**ATLAS Tourism and Leisure Review
Volume 2018 – 1
Destinations past, present and future**

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Content

Introduction

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Introduction

The ATLAS Conference "Destinations: past, present and future" took place between 12th and 15th September 2017 at the campus of the School of Technology and Management of the Polytechnic Institute of Viana do Castelo (Portugal). The Conference was organised by the Tourism Laboratory, headed by Carlos Fernandes, and co-organized in cooperation with other institutions like CETRAD (https://www.cetrad.utad.pt/EN) of UTAD (University of Trás-os-Montes and Alto Douro).

The way in which places are being transformed by tourism was the subject of a recent ATLAS publication (Russo & Richards, 2016), which described how destinations are increasingly produced, consumed and negotiated between tourists and stakeholders they visit and interact with. The transformation or creation of a space into a brand-new or reinvented tourism destination is called place-making. Place-making can take many different forms depending on its promoters, type of tourism and tourists, local communities, political goals, consumer trends and market niches. Also, it can be an indirect or unintended result or consequence, an unplanned occurrence or unforeseen consequence.

Tourism can transform or create a destination/place quickly, completely changing communities, landscapes and tourism perception and global-local relations over time (Lichrou, O'Malley & Patterson, 2017; Brouder et al., 2017).

Communities also play a role in such changes. They can use festivals as events capable of place-making themselves, promoting a manipulated or manufactured expression of their identity (Mason & Scollen, 2018), controlling the narrative. In fact, the same communities can use multiple and diverse events to place-make themselves (Sofield, Guia & Specht, 2017) as a desirable tourism destination.

The same can be said about place-making using other forms or manifestation of culture both locally and nationally planned. Countries choose places, heritages, landscapes or even specific cultural characteristics to promote in order to control place-making, national narrative and/or political agendas (Kolås, 2007). This would be the intentional place-making, a top-down approach that is disparate to the organic process lead by communities.

Corporations can be key players in place-making just by conducting business, influencing local and national politics, employment, consumption, etc., but so can

local companies, for example, through their consumable products, such as wine production estates (i.e. Douro or Porto wines), breweries (Fletchall, 2016) or local distilleries (Rosko, 2017). The same can be said about food (Everett, 2012) and many other products.

Even NGO or national nature protection organizations can use nature as place-making tool connecting a tourism destination or attraction to wildlife conservation (Chaudahuri, 2017; Nevin, Swain & Convery, 2014) and even sustainable or ecotourism related attractions are used as place-making strategies (Habibah, Mushrifah, Hamzah, Er, Buang, Toriman & Zaimah, 2013).

Place-making can similarly be a result of popular global culture through the role of creative industries (Durmaz, Platt & Yigitcanlar, 2010), such as films or movies (Alderman, Benjamin & Schneider, 2012) where places are reduced to movie specific landscape or even rebuilt just like on the big screen (Lundberg, Ziakas & Morgan (2018). Similarly, social media can be responsible for place-making by allowing an extensive and multipliable people to people interaction that creates a desirable perception of the original experience (Dameria, Akbar & Indradjati, 2018). Lew (2017) properly inferred how place-making, regardless of its tangibility scale (tangible, mixed, or intangible), has its obvious problems ranging from its political nature (rebranding/rewriting history and national/regional identity), to its impacts (social tensions, commodification of culture, power struggles, etc.), many of which can be confused with many mass tourism common impacts. Such impacts are seen as mendable or preventable by allowing articulation between stakeholders and proper planning throughout its lifecycle (Butler, 1980).

Stakeholders play a role and have a stake on place-making and in tourism destination success. As Hultman & Hall (2012) argue, place-making agency in tourism has a structure and multiple shapes. These allow numerous different strategies, outcomes and trends. These trends link to wider debates about the production of space and place, and the rise of new localities in a globalizing world. Tourism destinations aren't just geographical locales, places in the basic sense, as Gunn (1988) and Burkhart & Medlik (1974) assumed, but also social and cultural places and landscapes. Nor are they mere agglomerations of tourism-related business even if participation in local culture is present (Russo & Segre, 2009). If destinations are more than just space and place attributes, then a systemic approach is desirable. One that considers the complex interlinks that occur and are required to maintain competitiveness (Ritchie & Crouch, 2003).

Destinations increasingly need to deal with the rise of new tourism spaces, changes in the tourism distribution chain and growing competition from other destinations. This constant change demand adaptive ability (Baggio & Sainaghi, 2011) and mandate a 'smarter' approach (Baggio & Del Chiappa, 2014). Hence Jovicic´s (2016) defence of an integrative conceptual framework that is capable of crossing previous models and better understanding tourism destinations. Still, tourism destinations are far from a solved puzzle and mostly due to its complex and fluid nature.

These constant changes suggest an increasingly uncertain future for destinations worldwide. Where will tourists go next? Which new intermediaries will emerge? How will tourists arrange their travel in future? What kind of experiences will be in vogue, and how will these impact on the destinations themselves? And the cycle life models are not enough today for understanding these changes. Currently some tourism trends are recognizable in consequence of climate change, increasing costs of fuel, new growing markets in wealthier and large populations countries, the increasing role of tourism as geopolitical tool, and the gradually important concern with conservation, constant technology and communication innovation (Buckley, Gretzel, Scott, Weaver & Becken, 2015).

In fact, technology is the main trend in current tourism related research, especially artificial intelligence, robotics, big data analytics, social media and sharing economy (Bowen & Whalen, 2017), however research in tourism goes far beyond this subject, and tourism trends like those mentioned above require increasing dedication to the future of destinations.

Precisely with that in mind this conference seeks to develop new perspectives not only on the challenges affecting the future of destinations worldwide, but also on strategies, practices and policies to sustain and /or develop the competitiveness of tourist destinations. The aim of these special volume was to select papers from the "Destinations: past, present and future" conference that exchange and discuss ideas on critical areas of the development of tourism destinations in such a challenging context by tourism professionals and academics.

ATLAS organization has chosen three papers that discuss the general thematic of the meeting, two are from Portugal and one from Ireland. All of them adopted mixed methodologies in the researches.

Ana Paula Rodrigues, Isabel Vieira, Didiana Fernandes and Yousra Makanse (CETRAD- UTAD, University of Trás-os-Montes and Alto Douro) present an analysis of the Lazarim Carnival (North inside of Portugal) discussing the experiences and perceptions of residents and visitors. The paper demonstrates the value of local traditional events for sustainable cultural tourism destinations, especially in rural areas. It also underlines the link of permanent visitor attraction (i.e. Iberian Interpretive Centre of the Iberian Mask, in Lazarim) with the management of seasonality of rural tourism destinations.

Hugo Sousa, Patrícia Silva and Ana Teresa Ferreira (Polytechnic Institute of Viana do Castelo, Portugal) present a literature review (1997-2017) on talent management in hospitality. The problems that the hospitality industry face are discussed, as for example, the precariousness and the negative working conditions that hotel workers endure. The review of the literature suggests that responsibility is essential in the hospitality sector and highlights one of the bases of tourism destinations development.

Angela Wright (Cork IT) presents a cruise tourism case study in Cork, Ireland. The author underlines the problematic perceptions of local stakeholders on the effects

of this type of tourism in the destination. From a qualitative perspective, the paper analyses the meanings and possibilities for management of this type of tourism in Ireland in a very competitive international context. Listening to stakeholders, making strategical and competitive improvements and adapting to the U.K. Brexit is recommended by the author.

As mentioned during this introduction, this chapter focuses on a key element for the success and development of tourism destination worldwide, regardless of their scale, tourism typologies or geographical context. That element is the importance of establishing relations, trust and involving people, in other words, the human factor. Stakeholders involvement is yet again underlined as the basis of a successful tourism destination. A tourism destination focused on its sustainable and accountable development.

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The Lazarim Carnival (Portugal) event-experience: An on-site event-experience analysis of residents and visitors perceptions

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Abstract

The main purpose of this study is to investigate the participants' perceptions of a Carnival experience in order to establish the overall value of the event. Specifically, we intend to analyse the motivations, profiles and social practices associated with the participation in the event (for example, motivations for participation, sources of information used, general and specific evaluation of the event-experience, intention to return and to recommend the visit, among other factors). The Lazarim (Portugal) carnival was used as a case study. A quantitative approach was adopted, in the form of a survey questionnaire applied to a sample of 100 participants (residents and visitors) of the Lazarim carnival event. For data analysis, SPSS was used (uni-bi and multivariate analysis). The results show that in general, the perceptions of residents and visitors about the lived experience were very positive. Three large groups of participants, each with its own particularities, were determined, and should be taken into account in the strategic planning of future events. This study aimed to contribute and improve the knowledge about this market, and sought to broaden the current data about the typology of participants that, generally, can be found in this sort of cultural events. It is through the analysis of participants' experiences that event organisers and other stakeholders, linked directly or indirectly with the tourism industry, can identify how to improve event experiences.

Introduction

In a society based on experiences, cultural events (festivals, carnivals, parades, celebrations, religious events) play an important role in strengthening the image of a destination, boosting the tourism activity and the regional economy (Kjaer, 2011). In this sense, the events represent a tourist attraction that has the possibility to gather people and keep their money in the region where they live (Getz, 2008).

Experiences, which are the prime manifestations of the experience economy, are becoming increasingly important in cultural events (De Geus et al., 2016). Despite the high relevance of cultural events, very few studies have been conducted to analyse the experience of temporary attractions, such as the carnival. Carnival is recognized by several authors as one of the most complex and rich cultural festivities. This event is not celebrated in the same way in all the different destinations where it occurs and, in Portugal, for example, the carnival tends to be

related to religious events and "is seen as a form of social-political criticism" (Guerreiro, 2013, p.16).

