servperf model defends that service quality would be measured by only measuring the service performance. Performance is powerful and effective in revealing the customer satisfaction. Consumption experience/culture is fed from the sales target performances of the business. In order to determine the satisfaction, utilizing from the performance seems more practical and like the fundamental of human learning process. The customer takes the experience lived into consideration to decide on the satisfaction (Yuksel & Rimmington, 1998, s. 60-70). Ghobadian Speller and Jones (1994) has determination on this subject as “the perceived quality is the senses and thoughts with regards to the service quality received/obtained. It determines the satisfaction level of the customer." (Ghobadian, Speller, & Jones, 1994, p. 43-66).

Cronin and Taylor (1992) asserted that Servqual had compared expectations and performance instead of measuring performance of the business with personal attitude and that it was complex to measure the service quality. Furthermore it is not correct to work with Servqual if the customers do not have an expectation or don't know what to expect. (Spyridou, 2017; Christou, et al., 2004; Cronin & Taylor, 1992). As a defense against this situation Parasuraman et al. (1994) asserted that Servqual put more rich results (Parasuraman, et al. 1994). On the other hand, Servperf developers defended that different information would be obtained by researchers, with periodical measurements guiding to time and certain customer groups by benefiting from regression analysis (Cronin & Taylor, 1994). Servperf which only measures performance according to Cronin and Taylor (1992,1994), is better than Servqual measuring expectation and perception difference. Namely it means the perceived service quality is as much high as the perceived performance (Jain & Gupta, 2004, p. 28).

3 DISCUSSION

In measurement of service quality (Servqual), with expectation-perception difference (Servperf) researches making comparison are performed (Babakus and Boller 1992, Boulding et al. 1993, Brady, Cronin, 2001; Cronin and Taylor 1994; Jain and Gupta, 2004; Oliver 1993). In the researches performed, results supporting that Servperf is superior to Servqual in measurement of service quality are revealed.

In the comparative study made by Yildiz and Erdil (2013) on airline, they concluded that Serperf explained 90.395% of the perceived service quality and Servqual explained 64.454% of the perceived service quality (Yildiz & Erdil, 2013, p. 89-100). Elliot (1994) who made another on of the comparison mentioned that measuring service quality wiht Servperf is more superior (Elliot, 1994, p. 59). Bulbul and Demirer (2008) who made another comparison found reliability of especially the sub-dimensions higher and from the point of sub-dimensions they mentioned that Servperf is more superior than Servqual in explaining the changes in service quality (Bulbul & Demirer, 2008, s. 194).

Moreover, since measuring only the customer perceptions is practical and easy, Servperf was supported much more (Babakus and Boller, 1992, p.253-268). In measurement of service quality only evaluation of the given service performance came into prominence not expectation-perception difference.

4 CONCLUSIONS AND SUGGESTIONS

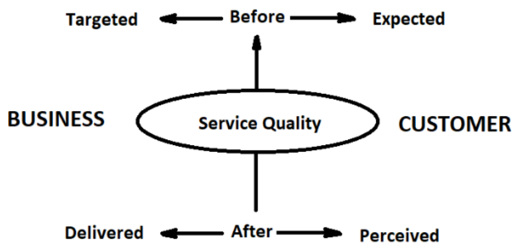
In a research made in New Zealand, it is aimed to determine what factors are effective in selection of hotels for the customers making business trips and the importance levels of those factors (Nash, Thyne, & Davies, 2006, p. 530). Customers and managers making business trips mentioned that the most important feature effective in hotel preference is cleanliness of hotel. Those customers selected bathroom and shower quality secondarily, repair-maintenance norms of bedroom thirdly and pillow and mattress comfort thirdly. Managers selected at first polite and respectful staff, then they selected eager and responsible staff option. It was revealed that hotel business managers do not have information on what the customer demands are because of important differences between two groups in the features hierarchy.

The issue exactly given at this point is the main issue of this study. There are some factors effecting the perceived service other than the realized service. Those are; first encountering of the service provider and the served, physical situation, reputation, image and brand, price, value and satisfaction that the customer believe he will receive when the service is provided (Bitner, 1993; Crane & Clarke, 1989; Grönroos, 1990; Johnson & Zinkhan, 1991; Keller, 1993; Christou & Karamanidis, 1999; Christou & Nella, 2016).

The business provides the service quality targeted, service is provided according to the degree of influence of some abstract variables when rendering the service. Perception and interpretation of the realized service by the customer within his own subjective is called the perceived service quality. How the corporate identity concept on the business side is an image on the customer side and assumed into a different concept, the service quality and perceived service quality are different concepts according to the party. The service quality seem on the business side and replaced the corporate identity; is the stairs where the steps are combined on the road of vision tried to be reached by the business. Namely it is possible to conceptualize the targeted service quality for the service quality on the business side.

