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INSTITUTO TURISTIKON MEΛΕΤΩΝ ΚΑΙ ΕΡΕΥΝΩΝ

ΤΟΥΡΙΣΤΙΚΑ ΘΕΜΑΤΑ

ΤΕΥΧΟΣ 7

ΑΘΗΝΑ - ΑΓΚΕΡΕΝΤΡΕΠΟΣ 2008

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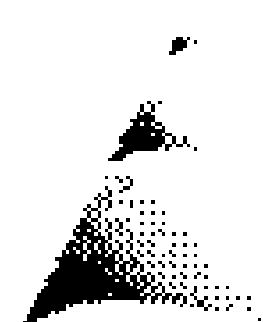
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ΤΕΥΧΟΣ 7

ΔΕΚΕΜΒΡΙΟΣ 2008

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**Δράσεις για την Ανάπτυξη του Τουρισμού
και της Τουριστικής Εκπαίδευσης**



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TOURISM ISSUES
TOURISM SCIENCES REVIEW

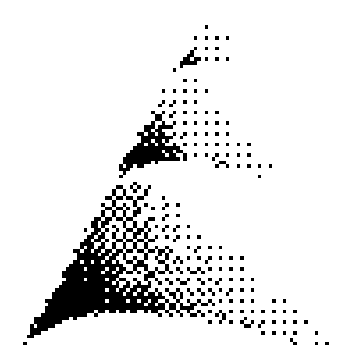


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**TOURISM ISSUES
TOURISM SCIENCES REVIEW**



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ΣΗΜΕΙΩΜΑ ΤΟΥ ΕΚΔΟΤΗ



Επιστήμη είναι η γνώση του επιστητού, δηλαδή η γνώση που καλύπτει συστηματικά και με πληρότητα ένα θεματικό πεδίο. Επιστήμη είναι μία, και στόχο έχει την κατανόηση όλων των φαινομένων. Όμως εξαιτίας της ανθρώπινης αδυναμίας να διαχειριστεί πνευματικά το σύνολο των κανόνων που διέπουν τον κόσμο, η επιστήμη διαχωρίζεται σε επιμέρους επιστήμες, που η κάθε μία καλύπτει ένα κύκλο αντικειμένων.

Οι **επιστήμες του τουρισμού** μπορούν να διαχωριστούν σε δύο θεματικές περιοχές. Τις επιστήμες κατανόησης του τουριστικού φαινομένου και τις επιστήμες διαχείρισης επιχειρήσεων φιλοξενίας.

Η ενασχόληση με τις επιστήμες οδηγεί σε εμπειριστατωμένες μελέτες που έχουν ως στόχο την κατανόηση της πραγματικότητας. Οι μελέτες αυτές έχει καθιερωθεί να δημοσιεύονται σε **επιστημονικά περιοδικά** (refereed scientific journals) στα οποία η δημοσίευση κρίνεται ως προς την πρωτοτυπία, την επάρκεια και την ορθότητά της από μέλη της ακαδημαϊκής κοινότητας. Τότε οι δημοσιεύσεις αυτές θεωρούνται έγκυρες και μπορούν να χρησιμοποιηθούν ως βάση από άλλους ερευνητές για την εξέλιξη της γνώσης.

Ο **ΔΡ.Α.Τ.Τ.Ε.** (Δράση για την Ανάπτυξη του Τουρισμού και της Τουριστικής Εκπαίδευσης) είναι ένας **μη Κερδοσκοπικός Οργανισμός** με έδρα την Αθήνα και σήμερα αριθμεί περί τα 1.200 μέλη. Στα πλαίσια του ΔΡΑΤΤΕ λειτουργεί το **Ινστιτούτο Τουριστικών Μελετών και Ερευνών** (Ι.Τ.Μ.Ε.), που ιδρύθηκε με προορισμό να υπηρετήσει τους επιστημονικούς σκοπούς του Οργανισμού.

Το Ι.Τ.Μ.Ε. από τον Φεβρουάριο 2007 εκδίδει το παρόν **τριμηνιαίο** επιστημονικό περιοδικό, **στόχος** του οποίου είναι η διάδοση της γνώσης σχετικά με τα επιστημονικά πεδία που πραγματεύονται θέματα τουρισμού.