Many tourism institutions have made the organization of festivals and special cultural events, such as Carnival, part of their strategies on the development of experiences with destinations, since positive impacts in the localities where they occur are perceptible. However, to plan and provide a good experience, it is essential to take into account who constitutes the demand.

The aim of this research is to advance current knowledge on Carnival event tourism by investigating participants' perceptions of the experience of the Lazarim Carnival (Portugal) in order to establish the overall value of the event as well as identifying the motivations, profiles and social practices associated with the participation in the event. Two research questions were aroused: What are the residents and visitors' perceptions about this event-experience? Are there differences in the perceptions between residents and visitors?

This paper is divided into five sections. After the introduction, the second section briefly reviews the literature on this research. The methodology used for empirical purposes is described in the third section. The fourth section presents the empirical findings and the final section provides the conclusions and implications of this research.

Theoretical background

Carnival as a cultural event

Events and festivals are important motivators for the tourism activity. Many scholars had already talk about the contribution of events studies for the tourism promotion and development (Getz, 2008; Getz & Page, 2014; Richards & Wilson, 2004; Walo, Bull, & Breen, 1996). According to Liburd and Edwards (2010), "festivals are generally cultural celebrations that may be displayed in carnivals, religious events, parades or heritage commemorations" and "are important components of community pride, cohesion, fun and relaxation" (p. 164).

Created originally by and for the local community, festivals are lately aiming to attract outsiders and tourists, as well the media attention (Richards, 2007). Thus, festivals and events can stand as short-duration chief attractions for tourist consumption (Mckercher & Du Cros, 2012) and, as Zeppel and Hall remark, "festivals, carnivals and community fairs add vitality and enhance the tourist appeal of a destination" (1992, p. 49). Consequently, those cultural events have the ability to improve and promote a location, engaging the contact with the local community and the tourists and visitors, and enhancing the competitiveness and the image of a destination. Nevertheless, cultural events are also said to be progressively oriented to the tourism market and tourism consumption, instead of tackling the needs of the local residents (Richards, 2007). In this sense, some events are losing their origins and uniqueness, and are becoming an attraction designed for outsiders. In this context, MacCannell (1973) was one of the first's researchers to introduce the concept of authenticity to sociological studies of tourism motivations

and experiences (Wang, 1999). Authenticity plays a relevant role for residents but also for tourists participating the event. However, as acknowledged by Cohen (1988), more and more artificial cultural products are "staged" to please tourists.

Carnivals are one of the most known events worldwide. The origin of the carnival celebration is not yet surely defined and its festivity differs in different countries and regions. Carnivals were originally linked to rituals, conveying societies' transformations and altering the social order for a period of time (Richards, 2007). The celebration evolved and transformed from its original meaning in some places, retaining a stronger spectacle characteristic, nonetheless still retaining the original ritual elements (Richards, 2007). From huge parties, like the Carnival in Brazil, to winter celebrations, like the Carnival in Quebec, carnivals involve the local community and the tourists in a relaxed and amusing environment. As Bakhtin (1965) states, "carnival is not a spectacle seen by the people; they live in it, and everyone participates because its very idea embraces all the people" (p. 7). As so, a great amount of tourists want to experience this celebrations, to free themselves for a while, while enjoying the show (Smith, MacLeod, & Robertson, 2010).

Carnival is considered by many authors as a cultural celebration that includes "party, costumes, parades and animation" (Getz, 2007, p.33). Getz (2007) states that the main reasons why people join this event are the fun and escape from social norms and laws that manage each day's life.
In the North of Portugal, the carnival celebration preserves its pagan origins and is still celebrated in a traditional way (Rosário, 2008). The Lazarim Carnival is an annual event celebrated in the Lazarim village. This carnival is one of the most traditional and genuine carnivals in Portugal, keeping well alive ancestral traditions that have lasted through the ages.

The Lazarim Carnival is one of the biggest cultural events in the region, due the number of visitors it attracts and the originality and commitment involved in the preparation of the event (CML, 2018), although as far as we know there are no studies that document the flow of participants of this cultural event. It is organized by the Lazarim parish council with the collaboration of the local community and is held over a four-day period.

In Lazarim, the carnival celebration involves the use of masks and costumes, music and shared food. In Lazarim, the Carnival period is marked by the presence of some masked figures that are designated by "Caretos" (Figure 1), a theatre parade and satirical testimonials. The "caretos" are characters of the Carnival, who wear wooden masks sculpted by artisans of the village, with zoomorphic physiognomies. The caretos of Lazarim exhibit through their masks representations of historical figures, of mystical figures, of grotesque figures, as well as figures of animals (Simões, 2012). For the people of Lazarim, the "caretos" are a source of pride and symbolic cultural reference not for what they represent today, but for the memories they bring (Simões, 2012).

Testaments drafted by the locals are read in the public square, where the unmarried villagers unleash truths and criticisms in a comical, nonetheless sometimes hostile manner. The event, which happens once a year, is a historically

liberation to the established rules imposed by a society governed by the austere guidance of the church (Veludo, 2006). In this period of the year, the locals celebrate, party, drink and have fun, shaking the village's usual passivity. Moreover, the Lazarim carnival affirm the cultural identity of the local community, recovering the rites, symbols and texts associated with the winter festivals (Simões, 2012).

Figure 1: The "Caretos"

A carnival is a cultural event within the experience economy, and can be considered an activity of added value to a city when creating place-awareness for tourists and residentes (Kjaer, 2011).

Event experiences

Several authors from a wide range of fields have contributed to the understanding of the concept of experience leading to a multiplicity of definitions. There is no consensual definition regarding the essence of experiences (Walls et al., 2011; Oh et al., 2007). One of the major contributors to the focus on experience was the concept of experience economy proposed by Pine & Gilmore (1999). The authors contend that experiences are inherently personal therefore no two people can have the same experience due to the fact that each experience replies on the interaction between the individual's prior state of mind and the staged event (Pine & Gilmore, 1999). Schmitt (1999, p. 60) argues that "experiences are private (personal) events that occur in response to a given stimulus, provided by marketing efforts before and after purchase".

The concept of experience has been widely popularized in literature on marketing and tourism management. Providing experiences is a fundamental concern in the

development of tourism (Selstad, 2007). The author argues that the tourism experience is a particularly relevant issue since encompass a complex variety of elements. Oh et al. (2007) point out that experience is the essence of the demand and consumption of tourists in the various destinations, accompanied by goods and support services. According to Guerreiro (2013) experience in tourism is a significant individual event that combines real behaviours, felt emotions and perceptions acquired, being influenced both by the sociocultural characteristics of the individual and by the characteristics of the environment in which it is inserted.

The events experience and its meanings underlies the studies of events (Getz, 2010). Several authors sought to define the main dimensions of the experience and the items underlying each dimension (Guerreiro, 2013). Getz (2008, p. 414) describes experience as the result of three essential dimensions: the behavioural dimension ("What people do or behaviour, including physical activity"), the affective dimension ("Their emotions, mood or attitudes") and cognition ("Consciousness, perception, understanding").

De Geus et al. (2016, p. 277) focus on event experiences, or extraordinary experiences in staged event and festival settings. In their proposed model, the authors define event experience as: "an interaction between an individual and the event environment (both physical and social), modified by the level of engagement or involvement, involving multiple experiential elements and outputs (such as satisfaction, emotions, behaviours, cognition, memories and learning), that can happen at any point in the event journey". The authors considers event experiences as a process that has cognitive, conative and affective components.

The exploratory study of De Geus et al. (2016) generated an 18-item scale, comprised of four dimensions: affective engagement (what one gets from an event; excitement, emotional energy, intimacy, adventure, values and recollection), cognitive engagement (interpretation, cognition/learning, intellect, learning, knowledge acquisition, reflexivity), physical engagement (behaviour, (active) participation, creativity, and multisensory (elements)), and experiencing novelty (distinctiveness of event, unfamiliarity, and uniqueness). This will be the conceptualization and operationalization of experience to be taken into account in the present empirical study.

Methodology

Research method and sample

We assess the participants' onsite experience during the event, which took place in Lazarim village, from 25th to 28th February 2017. The Lazarim village is a Portuguese parish located in the municipality of Lamego, with 16.54 km ² of area and 521 inhabitants (INE, 2011).

The idea for this study came from a request made by the international team of the "ATLAS Event Experience Research Project", which developed an international study, based on the Scale of Experience of Events (EES), which sought to investigate aspects of the experience of different events in various parts of the

world. The Lazarim carnival was one of the events studied in Portugal. This international team has created and has been applying this scale to diverse events and to compare the results in events of various parts of the world and of different nature. In view of the quantitative approach inherent in applying this scale to various types of events, as well as the objectives proposed for this specific study, we have chosen a quantitative research methodology of a descriptive nature, based on the collection of information obtained by a survey design method.

Regarding the application method used for this survey, we chose to conduct a face to face interview survey with the support of a cross-section structured questionnaire. The application of the questionnaire was realized by a team of eight people (graduate students, investigators and research assistants), who were trained to fulfil the objectives and procedures of the investigation. The research team responsible for the application of the questionnaires met with the president of the parish council of Lazarim. The objective of this meeting was to present the study to be carried out and to obtain the collaboration of the local public authorities in the application of the questionnaires (most appropriate places for the application of questionnaires, key respondents to interview, etc.).

The participants (residents and domestic/foreign visitors) of the four-day Lazarim Carnival event were the target population of the study. As suggested by the president of the parish council of Lazarim, the face to face interviews with participants were conducted on some village streets and on the Interpretive Centre of the Iberian Mask.