It would be accurate to summarize the efforts to define perceived service quality by visualizing as in Figure 2.

Figure 2. Reactions within the scope of dissatisfaction and complaint



Response to the question "What is service quality?" should be first according to whom and what?

According to the business, before the service;

Targeted service quality; is at the most upper point required by the ideal way drawn in reaching vision of the business and by the sectoral standardization.

According to the business, after the service;

Delivered service quality: is realization of service delivery by interpreting degree of influence of some abstract variables during the delivery of the service and targeted service quality perception, cognitive and affective attitude of this perception of the service provider.

According to the customer, before the service;

Expected service quality: is all of the expectations about the service taken by the customer during and at the end of the service delivery process in line with the subjective past, personal needs/requests and communication, advertisement, promotion etc. extensions with regards to the business.

According to the customer, after the service;

Perceived service quality: is customer's interpretation of the service received within the scope of cognitive and affective attitude of the customer in addition to the expected service quality and developing behavioral attitude against the business in the sequel.

$$\frac{\text{Targeted Service Quality} - \text{Delivered Service Quality}}{\mathbf{f}_{\text{business}}} \leq \frac{\text{Expected Service Quality} - \text{Perceived Service Quality}}{\mathbf{f}_{\text{customer}}}$$

Definitions made widely from the point of the customer are widespread. Because of this it is explained frequently by emphasizing the difference between the expectation and perception. In fact the service quality is producer's target and presentation to be equal or smaller to or than the consumer's expectation and perception.

Because of the explained reasons and the difficulties in making researches today, service quality expected by the customer cannot be measured. In the same way quality of the delivered service shouldn't be measured from the point of business since it would be both close to the perceived and since it has measurement difficulties. In such case, on the business side, the targeted service quality measurement must accompany to the perceived service quality of which measurement is indispensable.

4.1 Targeted Service Quality ≤ Perceived Service Quality

So that when the customer's perception pulse is kept, also the perception pulse of business perception and target updates will be kept. If it is illustrated in hotel businesses, it must be measured whether all senior management and department managers are within the same target or not with the suggestions measuring perception of the customer through Servperf in reaching the service quality they targeted. This will also reveal the consistency of the management in itself and the quality of in-service training.

Businesses giving importance to service quality must be consistent firstly in itself, they should achieve to provide the same quality targeted with each one of the employees. Then they should compare whether they are the same with their targets or not which they had perceived by the customers, in this way they should develop and update themselves. The targeted service quality should be tested by measuring Servperf, in case of need a new scale should be developed for the targeted service quality.

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The *Journal of Tourism, Heritage & Services Marketing* is an open-access, international, multi-disciplinary, refereed (double blind peer-reviewed) journal aiming to promote and enhance research in all fields of marketing in tourism, heritage and services management. The journal is intended for readers in the scholarly community who deal with different marketing sectors, both at macro and at micro level, as well as professionals in the industry. The *Journal of Tourism, Heritage & Services Marketing* provides a platform for debate and dissemination of research findings, new research areas and techniques, conceptual developments, and articles with practical application to any tourism, heritage, and services marketing segment. Besides research papers, the journal welcomes book reviews, conference reports, case studies, research notes and commentaries. The *Journal of Tourism, Heritage & Services Marketing* aims at:

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For the Research Papers section, the Journal of Tourism, Heritage & Services Marketing invites full-length manuscripts (not longer than 8,000 words and not shorter than 4,500 words) excluding references, from a variety of marketing disciplines; these papers may be either empirical or conceptual, and will be subject to strict double blind peer review (by at least two anonymous referees). The decision for the final acceptance of the paper will be taken unanimously by the Editor and by the Associate Editor. The manuscripts submitted should provide original and/or innovative ideas or approaches or findings that eventually push the frontiers of knowledge. Purely descriptive accounts are not considered suitable for this section. Each paper should have the following structure: a) abstract, b) introduction (including an overall presentation of the issue to be examined and the aims and objectives of the paper), c) main body (including, where appropriate, the review of literature, the development of hypotheses and/or models, research methodology, presentation of findings, and analysis and discussion), d) conclusions (including also, where appropriate, recommendations, practical implications, limitations, and suggestions for further research), e) bibliography, f) acknowledgements, and g) appendices.