Το τεύχος 6 περιέχει εργασίες που παρουσιάστηκαν στο Πανελλήνιο Συνέδριο «Μάρκετινγκ και Μάνατζμεντ στις Τουριστικές Επιχειρήσεις: Σύγχρονες και Καινοτόμες Προσεγγίσεις». Το συνέδριο πραγματοποιήθηκε στην Κρήτη και διοργάνωσαν σε συνεργασία το Τμήμα Τουριστικών Επιχειρήσεων, Τ.Ε.Ι. Κρήτης και το Κέντρο Τεχνολογικής Έρευνας (Κ.Τ.Ε.) Κρήτης από 29 έως και 31 Μαΐου 2008.

Σχετικά με το ως άνω συνέδριο, ακολουθεί σημείωμα του Μάριου Σωτηριάδη, Προϊσταμένου του Τμήματος Τουριστικών Επιχειρήσεων, Τ.Ε.Ι. Κρήτης και Προέδρου της Επιστημονικής Επιτροπής του Συνεδρίου MMTE 2008

Δημήτρης Λαλούμης

TOURISM ISSUES TOURISM SCIENCES REVIEW



INTRODUCTION

Science is the knowledge of the existing, which systematically totally covers a sector of issues. Science is one and its purpose is the understanding of all phenomena. Due to human's incapability of mental controlling the whole of universal rules, science is divided to partial "sciences" and each one covers its objective field.

The science of tourism can be divided in two parts. The sciences of understanding the tourism phenomenon and the sciences of the enterprises of hospitality and their management.

Dealing with sciences leads to complete studies whose purpose is the understanding of the reality. These studies are set to be published in refereed scientific journals. Their publication is judged for being original, complete and correct, by members of the academic community. Then, these publications are considered as valid and can be used by other researchers for the spread of knowledge.

Aim of the magazine is the spread of knowledge related to the scientific fields of tourism. In Tourism Issues there are being published original articles and obligatorily new researches. The writing language can be Greek , English , French or German. The scripts will be evaluated by three - membered scientific committee whose members have deep knowledge of the specific fields.

The vol 6 contains papers that were presented to the Pan-Hellenic Congress "Marketing and Management in the Tourist Enterprises: Modern and Innovative Approaches". The congress took place in Crete and was organised by the Department of Tourist Enterprises of the Technological Educational Institute (T.E.I.) of Crete in collaboration with the Centre for Technological Research of Crete (CTR-Crete), from 29 up to 31 May 2008.

Laloumis Dimitris

ΟΔΗΓΙΕΣ ΣΥΓΓΡΑΦΗΣ ΤΩΝ ΕΠΙΣΤΗΜΟΝΙΚΩΝ ΕΡΓΑΣΙΩΝ

Στα Τουριστικά Θέματα δημοσιεύονται πρωτότυπα άρθρα και πρωτογενείς ερευνητικές μελέτες που πραγματεύονται θέματα τουρισμού. Τα άρθρα και οι μελέτες δεν πρέπει να έχουν δημοσιευτεί ποτέ ξανά.

Κάθε επιστημονική εργασία δεν πρέπει να ξεπερνά τις 8000 λέξεις. Αποστέλλεται σε ηλεκτρονική μορφή σε πρόγραμμα MS-WORD στη διεύθυνση info@dratte.gr και είναι γραμμένη σε σελίδα A4, με γραμματοσειρά Arial μέγεθος 10, διάστημα μονό.

Οι εργασίες μπορούν να είναι γραμμένες στην Ελληνική, Αγγλική, Γαλλική ή Γερμανική γλώσσα.

Στην πρώτη σελίδα παρατίθενται ο τίτλος της εργασίας, το ονοματεπώνυμο του συγγραφέα και η ιδιότητά του. Κάθε εργασία συνοδεύεται από περίληψη 180 περίπου λέξεων. Το κείμενο της περίληψης δεν επιτρέπεται να αποτελεί τμήμα της εργασίας. Επίσης ο συγγραφέας πρέπει να προτείνει 4 λέξεις κλειδιά που συνδέονται με τα κυριότερα πεδία που εξετάζει η εργασία. Τα ανωτέρω (ονοματεπώνυμο, τίτλος, περίληψη και λέξεις κλειδιά) παρατίθενται στην Αγγλική και Ελληνική γλώσσα, όπως και στη γλώσσα συγγραφής όταν αυτή είναι η Γαλλική ή Γερμανική.