The collection of primary data was held on February 26th, 27th and 28th, 2017 and 120 questionnaires were applied to participants. Potential respondents were randomly approached and asked if they were willing to participate in the study. Once they agreed, questionnaires were distributed. The questionnaires were collected on site and checked for completeness and accuracy. As a result, 100 usable questionnaires were collected after excluding those with insufficient responses or excessive missing data.

The present study adopted a non-probability sampling strategy using a convenience sampling technique as a desired sampling method to achieve the objectives of the study and answer the research questions. Since the Carnival of Lazarim is a free event, it is difficult to statistically estimate the size of the sample. The size of the sample and the sampling method selected were justified for this reason, as well because of time and budget constraints for this study.

Research instrument

The survey was designed to focus on respondents' experiences and their motivation to attend the Lazarim Carnival. In order to collect data that was related to the objectives of this study, the questionnaire was operationalized through dichotomous and multiple choice questions. In terms of the construction of the scales, 7-point Likert scales were used.

The structure of the questionnaire was divided into two discrete sections:

- The first section included questions regarding the participation type (resident or visitor), the reasons for participation in the event, the involvement in similar events in other locations, the evaluation of the event experience, the frequency of participation in events alike, the average expenditure per person at the event, among others. As said earlier, most questions in this section were based on the events experience survey questionnaire provided by the ATLAS international team with small language adaptations to the context of analysis.

One of the main issues of the questionnaire concerns the evaluation of the event experience. The scale proposed by De Geus et al. (2016) was used, with adaptations to the context under analysis. The Event Experience Scale has been subject of several applications in international studies in the context of the "ATLAS Event Experience Research Project". This scale comprises four dimensions (affective engagement, cognitive engagement, physical engagement and experiencing novelty) and 18 items. In this study, based on exploratory research with academics and key informants only 10 items were considered.

- The second section included questions specifically addressed to visitors, namely the number of days of visit, the type of accommodation, the means used to arrive at the destination, the sources of information that influenced the choice of the event, the general evaluation of the experience in the event, the intention to return and to recommend the visit.

Key background information of the respondents, such as age, gender, education level, household income and place of residence, was also included in the survey.

Data analysis method

For the analysis of the collected data, we used the statistical program SPSS (Statistical Package for Social Sciences) version 22. The data was treated through the use of simple and univariate statistical procedures, such as the frequency distribution tables (absolute and relative) and the calculation of means and standard deviations. In order to verify the existence of dependency relations, bivariate analysis was used. Cross-tables were used as tests, combined with the chi-square test for nominal variables. For the identification of the segments, an exploratory technique of multivariate analysis was used - the two-step cluster analysis.

Results

Demographic profile of respondents

The demographic profile of the respondents (n = 100) is presented in Table 1.The sample was composed by more male (52%) than female participants. The age of the respondents ranged from 18 to 80 years with an average age of 46.74. In terms of the level of education of the respondents, the findings showed that 36% concluded secondary school, 28% hold a higher education degree and 19%

finished a postgraduate degree (master, PhD). The remaining possess technical education (6%), concluded primary school (9%) and 2% never attended school. The income distribution shows that 36% of the respondents indicated earnings between 501 and 1000 euros, while 23% have specified earnings between 1501 and 2000 euros. The boundary categories (less than 500 euros and more than 2000 euros) covered 15% and 8% of the responses, respectively. Most of the respondents (87%) reside in Portugal. The 13% of international respondents are mainly from Spain, Brazil and France. For 91 responses, the average expenditure per person varied between 0 and 2000 euros, with an average value of 122.31 euros.

Table 1: The demographic profile of the respondents, $n = 100$

Variable	Categories (%)
Gender	Female (48%); Male (52%)
Age	Minimum=18; Maximum=80; Average=46.74
Level of education	Never attended school (2%); Primary school (9%); Secondary school (36%); Technical graduation (6%); Higher education degree (28%); Postgraduate degree (19%)
Income distribution	Less than 500 euros (15%); Between 501 and 1000 euros (36%); Between 1501 and 2000 euros (23%); More than 2000 euros (8%)
Residence	Portugal (87%) Abroad (13%)
Average expenditure per person (N=91)	Average expenditure per person varied between 0 and 2000 euros; Average value = 122.31 euros.

Source: Elaborated by the author

Residents and visitors perceptions of the Lazarim Carnival event-experience

Some of the issues to be analysed in this section are presented in table 2.The participants of this event could either be residents or visitors. Thus, the first question of the questionnaire clarified this situation. In the sample, 81% of participants (n = 100) were visitors.

An important factor in the analysis of the event's experience concerns the reasons that led the participants to attend the Lazarim Carnival. Eleven reasons for participation were considered, based on the events experience survey questionnaire provided by the ATLAS international team. Therefore, "spend time with family/friends", "entertainment" and "taste for the atmosphere of Carnival" were the main reasons chosen by the respondents. "Programming" and "feeling part of a community" were the least significant reasons.

We also tried to understand in which other locations the participants had already celebrated the carnival and for how many days. The answers showed a greater

number of other Portuguese Carnival events (Ovar, Podence and Constantim). As for the number of days celebrating carnival, the most part answered one day.

In attempt to understand how the participants face the event, a question about their own rituals and if they consider the event as a symbolic moment was provided. For the first indicator, 50% agreed, 42% disagreed and 6% expressed a neutral opinion. Regarding the second indicator, 73% agree, 18% disagree, and 7% say they do not disagree or agree. In both questions, two respondents did not know how to respond.

Respondents were also asked how often they had celebrated carnival throughout their lives. A total of 38% of the answers fall within the category "always, as long as I remember", 21% reported having celebrated Carnival between one and three times and 17% between 6 and 10 times. More than 11 times was indicated by 16% of the respondents and between 4 and 5 times by 8% of the respondents.

It was questioned how many of these times the participants celebrated the carnival in Lazarim. Between the minimum limit of 1 time and the maximum limit of 21 times, the average number of times was 4.16.

In order to perceive the potential uniqueness of the event, a question about the importance of this event in the participants' decision to visit the destination/participate in the event was provided (if this event was the main reason, whether it was a motive among several others or if it was not a reason). Thus, we found out that for 62.6% of the respondents this event was the only reason for visiting this destination/participate in the event, while for 37.4% of respondents it was one of several reasons for visiting/participation.

Table 2: Residents and visitors perceptions, n = 100

Variable	Categories (%)
Type of attendees	Residents (19%); Visitors (81%)
Reasons to attend (% of Yes)	I like the atmosphere of Carnival (31.4%) Entertainment (35.7%) Spend time with family / friends (45.7%) Special occasion (14.3%) The programme (5.7%) Visiting the area (37.1%) To learn something (15.7%) To try something new (21.4%) To see a specific programme element / performer (8.6%) Feeling a sense of community (5.7%) Meeting new people (8.6%)
Other locations the participants had already celebrated the carnival	Ovar, Podence and Constantim
Number of days of Carnival celebration	One day

How the participants face the event (% of agree)	We have our own ritual at this event (50%)
	We see this event as a symbolic moment (73%)
How often they had celebrated carnival throughout their lives	1-3 times so far (21%)
	4-5 times so far (8%)
	Between 6 and 10 times (17%)
	More than 11 times (16%)
	Always, as long as I remember (38%)
Number of times in Lazarim	Minimum limit = 1 time; maximum limit = 21 times; average number of times = 4.16.
Importance of this event in the participants' decision to visit the destination/participate in the event	Only reason for visiting this destination (62.6%)
	One of several reasons for visiting this destination (37.4%)

Source: Elaborated by the author

In an attempt to determine the perceptions about the event, a range of statements related to the event experience of the Lazarim Carnival was provided, and the respondents were asked to rate their level of agreement. Answers could range from 1 (totally disagree) to 7 (totally agree). The scale used was an adaptation of the one created by De Geus et al. (2016), which in this study included only 10 items (Table 3). The scale comprised four dimensions: affective engagement (what one gets from an event; excitement, adventure, values and recollection), cognitive engagement (cognition/learning, intellect, learning, knowledge acquisition, reflexivity), physical engagement (behaviour) and experiencing novelty (uniqueness). Overall, the scale average was 4.93, which shows that, considering the dimensions analysed, the overall experience of the event was positive. The results point to higher averages in the items "I learned something" (5.63), "I acquired new knowledge" (5.49), "I was excited" (5.30) and "I was active" (5.22). Respondents tended to show lower levels of agreement in two cognitive aspects: "I was thinking" (3.81) and "I used my intellect" (4.22).

Table 3: Event-Experience Scale items, *n* = 100

Event-Experience Scale Items/dimensions	Average
I was excited - Affective engagement	5.3
I felt a sense of adventure - Affective engagement	4.43
I was aware of my own values - Affective engagement	5.17
I was thinking - Cognitive engagement	3.81
I used my intellect - Cognitive engagement	4.22
I learned something - Cognitive engagement	5.63
I acquired new knowledge - Cognitive engagement	5.49
I reflected on ideas that I got and discussed this with others - Cognitive engagement	4.98
I was active - Physical engagement	5.22
I thought this event was unique - Experiencing novelty	5.02

Source: Elaborated by the author

For each item of the scale a bivariate analysis was performed with the respondent's situation (resident vs. visitor). It was concluded that there were no significant differences between both groups in the responses given, with the exception of the item 5 ("I used my intellect"), where a higher discordance value was shown on the residents' answers when compared to the visitors' answers.

There were statistically significant differences between the item "I was aware of my values" and gender, with male respondents disagreeing more than female respondents. The same happened with the item 7 ("I acquired new knowledge"), where men were the group who most disagree with this statement.

Additional questions for Lazarim Carnival visitors

This set of questions was only provided for the visitors of the Carnival (n = 81), whereas residents who responded to the questionnaire (n = 19) did not answer it. These additional issues can be seen in the following table.