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Case Studies should be no longer than 3,500 words and not shorter than 2,000; these articles should be focusing on the detailed and critical presentation/review of real-life cases from the greater marketing sector, and must include – where appropriate – relevant references and bibliography. Case Studies should aim at disseminating information and/or good practices, combined with critical analysis of real examples. Purely descriptive accounts may be considered suitable for this section, provided that are well-justified and of interest to the readers of the Journal of Tourism, Heritage & Services Marketing. Each article should have the following structure: a) abstract, b) introduction (including an overall presentation of the case to be examined and the aims and objectives of the article), c) main body (including, where appropriate, the review of literature, the presentation of the case study, the critical review of the case and relevant discussion), d) conclusions (including also, where appropriate, recommendations, practical implications, and suggestions for further study), e) bibliography, f) acknowledgements, and g) appendices. All Case Studies are subject to blind peer review (by at least two anonymous referees). The decision for the final acceptance of the article will be taken unanimously by the Editor and by the Associate Editor.

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Book Reviews should be no longer than 1,500 words and not shorter than 1,000; these articles aim at presenting and critically reviewing books from the greater field of tourism, heritage, services and marketing. Most reviews should focus on new publications, but older books are also welcome for presentation. Book Reviews are not subject to blind peer review; the decision for the final acceptance of the article will be taken unanimously by the Editor-in-Chief and by the Book & Conference Reviews Editor. Where appropriate, these articles may include references and bibliography. Books to be reviewed may be assigned to potential authors by the Book & Conference Reviews Editor, though JTHSM is also open to unsolicited suggestions for book reviews from interested parties.

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Industry Viewpoints should be no longer than 1,500 words and not shorter than 500; these articles may have a "commentary" form, and aim at presenting and discussing ideas, views and suggestions by practitioners (marketing industry professionals, marketing planners, policy makers, other marketing stakeholders, etc.). Through these articles, JTHSM provides a platform for the exchange of ideas and for developing closer links between academics and practitioners. Most viewpoints should focus on contemporary issues, but other issues are also welcome for presentation if appropriate. Industry Viewpoints are not subject to blind peer review; the decision for the final acceptance of the article will be taken unanimously by the Editor-in-Chief and by the Associate Editor. These articles may be assigned to potential authors by the editor, though JTHSM is also open to unsolicited contributions from interested parties.

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Feedback regarding the submission of a manuscript (including the 3 anonymous reviewers' comments) will be provided to the author(s) within six weeks of the receipt of the manuscript. Submission of a manuscript will be held to imply that it contains original unpublished work not being considered for publication elsewhere at the same time. If appropriate, author(s) can correct first proofs. Manuscripts submitted to JTHSM, accepted for publication or not, cannot be returned to the author(s).

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Full research Papers should be not longer than 8,000 words and not shorter than 4,500 words (excluding references). Research Notes should be no longer than 3,000 words and not shorter than 1,000. Case Studies should be no longer than 3,500 words and not shorter than 2,000. Book Reviews should be no longer than 1,500 words and not shorter than 1,000. Conference Reports should be no longer than 2,000 words and not shorter than 1,000. Industry Viewpoints should be no longer than 1,500 words and not shorter than 500. Manuscripts that do not fully conform to the above word limits (according to the type of the article) will be automatically rejected and should not be entered into the reviewing process.

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All submissions (research papers, research notes, case studies, book reviews, conference reports, industry viewpoints, and forthcoming events) must have a title of no more than 10 words.

Manuscripts should be double-line spaced, and have at least 2,5 cm (one-inch) margin on all four sides. Pages should be numbered consecutively.

The use of footnotes within the text is discouraged – use endnotes instead. Endnotes should be kept to a minimum, be used to provide additional comments and discussion, and should be numbered consecutively in the text and typed on a separate page at the end of the article.

Quotations must be taken accurately from the original source. Alterations to the quotations must be noted. Quotation marks (" ") are to be used to denote direct quotes. Inverted commas (' ') should denote a quote within a quotation. If the quotation is less than 3 lines, then it should be included in the main text enclosed in quotation marks. If the quotation is more than 3 lines, then it should be separated from the main text and indented.

The name(s) of any sponsor(s) of the research contained in the manuscript, or any other acknowledgements, should appear at the very end of the manuscript.

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The text should be organized under appropriate section headings, which, ideally, should not be more than 500-700 words apart.

The main body of the text should be written in Times New Roman letters, font size 12.

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Authors are urged to write as concisely as possible, but not at the expense of clarity.

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Second page: title, an abstract of not more than 100 words and up to 5 keywords that identify article content. Do not include the author(s) details, affiliation(s), and biographies in this page.
Subsequent pages: the paper should begin on the third page and should not subsequently reveal the title or authors. In these pages should be included the main body of text (including tables, figures and illustrations); list of references; appendixes; and endnotes (numbered consecutively).
The author(s) should ensure that their names cannot be identified anywhere in the text.