Οι φωτογραφίες και τα διαγράμματα πρέπει να εμφανίζονται σε αποχρώσεις του γκρι, να είναι αριθμημένα και να συνοδεύονται από επεξηγηματική λεζάντα, ενώ οι υποσημειώσεις να παρατίθενται υποσέλιδα.

Οι παραπομπές σε βιβλία και άρθρα γίνονται σε παρένθεση όπου αναφέρονται το όνομα του συγγραφέα και το έτος έκδοσης. Η βιβλιογραφία καταχωρείται αλφαβητικά στο τέλος της εργασίας. Για αναφορά σε βιβλία καταγράφονται το επίθετο και όνομα συγγραφέα, σε εισαγωγικά με πλάγια γραμματοσειρά ο τίτλος του βιβλίου και σε ορθή ξανά γραμματοσειρά ο εκδοτικός οίκος, ο τόπος και ο χρόνος έκδοσης. Για αναφορά σε περιοδικό καταγράφονται το επίθετο και όνομα συγγραφέα, ο τίτλος του άρθρου σε εισαγωγικά, το όνομα του περιοδικού σε πλάγια γραμματοσειρά, και σε ορθή γραμματοσειρά ο αριθμός και η ημερομηνία έκδοσης του τεύχους και οι σελίδες.

Κάθε εργασία εξετάζεται από τριμελή επιστημονική επιτροπή κριτών. Τα μέλη της επιτροπής καλύπτουν συναφές γνωστικό πεδίο με το αντικείμενο της εργασίας και παραλαμβάνουν τις εργασίες χωρίς να αναφέρεται σε αυτές το όνομα του/των συγγραφέα/ων. Η διαδικασία κρίσης ολοκληρώνεται με ανωνυμία των συγγραφέων και οι κριτές προτείνουν στη συντακτική επιτροπή την αποδοχή ή μη της εργασίας προς δημοσίευση ή την δυνατότητα δημοσίευσης του άρθρου μετά από διορθώσεις που προτείνει η επιτροπή κριτών.

Μετά την κρίση των εργασιών, ειδοποιούνται οι συγγραφείς, είτε η κρίση ήταν θετική είτε όχι. Οι εγκρινόμενες εργασίες δημοσιεύονται κατά χρονική σειρά προτεραιότητας.

WRITING GUIDELINES



In "Tourism Issues" can be published original articles and research studies dealing with tourism topics. The articles and the studies should have never been published before.

Every scientific paper should not exceed a maximum of 8000 words and should be sent in electronic form at info@dratte.gr.

The paper can be written in Greek, English, French or German.

Papers should be typewritten in black, double-spaced on A4 or US letter sized white paper and printed on one side of the paper only, with 1 ½ inch margins on all four sides, using 10 pts Arial characters. Pages should be numbered consecutively.

The first page of the paper should include in the following order: paper title, author's name and surname, affiliation, postal address, telephone and fax numbers, email address, acknowledgements. In the case of co-authors, their full details should also appear (all correspondence will be sent to the first named author). Also include an abstract of 200-250 words, and up to five keywords.

The second page should contain the title of the paper, an abstract of 200-250 words, and up to five keywords. Do *not* include the author(s) details in this page.

Subsequent pages: main body of text; list of references; appendices; endnotes (endnotes should be kept to a minimum).

Every paper should be accompanied by a 180-word abstract. The text of the abstract is not allowed to be part of the paper. Also, the author should propose 4 key words associated with the main fields dealt with in the paper. The aforementioned (name, title, abstract and key words) should be given in English and Greek, as well as in the language of composition in case this is French or German.

Tables, figures and illustrations should be referred to and included in the text, in gray tint. Each table, figure and illustration should be numbered consecutively (in Arabic numbers) and titled. Tables, figures and illustrations should not exceed one page and should be kept to a minimum.

The text should be organized under appropriate section headings. Section headings should be marked as follows: primary headings should be typed in upper case and bold (e.g. **INTRODUCTION**); subsection headings should be in upper and lower case and bold (e.g. **Tourism Planning**).