Table 4: Additional questions for Lazarim Carnival visitors, *n* = 81

Variable	Categories (%)
Used transport vehicles	Private vehicles (62%); tourist buses (12%); Don't answer (7%)
Number of days spent in the visit	Minimum=0; Maximum=7; Average=1.44
Information sources used to choose Carnival in Lazarim	Friends/Family (50.6%); Previous visit (14.8%); Internet (25.9%); Radio, TV and the press (23.5%); Guide books (8.6%); Tour operator (2.5%); Tourist office (9.9%); Hotel reception (8.6%); Other (2.5%)
Overall evaluation of the experience of the event	Bad (1.2%); Regular (13.6%); Good (40.7%); Very good (33.3%); Excellent (7.4%); Don't answer (3.7%)
Intention to return	Yes (33.3%); No (25.9%); Maybe (33.3%); Don't know/Don't answer (3.7%)
Intention to recommend	Yes (84%) No (9.9) Don't know/Don't answer (2.5%)

Source: Elaborated by the author

The majority of the respondents reached the destination by private vehicles (62%), followed by tourist buses (12%). The number of days spent in the visit varied from 0 to 7, with an average value of 1.44 days.

The respondents were asked to indicate the sources of information that made them aware of the Lazarim Carnival. The findings show that "Recommendation from friends/family" was the main source of information (50.6%) followed by "internet" (25.9%), "Radio, TV and press" (23.5%), "previous visit" (14.8%) and the "tourism office" (9.9%).

The respondents were asked to rate their overall experience at the attended event. The results revealed that only one person rated the experience as bad. For 13.6% it was considered regular and for 40.7% good, while 33.3% reported that the experience was very good and only 7.4% scored it as excellent.

Regarding the intention to return, the respondents' opinions were as following: 33.3% have this intention, 25.9% do not have it and 33.3% will maybe participate again in the future. A total of 3.7% did not respond to this question.

Finally, it was asked if the visitors would recommend the Lazarim Carnival. Two respondents did not know, but the vast majority (84%) said yes, while 9.9% of respondents would not make such recommendation.

To sum up, the extent and nature of the data gathered varied reflecting personal experiences and interests. Being a highly personal "event experience", a segmented analysis that can present several points of differentiation with respect to motivations, behaviours and opinions, can be very useful for the success of managing such cultural events.

Segmentation of the respondents based on the experience lived in the Carnival of Lazarim 2017
To identify the segments of participants in the Lazarim Carnival, multivariate data analysis was used, more specifically the two-step clusters analysis. The variables used to define the segments were: type of participation (resident; visitor); the importance of the event in the decision to participate (the only reason for visiting/participating; one of the several motives for visiting/participating) and the average expenditure per person during the whole event.

With regards to the variables used, it was possible to identify three groups (Table 5), with different dimensions:
1) Segment 1 (Excursionists) - 47.8% (43);
2) Segment 2 (Tourists) - 34.4% (31);
3) Segment 3 (Residents) - 17.8% (16).

After the cluster analysis, we performed an evaluation regarding the variables that were important for the classification of each group, in order to verify whether or not there are statistically significant differences between the three segments identified. The characteristics of each group can be seen on Table 5.

Table 5: Constitution and characterization of segments

	Group 1 (43; 47,8%):	Group 2 (31; 34,4%):	Group 3 (16; 17,8%)
	- Type of participation: Visitors (100%); - Importance of the event: only reason for the visit (100%); - Average expenditure per person (36,99 euros)	- Type of participation: Visitors (100%); - Importance of the event: one reason among several (100%); - Average expenditure per person (299.69 euros)	- Type of participation: Residents (100%); - Importance of the event: only reason for participation (75%); - Average expenditure per person (14.94 euros)
How many days are you staying?	1.22 (average value)	1.77 (average value)	-
Gender and age	51.2% are men Average age-46.56	64.5% are women; Average age-44.81	87.5% are men; Average age-51.88;
Level of educational qualification	44.2% Primary school	41.9% Secondary School	37.5% Primary school
Monthly household gross income	44.2% receive up to 1000 euros	48.4% receive more than 1501 euros	93.8% receive up to 1000 euros
I felt a sense of adventure (Affective engagement)	51.2% agree	51.6% agree	37.5% disagree
I was aware of my own values (Affective engagement)	58.1% agree	80.6% agree	43.8% disagree
I was thinking (Cognitive engagement)	46.5% disagree	41.9% agree	62.5% disagree
I used my intellect (Cognitive engagement)	51.2% disagree	67.7% agree	68.8% disagree
I thought this event was unique (Experiencing novelty)	76.7% agree	58.1% agree	87.5% agree
How many times have you celebrated Carnival in your life?	32.6% between 6 and 10 times	35.5% always, since I remember	75% between 6 and 10 times

Source: Elaborated by the author

The three identified clusters allow to differentiate some of the needs, characteristics and behaviours of the participants in the Lazarim Carnival, which will allow organizers to define visitor needs and wants more precisely and target the most profitable attendees. The residents group represents one of the groups more motivated by the dimension "Experiencing novelty" and both the "Cognitive engagement" and "Affective engagement" dimensions were not very important in the characterization of this segment. It is an older group of respondents with a mean age of 52, consisting mostly of men with a lower level of education and family income.

For the group of tourists, together with the group of excursionists, the elements of "Affective engagement" have proved to be relatively important. The cognitive dimension related to the use of intellect was also relevant for tourist segment. It is the segment with younger respondents (mean age of 45), consisting mostly by women with an intermediary education level and with a family income more high than the others groups.

For the group of excursionists, the dimension "Experiencing novelty", as in the case of segment 3, is relevant. On the contrary, the dimension of the Cognitive engagement experience is not a significant element. It is a group composed mainly of men of average age of 47 years, with educational levels and relatively low income.

By identifying the key dimensions of the event experience of the different clusters, organisers planning the event are aware of how each element contributes to the event experience. That is useful in designing the event.

Conclusions and implications

This research analysed the profile of participants and their own perception about their experience in the Lazarim Carnival 2017. In addition to the investigation of the participants' actual experience, some determinants of this participation were also explored, such as motivations, previous knowledge about the event and the sociodemographic profile, as well as some consequences, such as global satisfaction and intention to return and to recommend.

In general, the perceptions of residents and visitors about the lived experience were very positive. There is a very positive evaluation of the experience in the Carnival of Lazarim, especially the evaluations associated with learning something, the acquisition of new knowledge and sense excitement. With the exception of the item related to the use of the intellect, there were no statistically significant differences between the assessments made by visitors of those performed by the residents. Most of the respondents of this sample are visitors. At the level of motivations for participation, higher percentages related to "Spend time with family/friends" and "Visiting the area" were detected. Most of the individuals in this study are already familiar with Carnivals in general and the Carnival of Lazarim. For the large majority of the respondents this event was the only reason for visiting this destination/participate in the event. The means of knowledge by which the majority of visitors became aware of Carnival was the word-of-mouth of relatives

and friends and the internet. In the classification of global satisfaction and loyalty, Lazarim Carnival visitors present positive ratings, so they are satisfied with their overall experience in this event and intend to recommend/return.

Three large groups of participants (excursionists, visitors and residents), each with its own particularities, were determined, and should be taken into account in the strategic planning of future events. In the three segments "Experiencing novelty" emerged as a relevant experiential dimension which demonstrates that the unique nature of this Carnival it is part of the experience itself (De Geus et al., 2016).

This study aimed to contribute and improve the knowledge about this market, and sought to broaden the current data about the typology of participants that, generally, can be found in this sort of cultural events. It is through the analysis of participants' experiences that event organisers and other stakeholders, linked directly or indirectly with the tourism industry, can identify how to improve event experience's. Additionally, understanding the overall perception of such experience can help to enhance the quality of this experience for both residents and visitors, mutually in the context of the event itself as well as the destination in general.

The results of this study may be important because of the implications for management, since a good knowledge of the needs of the participants of this type of events is always essential for the marketing of tourist events. From de empirical research it was pointed out some aspects of the participant's expectations and these can be used as benchmarks regarding how to design more appealing Carnival event tourism experiences. Therefore, the results may help local organizers to create marketing and managerial strategies, and to assure a long lifecycle of the event.

The fact that this study addresses only the participants of one event and use a non-probabilistic convenience sample is shown as a limitation. Conversely, random selection of prospective respondents would have been ideal for such a study, as more accurate. Furthermore, the sample cannot be representative of the whole event. Thus, future studies should increase the study sample, to reach a greater representativeness of the population that participated in Lazarim Carnival. It would also be interesting to have conducting longitudinal research at different stages in the event process, relative to the experience, so that the evaluation of the event could be compared, verifying how the Lazarim Carnival has evolved.

The research investigating participants experience to a specific type of events use predefined quantitative assessment techniques as tools. These tools limit the ability of respondents to indicate the diversity of personal opinions that they may experience. In addition, during the application of the questionnaires it was verified some difficulty in understanding certain items of the experience scale, which was considered by the respondents to be quite generic to the Carnival event.

Acknowledgment

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Talent Management in the Hospitality sector – A Literature Review

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Talent management is nowadays understood as a crucial activity. One of the main challenges for organizations is the capacity to adapt to changing demographics and the work expectations, in order to attract the best talents, retain them and then compete globally in sustained and sustainable processes. On another hand, it is expected from the Human Resource Management (HRM) that new forms of leadership are created for the employees, with actions of attraction, selection, development, and retention of talent, which are vital for organizational success (Stahl et al, 2012). This study presents a review of the literature produced over the last 20 years (1997-2017), with research conducted in the database Web of Science. A total of 9 articles were processed and cited in this study. The aims of the research are, therefore, to identify problems, trends, and practices concerning talent management in hospitality and to provide a literature review on the topic. The problems that the hospitality industry faces are discussed, as for example, the precariousness and the negative working conditions that hotel workers live in. The review of the literature suggests that is an organizational responsibility to be aware that there is a need for practices that engage employees on relationships of trust. Therefore, organizations should consider talent management a priority area on this sector, trying to instill a vision that people are the most important organizational asset and deserve the best treatment and respect, which may result in greater levels of motivation and, consequently, the successful retention of the employee.