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JTHSM provides the following guidance to help authors write an abstract of maximum value to readers. Authors are encouraged to follow this guidance. An abstract is a concise summary of a larger work, typically written in one paragraph of 100 to 200 words. Its purpose is to help readers quickly discern the purpose and content of the work. Manuscripts submitted to *JTHSM* must include an abstract written in English, of not less than 150 and not more than 200 words. Accuracy, brevity, and clarity are the ABCs of writing a good abstract. Writing style: a) Use a who, what, when, where, why, how, and "so what" approach to addressing the main elements in your abstract; b) Use specific words, phrases, concepts, and keywords from your paper; c) Use precise, clear, descriptive language, and write from an objective rather than evaluative point of view; d) Write concisely, but in complete sentences; e) Use plain language, do not use jargon, and do not use acronyms except for commonly used terms (then define the acronym the first time used); f) Write in the third person; do not use "I" or "we"; g) Use verbs in the active voice. A well-written abstract generally addresses four key elements:

- ***Purpose***: describes the objectives and hypotheses of the research.
- ***Methods***: describes important features of your research design, data, and analysis. This may include the sample size, geographic location, demographics, variables, controls, conditions, tests, descriptions of research design, details of sampling techniques, and data gathering procedures.
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- *For journal papers:* Tribe, J. (2002). The philosophic practitioner. *Annals of Tourism Research*, 29(2), pp. 338-357.
- *For books and monographs:* Teare, R. & Ingram, H. (1993). *Strategic Management: A Resource-Based Approach for the Hospitality and Tourism Industries*. London: Cassell.
- *For chapters in edited books:* Sigala, M. and Christou, E. (2002). Use of Internet for enhancing tourism and hospitality education: lessons from Europe (pp. 112-123). In K.W. Wober, A.J. Frew and M. Hitz (Eds.) *Information and Communication Technologies in Tourism*, Wien: Springer-Verlag.
- *For papers presented in conferences:* Ford, B. (2004). Adoption of innovations on hospitality. *Paper presented at the 22nd EuroCHRIE Conference.* Bilkent University, Ankara, Turkey: 3-7 November 2004.
- *For papers published in conference proceedings:* Jackman, F. (2008). Adoption of innovations on hospitality. *Proceedings the 26th EuroCHRIE Conference.* Dubai, United Arab Emirates.
- *For unpublished works:* Gregoriades, M. (2004). The impact of trust in brand loyalty, *Unpublished PhD Thesis.* Chios, Greece: University of the Aegean.
- *For Internet sources (if you know the author)*: Johns, D. (2003) The power of branding in tourism. Http://www.tourismabstracts.org/marketing/papers-authors/id3456. Accessed the 12 th of January 2005, at 14:55. (Note: always state clearly the full URL of your source)
- *For Internet sources (if you do not know the author)*: Tourism supply and demand. Http://www.tourismabstracts.org/marketing/papers-authors/id3456. Accessed the 30 th of January 2004, at 12:35. (Note: always state clearly the full URL of your source)
- *For reports:* Edelstein, L. G. & Benini, C. (1994). *Meetings and Conventions*. Meetings market report (August), 60-82.

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When a large multi-author group has conducted the work, the group ideally should decide who will be an author before the work is started and confirm who is an author before submitting the manuscript for publication. All members of the group named as authors should meet all four criteria for authorship, including approval of the final manuscript, and they should be able to take public responsibility for the work and should have full confidence in the accuracy and integrity of the work of other group authors. They will also be expected as individuals to complete conflict-of-interest disclosure forms.

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Authors reporting results of original research should present an accurate account of the work performed as well as an objective discussion of its significance. Underlying data should be represented accurately in the manuscript. A paper should contain sufficient detail and references to permit others to replicate the work. Fraudulent or knowingly inaccurate statements constitute unethical behaviour and are unacceptable.
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Authorship should be limited to those who have made a significant contribution to the conception, design, execution, or interpretation of the reported study. All those who have made significant contributions should be listed as coauthors. Where there are others who have participated in certain substantive aspects of the research project, they should be named in an Acknowledgement section. The corresponding author should ensure that all appropriate co-authors (according to the above definition) and no inappropriate co-authors are included in the author list of the manuscript, and that all co-authors have seen and approved the final version of the paper and have agreed to its submission for publication. All submissions should include author's and all co-authors' – if any – ORCID (compulsory for all submissions since volume 5, issue 1, 2019).

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