Literature Review

Talent Management is considered to be, in the words of Nilsson and Ellström, 2012 and Starostka-Patyk, 2015 (both cited in Sirková et al;2016:143) "the process of identifying, securing, developing, and managing relevant talent, which is important to meet the organizational long-term strategic needs and to ensure short-term productivity". Collings & Mellahi (2009, cited in Sabuncu & Karacay;2016:444) define TM as "a process of identification, attracting, developing, rewarding and retaining employees with critical attributes by which they can support sustainability of organizational success as well as organizational development".

The need for organizations to adopt better practices in their talent management initiatives comes "from the fact that talented employees have the strategic capabilities that can increase the productivity, efficiency and competitive advantage of organizations" (Sabuncu & Karacay, 2016:443). Therefore, the human resource managers must understand that TM is a priority area and of systematic processes "based on the idea that people are your most critical asset and must be carefully cultivated" (Saar, 2013, cited in Sirková et al 2016:144),

which possibly leads in bigger levels of motivation and adjustment for the work and the organization.

Prior to manage talent, in literal terms, an enterprise must first attract people to their place. Hiring talented individuals got more complex and companies must be aware and sensible of factors and trends such as: economy and demography; mobility of people; sociocultural, individual and business models changes; and diversity (Beechler & Woodward, 2009).

Talent Management (TM) is known to play an important role in organizations. One of the main challenges for hospitality is the capacity in adapting to changing demographics and expectations of work, in order to attract the best talents, retain them and then compete globally in a sustained and sustainable manner. On another hand, it is expected from the organization that new forms of leadership should be created for employees, with practices on attraction, selection, development, and retention of talent, which are vital for organizational success (Stahl et al, 2012). The hospitality industry has unique characteristics in comparison with other sectors, therefore, the intent of this study to identify problems, trends, and practices concerning talent management in hospitality and to provide a brief literature review on the topic. The aim of this paper is also to provide an initial contribute on these issues.

Method

At the 10th of May, research was conducted in the Web of Science core collection database. The criteria for search were 'talent', 'human resource' with the Boolean operator 'AND' and 'hospitality', with the same Boolean operator, resulting in 7 articles found. A second search on the same database, without selecting any Boolean operators, with the terms 'talent management in hospitality', resulted in 17 articles. A total of 9 articles were processed and cited in this study. The established horizon for the review of the literature was 20 years (articles found from 1997 to 2017).

Results and Discussion

The process of managing talent can be explored by different activities, stated in the following points:

> "Classifying, identifying, choosing and recruiting talent from outside of company within employment marketplace;
> Classifying and identifying internal talent;
> Training talented employees;
> Retaining talented employees." (Vaiman, Haslberger and Vance; 2015, cited in Sabuncu & Karacay;2016:444).

The last item, the retention of talented employees, has a particular importance for this study, provided that the hospitality industry is known for its high employee turnover rates affecting, in some cases, up to 75% of its operational activities. Additionally, seasonality affects a considerable amount of the worldwide hospitality

industry, which leads to concerns with training costs of seasonal personnel *vs.* the staff turnover (Walsh & Taylor, 2007). Failure in retaining employees generally lead to losses in productivity, due to staff demotivation and losses of organizational know-how in the entire organization (Yamamoto, 2011).

Chambers, Handfield-Jones, Hankin, and Michaels (1998) identified several criteria that companies must take into consideration when identifying and hiring talented individuals:

> Assuming TM as a corporate priority;
> Create a value proposition grounded in the image of the enterprise as a hirer;
> Identify and develop talents internally;
> Paying special attention to the way talents should be hired
> Promote individuals' engagement with the process.

According to the previous points, it is vital for enterprises to be aware of the importance of TM and turn it into a priority in the core of the businesses. Then, there is room for hiring and managing strategically these individuals, also by closely following their career and professional growth. These factors become essential for creating a competitive advantage for the company. Walsh and Taylor (2007:168-171) identified the most valued aspects by employees that could be a positive contribute in reducing turnover:

> The work must be stimulating and interesting;
> the work should allow opportunities for developing new competencies and career promotion;
> the relationships with colleagues should be based in trust and open communication;
> managers and supervisors must monitor and follow the activities of the staff with adequacy;
> The wages must be fair;
> The attribution of a benefits package (such as insurance and retirement plans).

It may be possible to establish a parallel between what employees value the most with the known "Maslow's hierarchy needs: the payment, safety, satisfaction at the workplace, personal development and growth, friendship and relationships" (Iomaire, 2008, cited in Sabuncu & Karacay, 2016:446). In addition, "it is possible to say that talent management practices could help to satisfy those needs which would increase employees' job satisfactions." (Sabuncu & Karacay, 2016:446).

Regarding the hospitality industry, literature points that it presents unique characteristics, in terms of HRM. Sirková et al describe it as "a human resource-centric industry" (2016:145). However, despite being known as an important activity under the HRM, talent management has been being neglected, which reflect the trends in entire HRM departments in the hospitality sector (Solnet et al, 2013 cited in Deery & Jago; 2015:455).

Deery & Jago (2015, p. 455) and Sabuncu & Karacay (2016, p .446) both refer that there is a shortage of articles that relate the topics of TM and the hospitality industry. Baum (2008 cited in Deery & Jago; 2015:455) explains such fact with the perceived differences between the hospitality sector and other industries, since the first presents complexities such as" emotional, aesthetic and informational processes that other industries do not perceive as important".

Chuang, Yin & Dellmann-Jenkins, (2009 cited in Sabuncu & Karacay; 2016:446) describe the hospitality sector as "stressful, highly bureaucratic, unsociable, unstable, and unpleasant". Deery & Jago also identified structural problems that hospitality generally manifests:

> "Long, unsocial working hours;
> Low pay;
> Low skill requirement;
> Lack of career development;
> Risk taker and turnover culture;
> Contigent employment;
> Alchohol and substance abuse" (Deery & Jago; 2015:466).

Deery & Jago (2015, p. 466) additionally refer that companies should ascertain if their employees are satisfied and feel connected with the organization. In some cases, the most important aspects to determine those conditions are the image of the company for hiring, and in other contexts are the wages and career development opportunities.

Adding attributes to the perceived precariousness of the sector, Nickson (2007 cited in Sirková *et al*;2016:143) refer more common problematic situations in hospitality: "women, young workers, casual employees, students, relatively high numbers of part-timers and migrant workers". Sirková et al (2016, p. 146) therefore propose that companies should hire competent and dedicated individuals, to guarantee good quality of service and a harmonious relationship with costumers, leading to the creation of a positive image for the hotels (Bharwani & Butt, 2012, cited in Sirková *et al*;2016:145).

Conclusion

As seen in this study, talent management practices are perceived as vital for the organizational sustainability. The growing competitiveness between companies requires HRM practices of selecting, hiring talented individuals and offering continuous training, so harmony between corporate and employee objectives can be established. In these aspects, the hospitality sector seems undifferentiated from other sectors: employees are pivotal for organizations to live and prosper. A high turnover rate usually means high losses in performance (Datta, Guthrie & Wright, 2005).

The role of the HRM is then fundamental for employee retention. Managers must approach individuals not only as resources to achieve internal competitive advantage, but also must consider the human component, with its intrinsic and

extrinsic needs. Therefore, it is the HRM duty to adopt practices that promote a relationship of "respect, care and support", as Deery and Jago (2015;467) refer, and then reiterate that businesses should take a keen interest with what is going on with their staff, at the professional and personal levels. Having this permanent flow of processes and activities should be a positive contribute against employee turnover. Also, Ferreira-Oliveira, Keating and Silva (2018) argue that trust in human resource management systems can enhance performance outputs and organizational results. It is based on trust that talent management should be based and worked effectively towards organizational competitiveness.

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Cruise Tourism in Ireland: The Case for the Port of Cork

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Abstract

The cruise industry has presented an energetic and lively development for the tourism industry in recent years. However, research in an Irish context on the topic of Cruise Tourism is scant. This research study addresses this and close a gap in the Irish tourism literature. This study will specifically investigate the potential of cruise tourism for the Cork Harbour region in the future.

A post-positivistic approach applying a qualitative data collection technique answers the research questions and achieves the objectives of this study. The views of the participants in this research are presented and used to elaborate on the findings and recommendations of the current study.

This study finds that Cork is not entirely aware of its potential in the cruise market. Local businesses have difficulties trying to capitalise on the sector. This research identified the key stakeholders in the region and noted their desire to sustain the development of the sector which is recognised as beneficial for the area. As Irish Ports are competing with each other for business, this study recommends coopetition to grow Ireland as an independent cruise destination. This research has identified the potential of the Port of Cork to achieve a home port status and attract turnaround cruises into the region, a major income generating factor for the area. A well-considered and focused joint strategy needs to be embraced and funded to position Cork as an engaging, charming, secure and appealing cruise destination for the future of Irish tourism.

Introduction

This current research examines the cruise tourism industry in Ireland, specifically in the Cork region, to see if there is potential for Cork's deep water port to become a home port; this type of port specializes in dealing with the activities of cruise ships, providing the platform for the passengers to enter and disembark the cruises at the beginning and the end of the journeys, respectively. A cruise home port is also capable of providing the essential provisions required for a luxurious cruise voyage.

The Port of Cork is experiencing rapid growth in cruise tourism and Captain Michael McCarthy, Commercial Manager, states that "the 2017 Cork cruise season is booming which is great for the port and the region. With 65 calls in 2017, the Port of Cork anticipates a very busy season ahead for all involved, and an increased economic benefit for the region. Approximately 160,000 passengers and crew are

expected to visit the city and county between March and November, bringing a potential boost of €12.41m to the local economy" (Afloat.ie).

The study analyses the landscape of cruise tourism, and evaluates the challenges faced by local Cork businesses trying to capitalise on the cruise tourism market. Attitudes and experiences of the key stakeholders are also examined. The cruise industry has presented an energetic and lively development for the tourism industry in recent years. Research in an Irish cruise context, however, is inadequate and scant.

The modern concept of leisure cruises began in 1844 when P&O organised a Mediterranean cruise. Today, cruising is the fastest growing segment of the tourism industry and the cruise line industry continues to strengthen its global presence. Even with the world economy in an ongoing recovery mode, CLIA (Cruise Lines International Association) outlines that its 62 cruise line members acknowledged growth in passenger numbers at over 22 million worldwide guests in 2015 (CLIA, 2016; Cruising.org). In 2016, 24 million passengers embarked on a cruise (CLIA, 2016; Faust, 2015; Leppert, 2015). During 2014, there were 42 cruise lines domiciled in Europe, operating 123 cruise ships with a capacity of around 146,000 lower berths (CLIA Europe, 2015a). Another 60 vessels with a capacity of around 89,000 lower berths were deployed in Europe by 18 non-European lines (CLIA Europe, 2015a).

Literature

Research into the cruise industry has been scarce (Dowling, 2006; Hosany and Witham, 2010) and is an area of academic research that is underrepresented in the tourism field of studies (Robinson, Heitmann and Dieke, 2011). The study of the cruise industry is now recognised as a discipline in its own right and not just as an annotation of the tourism industry (Morgan and Power, 2011). Although ships have been a means of transportation since early times, the cruise industry is young (Goeldner, 2000) and continues to strengthen its global presence (CLIA, 2015; Cruising.org; Dowling, 2006). Cruise tourism is the tourism based around cruise ships, where different suppliers and organisations within the cruise industry, such as airlines and tour operators, work together to provide cruise holidays (Morgan and Power, 2011).

Cruising Outlined

Robbinson (2011) argues that it is important to explain exactly the different terms used in cruising. According to Morgan and Power (2011:276), to cruise means to sail from place to place for pleasure, calling at a succession of destinations, or to sail, journey or move about by means of a cruise ship. A cruise trip is a passage of time spent on board a cruise ship and at cruise destinations/port/harbour, where shore excursions take place, organised by ship or independently by passengers (Morgan and Power, 2011). The cruise tourist is a person who spends at least one, but usually two nights or more, on a cruise ship, usually for leisure purposes (Morgan and Power, 2011). Most passengers take shore excursions and such trips

are important revenue generators for the cruise ship whereby 50% or more of what passengers pay on-board for a tour is held back by the ship (Klein, 2011). Gabe *et al.,* (2006) state that cruise ships visiting different ports require an efficient infrastructure to process the large number of cruise tourists who embark and disembark (Morgan and Power, 2011).

Cruise Ships and the Local Economy

The arrival of cruise ships and their passengers is typically expected to stimulate economic activity (Manning, 2006). Port destinations can reap substantial benefits from the arrival of cruise ships, but where mistakes occur, they can result in the cruise ships staying away and a loss of these benefits (London, 2010a). Expenditure by cruise ship passengers in ports of call is influenced by a variety of factors (Douglas and Douglas, 2004). Visitors from ships can have a considerable economic impact on a port's city and surrounding communities (Morgan and Power, 2011). On the contrary, Larsen *et al.,* (2013) acknowledge that cruise passengers' contributions to local economies are fairly unimportant. Klein (2005) believes that the land time allowed for passengers onshore limits their opportunities to spend money at a destination they visit, while Larsen *et al.* (2013) views this limitation as an encouragement for tourists to spend their money on-board. Douglas and Douglas (2004) note that the best and most reliable source of income for the local community is through the direct payment the cruise company pays to a local council or similar body.

Orams (2002) argues that large cruise ships are self-contained and even if large numbers of tourists may go ashore to visit a small community, little money is spent on food, accommodation and transports. The ship as a tourist space is secure, comfortable, and tightly controlled (Jaackson, 2004). The cruise ships are at the heart of the industry and represent its core product (Morgan and Power, 2011). The cruise ships have developed into floating resorts on the sea (Dowling, 2006), where passengers can enjoy all the facilities and amenities of a holiday resort (Morgan and Power, 2011; Wood, 2000), without having to leave the ship (Wood, 2000). Jaakson (2004) argues that a cruise ship is an extreme form of a closed tourist 'bubble'.

Cruise tourism's pace of growth and the nature of its product presents many challengers to the industry and to ports and port communities (Klein, 2011). Authors and researchers agree that the cruise sector is fast growing (Dowling, 2006; Dwyer and Forsyth, 1998; Mak, 2004) and undergoing rapid consolidation (Berger, 2004; Dowling, 2006). It is actually the fastest growing segment of the tourism industry (Brida and Zapata-Aquirre, 2008; Dickinson and Vladimir, 2008; Dowling, 2006; Mak, 2004). Growth in term of size is the key development in cruise ships (Dowling, 2006; Klein, 2005; Morgan and Power, 2011). Many existing ports are either expanding what they have or building new facilities, sometimes based on assurances from a cruise line (Klein, 2011).

Port Categories

The ports are categorised either as 'home ports' (i.e., the ports where a cruise starts and ends), or as 'ports of call' (i.e., intermediate stoppages), or as 'hybrid ports' (i.e. a mixture of the previous two categories) (Lekakou *et al.*, 2009). They provide value to passengers and economic benefits to local merchants and tour providers (Klein, 2011). The minimum requirement for a region to enter the cruise market as a home port is deep-water shipping infrastructure and warehouse space to process passengers and baggage (Braun and Tramell, 2006). Passenger ports aim to be selected as cruise home-ports, as the ship spends more time in the terminal acting as income generator (i.e., by increasing the consumption of services and products by all the involved actors that include the cruise company, vessel, crew, passengers, etc.) (Lekakou *et al.,* 2009). Manning (2012) cautions that the produce is loaded for the cruise at the home port and, even if the ship is running out of some products, new provisions are seldom loaded in other ports, as the arrangements are not in place for the purchase of such provisions.

The home port requirements from the cruise industry point of view are: the availability of an international airport near the cruise port, the provision of a safe and secure environment for the passengers, and issues relating to political factors and the legislative framework (such as cabotage policy) (Lekakou *et al.*, 2009), the quality of the local transport infrastructure and its ability to control the flow of large numbers of cruise passengers from the airport to the port and vice versa (De Monie *et al.*, 1998). Specific terminals would also be required to cater for boarding (Fáilte Ireland, 2012; Grammerstorf, 2012; Robbins, 2006).

Despite the importance of becoming a home port, several issues regarding the relations between ports and the cruise sector have not been thoroughly examined in the relevant literature (Lekakou *et al.*, 2009).

Methodology

This current research is based on the belief that the people personally involved in a given situation are best at analysing and describing their experience or feelings in their own words. The researcher preferred a more flexible approach to the overall research design and conduct of the study. The research journey started with a broad focus that became narrower as the study progressed. The research questions and objectives were refined during the actual study. The researcher was concerned with gaining insights into the topic of interest, trying to clarify what is happening in the Cork Harbour and the region, and understand how Cork Harbour could reach the status of a home port. The researcher conducted a search of the literature and chose to carry out semi-structured interviews with experts in the subject, to gain insights into the topic of interest, in line with the exploratory study. Therefore, a post-positivistic approach was applied.

After an intense study of the literature and based on the identified gaps therein, the author chose to conduct ten face-to-face semi-structured interviews. Participants were chosen using the snowball technique and this was deemed to be the most

suitable to access relevant and appropriate contributors in this research. The advantage of semi-structured interviews is that they allow the researcher to uncover not only the 'what' is happening and 'how' it is happening but more importantly they explore 'why' it is happening (Saunders *et al.*, 2003). The researcher was interested in the attitudes and opinions of the interviewees concerning the proposed themes and was hoping for the discussion to lead into areas that were not previously considered, but which might be significant for the understanding of the research questions and objectives. The researchers took into consideration both advantages and disadvantages of this technique.

Face-to-face interviews facilitated the gathering of rich data regarding the body language and non-verbal communication, as well as what is actually said. A second advantage was that it provides the researcher with the chance to touch base with professionals in the area. The participants were very generous with their time and knowledge and the researchers were very grateful. An interview guide was used to acquire the data. An interview guide is much less specific than the notion of a structured interview schedule (Bryman and Bell, 2007). The researchers chose ten open-ended questions for the interview guide. These created a starting point for the discussion with all the interviewees, but the format allowed the researcher to explore interesting areas in more detail. The order of the questions was fixed, and the researcher asked additional questions during some of the interviews depending on the nature and flow of the conversation. These questions were used to focus the discussion or obtain new pieces of information based on what the interviewee was communicating in relation to extending an idea that was being formulated by the participant. According to Bryman and Bell, (2007:482) the interview guide enhances dependability and "allows the interviewer to glean the ways in which research participants view their social world".

The researchers were vigilant to ensure a relevant sample of experts were included and correct analysis procedures were applied to ensure the validity of the study. Validity is high under the interpretivist paradigm. Interviews were conducted until data saturation was reached. The data gathered was analysed using grounded theory. Themes emerged and strict coding was applied so as to build reliable theory about the phenomena under investigation. No other studies were conducted before in this specific context and the author's intentions were to arrive at prescriptions and policy recommendations.

Findings and Discussions

Capturing the Cruise Tourism Market:

The findings from this research reveal that the cruise tourism market is constantly growing, and its economic benefits for a region can be high. The cruise companies are actively researching the market and the consumer (the cruise tourists); their main objective – maximising their cruise ships' revenue. Shore excursions are an important revenue stream for the cruise companies. Having a proactive attitude, developing new tours and niche experiences are ways to capture the cruise tourism market. It is vital for the region to ensure that shore excursions stay local. In terms

of the marketing and targeting of the cruise ship business, a combined message is needed; currently, there are different stakeholders at work.

The Port of Cork has a direct strategic role and it employs its own marketing strategy targeting both the cruise companies and the cruise passengers. The Port of Cork and Cork County Council are planning a second cruise berth with a dedicated terminal in Cobh.

Cruise Ireland, a voluntary network of main stakeholders, recognizes that the main driver of success is structure and resource; with that in mind, in collaboration with other bodies, they have set about developing a specific strategic plan and aim to develop a definitive partnership programme. When it is concluded, they intend to emerge as a more purposeful organisation serving the needs of cruise tourism.

Attracting Cruise Tourists Onshore

Local businesses in Cork find it difficult to capitalise on the cruise tourism that Cork Harbour generates. This is due to the fact that many of the shore excursions take the passengers away from the Cork region. There are three categories of cruise tourists: those going on organised tours, those visiting the destination by themselves (individual tourist), and those remaining on-board. The majority of cruise passengers go onshore through organised activities and shore excursions; however, the findings of this study reveal that there is an increasing trend towards not pre-booking excursions. Also, those who embark on long tour excursions are not spending much money in the Port destination; they rush back to the ship to arrive in time for the ship's departure. However, the independent tourist (not booking through a cruise package) going onshore is likely to spend more money than those via an organised tour; however, the cruise companies are resisting the cruise passengers' independence, due to the lack of direct revenue for them. The scenery, the natural beauty, and available attractions are the deciding factors for the passengers, once onshore. Other elements to encourage the cruise tourist to visit a destination are the tourism information presented on-board, the flyers, the maps and the cruise newsletters.

Cruise tourists prefer the harbours that are close to a city or a town centre rather than the working ports; the ease of access encourages passengers to explore on their own. Touristic packages, promotions, and maps of Cork to encourage the cruise tourists to visit the area by themselves are vital. The destination should be promoted to the cruise passengers at the moment of choosing a cruise to maximise onshore planning.

Converting Cruise Tourists to Land-Based Tourists

Cruise passengers are important to destinations as they have a higher potential to return to a destination than any other traveller. 67% of the interviewees in this study highlighted that their intention to return to Ireland is very high for land-based vacations in the future. Social media plays an important role in raising awareness

and it is creating a desire to revisit a destination for those who use it to share their photos and experiences online.

Cork Harbour: A Turnaround Port?

The Port of Cork has the potential to become a turnaround port. Cruise schedulers are actively looking for new harbours that could become home ports. Major benefits would ensue for the region across the value chain if the Port was able to attract turnaround cruises. The existence of a nearby international airport is the main requirement for a home port and Cork international Airport is located very close to the Port of Cork. A strong commitment and a joint strategy is required for all the stakeholders to enable this. This research finds that the local government is ready to back up the key stakeholders to facilitate the Port of Cork to become a home port. Cork Airport facilities could be used for the turnaround cruises until proper ones would be built in Cobh in the future. Cork Airport is a fundamental element for the 'Port of Cork – home port' concept. The natural port characteristics are important factors for the cruise companies choosing a home port and the dedicated cruise berth that is not affected by tides is a major element to be promoted to the cruise businesses. Cork Harbour is well positioned to facilitate transatlantic cruises, Britain and Ireland cruises, cruises to Northern Europe, West Europe, even long cruises to the Mediterranean. The Port of Cork has a good reputation and an increasing cruise activity as a destination port. Americans claiming Irish heritage will also be critical for Cork to become a home port.

Key recommendation:

Strategic Partnerships and Alliances

The cruise tourism sector is a significant revenue generator for the Port of Cork and its hinterland. The harbour status as a turnaround port has a significant economic impact across the value chain for the port, the airport, the hotels, the transport companies, the wholesale distributors, even the refuse companies. The regional cooperation is a key for the Port to become a home port - 100% of the interviewees recognised the importance of all the stakeholders to be part of an alliance. The study identified the need for a new tourism entity with a clear objective to transform Cork into a home port. Cruise Ireland has the potential to become the entity to embrace the various interested elements.

The Port of Cork – Cork County Council – Cork Airport have a shared interest that has to be acknowledged. The Port of Cork is a destination port with an exceptional reputation, well connected with relevant important organisations worldwide. Tourism products have to be developed to meet the cruise industry trends, needs and expectations. A proactive attitude towards improving and generating shore excursions, providing new experiences for the cruise passengers and staff, selling the destination rather than the port, and promoting several different harbour experiences would have a positive effect on the numbers coming to port.

Improvements

Infrastructure, passenger services and marketing campaigns have to be improved to provide world-class experience and effective standards of safety and security. An informed creativity is required to create interaction points with the cruise tourist, to inform and advertise the local offers and businesses. The businesses should complement and augment one another in order to support the Port of Cork's endeavour and attract the cruise passengers to spend money locally. The relevant authorities are encouraged to create a value proposition for the cruise businesses, positioning Cork harbour as a family friendly port. Also, Irish Americans could find value in a 'once in a lifetime vacation' to cruise and visit Ireland, if proper holiday packages are offered in the American market.

Coopetition

Coopetition (describes cooperation among competing companies) between the Irish Ports to grow Ireland as an independent cruise line destination will be important for the future, ensuring that maximum revenue is generated at the national level. The idea of collaboration between competitors is not new. The key stakeholders have to acknowledge their shared interest, and collaborate more to grow the region economically, forging a secure alliance. A formal cruise tourism body is required, with people, processes and structure, with a clear strategy directed towards increasing cruise tourism in Cork. Its main objective should be to transform the Port of Cork into a new home port for the cruise industry.

Brexit

With 'Brexit' a certainty now, measures are required to ensure the stability and growth of Irish cruise tourism. With changing visa requirements in Britain, cruise companies may skip the British ports to avoid an increase in the cruise prices, or decrease of their profits. So, Ireland has a chance to transform this threat into an opportunity to create Irish itineraries.

Conclusions

The present study took into consideration the cruise industry worldwide and examined the potential of the cruise tourism in the Cork region. This research has found that the cruise industry has the bargaining power, and Cork harbour must have a proactive attitude to satisfy its demands. It also notes that Ireland is an emerging cruise destination, and that it is not entirely aware of its potential. Providing the type of experiences that the cruise passengers are seeking is viewed as a key to increasing a harbour attractiveness and ensure the cruise ships keep on calling at the destination. This study highlights that the strategies to create ancillary revenue in the Cork region have to be appealing for the local businesses, maintain the cruise tourists' positive view of the destination, and ensure that will not interfere with the cruise businesses' income, for fear of driving them away.

Encouraging the cruise passengers visiting a destination to return as land-based tourists will have a major impact on the overall tourism offering and increase the

revenue it generates for the region/country. Future intentions to return should be converted into an 'action' before the cruise tourist leaves the area to continue on the cruise itinerary. The ships' crew are also important 'business influencers', affecting both cruise passengers and fellow crew members' decisions to go ashore and visit the destination, as well as influencing the activities they choose.

Currently, the Port of Cork is responsible mainly for attracting the cruise business into the area. The Port's promotional efforts should be complemented by those of the other key stakeholders. This research concludes that Ireland INC. should also focus on marketing Ireland as an attractive cruising destination internationally. A joint strategy with a clear message is the key to increasing the cruise tourism and the cruise ship calls to Cork and Ireland.

The Port of Cork can become a home port and attract turnaround cruises in the area in the future. Developing a destination port to a home port will boost the entire area, as it is seen as beneficial across the value chain. It will be necessary however, to comprehend the requirements and standards of the potential home port users and strive to fulfil them. Furthermore, the outcome of this research could provide a stimulus for the key stakeholders and local government regarding the cruise tourism and Cork potential to expand.

Charting a strategy to achieve the home port status for the Port of Cork is essential for the future. The findings of this research will aid relevant stakeholders to enable the selection of Cork Harbour to become a home port. Cork Harbour's position makes it an attractive option as a port of call for cruises to and from the Baltic, Mediterranean and the Caribbean, being favourably located for transatlantic cruise traffic and vessels' relocations to the North Sea. Ireland is part of Britain itineraries, and BREXIT was argued more as a threat than an opportunity for the Irish cruise tourism. This study has outlined that the opportunities are greater than the weaknesses, and Cork's potential as a home port should be enabled.

Stakeholders responsible for the cruise tourism in Cork will benefit from a joint strategy and industry focused marketing campaign. There is a need for a strong commitment and alignment of their efforts towards a common goal that would increase their value proposition. Manning (2012) stated that some destinations become aware of the need for planning and managing the impacts of cruise tourism only when these impacts occur, but new destinations, in contrast, have some ability to anticipate and plan for the impacts of cruise tourism. Cork as a destination should plan for the cruise tourism impacts and find solutions to maximise the positive impacts and to mitigate the negative impacts.

This research study concludes that Cork is an attractive, desirable, safe and exciting cruise destination. Those advantages have to be communicated to the cruise businesses and the cruise passengers in a message that will position Cork Harbour strategically on the cruise market, increasing its chances to expand its influence and become a home port in the near future.

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What is ATLAS

September 2018

The Association for Tourism and Leisure Education and Research (ATLAS) was established in 1991 to develop transnational educational initiatives in tourism and leisure.

ATLAS provides a forum to promote staff and student exchange, transnational research and to facilitate curriculum and professional development. It currently has 175 members in 60 countries worldwide.

What are the objectives of ATLAS?
- To promote the teaching of tourism, leisure and related subjects.
- To encourage academic exchange between member institutions.
- To promote links between professional bodies in tourism, leisure and associated subjects and to liaise on educational issues, curriculum development and professional recognition of courses.
- To promote transnational research which helps to underpin the development of appropriate curricula for transnational education.

What does ATLAS do?
ATLAS promotes links between member institutions through regular meetings, publications and information exchange. The main activities of ATLAS currently are:
- Organising conferences on issues in tourism and leisure education and research. International conferences have been held in Canterbury, UK (September 2016) and in Viana do Castelo, Portugal (2017). The annual conference in 2018 will be organised in Copenhagen, Denmark. Regional conferences are also held in Africa, Latin America and the Asia-Pacific region.
- Information services and publications, including the ATLAS website and members' portal, the annual ATLAS Reflections, Facebook and LinkedIn.
- Running international courses, such as the ATLAS Winter University in Europe and the Summer Course in Asia.
- Organisation of and participation in transnational research projects, for example on cultural tourism, sustainable tourism, and information technology. ATLAS is participating in two major European projects. The Next Tourism Generation Alliance (NTG) for implementing a new strategic blueprint approach to sectoral cooperation on skills and the INCOME Tourism project to develop soft skills into higher education curricula and to strongly cooperate with businesses.
- Research publications and reports.

What are the benefits of the ATLAS membership?
- Regular mailings of information, updates on ATLAS conferences, meetings, projects, publications and other activities.
- Access to the members' portal on Internet with exclusive access code.
- Participation in the ATLAS information lists for everyone within ATLAS member institutions, as well as for the different Special Interest Groups.
- The annual ATLAS international conference, which provides an opportunity to network with other members.
- Conferences organised by regional sections.
- ATLAS members can participate in a wide range of projects run by ATLAS in the areas of tourism and leisure education and research.
- Members have access to research information gathered through ATLAS
- International projects.
- ATLAS members are listed on the ATLAS website, giving teachers and students easy access to information about member institutions via Internet.
- Distribution of information about member events, programmes, projects and products via the ATLAS mailing list and ATLAS website.
- ATLAS members are entitled to substantial discounts on ATLAS conference fees and selected ATLAS publications.
- Contacts and lobbying through ATLAS links with other international organisations.
- Opportunity for students to take part in an established academic and research network.

ATLAS Special Interest Groups
Members of ATLAS can form and join Special Interest Groups related to specific education and research topics or for specific geographical areas. Special Interest Groups run research programmes and can organise special events and publications related to their area of interest. The current Special Interest Groups are:
- Cultural Tourism Research Group
- Gastronomy and Tourism Research Group
- Business Tourism Research Group
- Cities and National Capital Tourism Research Group
- Volunteer Tourism Research Group
- Events Research Group
- Dark Tourism Research Group
- Heritage Tourism and Education Research Group
- Space, place, mobilities in Tourism Research Group

ATLAS Regional Sections

ATLAS is also represented at regional and local level by sections such as ATLAS Europe, ATLAS Asia-Pacific, ATLAS Africa and ATLAS Latin Americas. The regional sections of ATLAS have developed their own programme of activities and publications to respond more closely to the specific needs of members located in these regions and those with related research interests. Membership of ATLAS regional sections and Special Interest Groups of ATLAS is open to all ATLAS members at no extra costs.

The ATLAS publication series

As a networking organisation, one of the main tasks of ATLAS is to disseminate information on developments in tourism and leisure as widely as possible. The ATLAS publication series contains volumes of selected papers from ATLAS conferences and reports from ATLAS research projects. The ATLAS Tourism and Leisure Review gives ATLAS members and participants of the ATLAS conferences and meetings a platform to publish the papers they have presented. The editing will be carried out by an editorial board / field editors. All publications can be found and ordered in the online ATLAS bookshop at: shop.atlas-euro.org.

Join ATLAS

ATLAS membership is open to bona-fide educational institutions and professional bodies with educational, research or professional interests in tourism, leisure and related areas. If your institution is interested, complete the application form on the ATLAS homepage at www.atlas-euro.org.

How much does the ATLAS membership cost?

Since 2016 the annual institutional membership fee for ATLAS is € 325. For organisations located in countries in Central and Eastern Europe, Africa, Asia and Latin America the fee is € 200 per year.

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ATLAS Publication list

Richards G. (ed) (1995) *European Tourism and Leisure Education: Trends and Prospects* Arnhem: ATLAS, 293 pp. ISBN 90-75775-08-3.

Bramwell B., I. Henry, G. Jackson, A. Prat, G. Richards and J. van der Straaten (1998) *Sustainable Tourism Management: Principles and practice.* Tilburg: Tilburg University Press, 260 pp. ISBN 90-361-9549-7.

Richards G. and L. Onderwater (ed) (1998) *Towards a European body of knowledge for tourism. Perspectives and proposals.* Tilburg: ATLAS, 84 pp. ISBN 90-75775-05-9.

Swarbrooke J. (ed) (1998) *Heritage, culture and community: Four international case studies.* Tilburg: ATLAS, 67 pp. ISBN 90-75775-04-0.

Richards G. (ed) (1998) *Developments in the European tourism curriculum.* Tilburg: ATLAS, 60 pp. ISBN 90-75775-03-2.

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Butcher J. (ed) (2001) *Innovations in Cultural Tourism.* Tilburg, ATLAS, 100 pp. ISBN: 90-75775-07-5.

Toivonen T. and Honkanen A. (ed) (2001) *North-South: contrasts and connections in global tourism.* Savonlinna: FUNTS, University of Joensuu, 398 pp. ISBN 951-708-983-x / ISSN 1457-1366.

Richards G., Hitters E. and Fernandes C. (2002) *Rotterdam and Porto, cultural capitals 2001: visitor research.* Arnhem: ATLAS, 67 pp. ISBN 90-75775-11-3

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Morrison A. and Thomas R. (ed) (2004) *SMEs in tourism: an international review* Arnhem: ATLAS, 80 pp. ISBN 90-75775-17-2

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Hall D., Marciszewska B. and Smith M. (eds) (2006) *Tourism in the New Europe: The Challenges and Opportunities of EU Enlargement.* Oxfordshire: CABI, 352 pp. ISBN-13: 978-1-84593-117-9, ISBN-11: 1-84593-117-3.

Smith M. and Onderwater L. (eds) (2007) *Destinations revisited. Perspectives on developing and managing tourist areas. Reflections 2007.* Arnhem: ATLAS, 91 pp. ISBN 90-75775-27-3.

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Palmer R. and Richards G. *European Cultural Capital Report.* Arnhem: ATLAS.
Part 1: 2007 (70 pp.)
Part 2: 2009 (83 pp.)
Part 3: 2011 (92 pp.)
Part 4: 2012 (106 pp.)
Part 5: 2014 (132 pp.)

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1. *Sibiu European Capital of Culture* (2007) Sibiu: 63 pp. ISBN: 978-973-739-525-2.
2. *The impacts of the 2007 European Capital of Culture in Sibiu.* (2010) Sibiu: 84 pp. ISBN: 978-973-739-954-0.
3. *Ten years of Cultural Development in Sibiu: The European Cultural Capital and Beyond. (2011)* Sibiu: 86 pp. ISBN: 978-606-12-0104-2.
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Smith M. and Onderwater L. (eds) (2008) *Selling or Telling? Paradoxe in tourism, culture and heritage. Reflections 2008.* Arnhem: ATLAS, 121 pp. ISBN: 978-90-75775-35-8.

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Part 1: Visitors, ISBN: 978-90-75775-45-7.
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Griffin K. and Raj R. (2012) *Reflecting on religious tourism and pilgrimage* Arnhem: ATLAS, 162 pp. ISBN: 978-90-75775-53-2.

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Richards G., Russo A.P. (eds) (2014) *Alternative and Creative Tourism (In PDF).* Arnhem: ATLAS, 125 pp. ISBN: 978-90-75775-69-3.
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Duim R. van der, Onderwater L. and Veldman J. (2014) *Tourism, Travel and Leisure - Sources of Wellbeing, Happiness and Quality of Life. ATLAS Reflections 2014 (In PDF).* Arnhem: ATLAS, 58 pp. ISBN: ISBN 978-90-75775-72-3.

Richards G. (ed) (2015) *ATLAS Cultural Tourism Research Project. Research Report 2008-2013 (In PDF).* Arnhem, 70 pp. ISBN: 978-90-75775-77-8.

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ATLAS Review Volume 2016 – 2
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ATLAS Africa, conference proceedings 2015

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Tourism and Risk

ATLAS Review Volume 2018 – 1
Destinations past, present and future

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ATLAS Africa, conference proceedings 2017

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ATLAS Events

ATLAS Latin America conference 2018
Universidad Autónoma "Benito Juárez"
Oaxaca, Mexico
5-7 September, 2018

ATLAS Annual Conference 2018
Destination Dynamics
Copenhagen, Denmark
25-28 September, 2018

ATLAS Gastronomy and Tourism Research Group Meeting
Gastronomy and Tourism: Reflections on local food consumption in urban and rural areas
Évora, Portugal
20-23 February, 2019

ATLAS Africa conference 2019
Tourism and Innovation
Kampala, Uganda
12-14 June, 2019

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