Quotations should be taken accurately from the original source. Alterations to quotations should be noted. Quotation marks (" ") should be used to denote direct quotes. Inverted commas (' ') are to be used to denote a quote within a quotation.

Papers should be supported by references. These should be set out according to the standard Harvard style as follows. In the text references should be cited by the author's name and year of publication in brackets – for example (Miller, 2000;

Tribe, 2000, 2001), or '... as noted by Miller (2000)'. Where there are two or more references to one author for the same year, the following form should be used (Smith, 1999a) or (Smith, 1999b). Where references include two authors the form (Clarke & Little, 1996) should be used. Where references include three or more authors the form (Riley *et al.*, 1996) should be used. The reference list, placed towards the end of the manuscript, must be typed in alphabetical order of authors. The specific format is:

- *For papers in journals:* Blangy S. & Nielson T. (1995) Ecotourism and minimum impact policy, *Annals of Tourism Research* 20(2), 357-360.
- *For books and monographs:* Inskip E. (1991) *Tourism Planning: An Integrated and Sustainable Development Approach*, London: John Wiley & Sons.
- *For chapters in edited books:* Hall C.L. & Jenkins J.M. (1998) The policy dimensions of rural tourism and recreation. In R. Butler, C.M. Hall & J. Jenkins (Eds.) *Tourism and Recreation in Rural Areas*, London: John Wiley & Sons, 19-42.
- *For reports:* Hovland N.P. (1989) *Local Economic Impact for Travelling Business: Examples from the Municipality of Risoer*, report no. 24, Telemark Research Institute, Boe.

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After the papers' judgement, the authors will be notified, either the judgement has been positive or not. The approved papers will be published according to priority of chronological order.

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ΠΕΡΙΟΔΙΚΗ ΕΠΙΘΕΩΡΗΣΗ ΤΩΝ ΕΠΙΣΤΗΜΩΝ ΤΟΥ ΤΟΥΡΙΣΜΟΥ**

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**TOURISM ISSUES
TOURISM SCIENCES REVIEW**



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Tourism Market: Employment and Vocational Training in Greek Properties

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Abstract

Tourism in Greece is characterized mostly by a mass form of tourism. The employees in Greek hotels represent a diversity of job specializations and functions. Seasonal employment is viewed as a “problem” for the workers involved in the seasonal market for a variety of reasons. To upgrade the quality of tourism services a significant investment in the training and production of qualified and specialized persons is required. Employee strategy starts with the recruitment, but also includes conditions of service, communications, training and reward strategies. The quality services are important for customer’s loyalty.

Running head (topics): tourism, employment, vocational training, human resources, seasonality, management methods

Introduction

The present paper addresses some of the major concerns pertaining to employment and Vocational training in the Greek tourism industry. Greece is a popular tourist destination. Tourist arrivals in the country increased by an annual average of 2.4 per cent between 1960 and 2000 (Dritsakis, 2000). Since the early ‘50s, and after the World War II, tourism in Greece has become one of the most important social and economic activities that are crucial for both national and regional economies.

As a result of this growth and expansion we have seen: An increase in the number of holidays for those in the tourism labor force, an increase in welfare benefits for the tourism labor force, Urbanization – Environmental pollution, a decrease in traveling time either by air or by car.

In the past most of the constructs, theories and measures in human resource management and organizational behavior have been developed and tested on organizational employees (Harris & Greising, 1998). In the recent years there has

been an increase in the number of workers, including women and seniors. Some of them choose to be self-employed.

Method

A tourism survey was carried out in the year 2000 and repeated in the year 2005 in several hotels in the Greek islands of Corfu and Rhodes. The purpose of the project was to analyze the possible relationship between the organizational structure of mass tourism and the labor organization in several accommodation properties.

A secondary purpose of the study was to evaluate the impact of vocational training in relation to demand of skilled employees.

Self-report questionnaires have been used. Data have been collected by 95 entrepreneurs (in both Islands) and 160 employees including managers, receptionists, waiters, barmen, chambermaids. Their mean age was 42. Their average number of years at work was seven, except the foreign workers. The interviews utilized a semi-structured format and lasted between thirty minutes and forty minutes. They focused on the following issues: occupational history, expectations when starting the current job, proffered job characteristics, skills, educational level, seasonality, job conditions, applied methods of management.

Analysis

The following topics are related to our method's procedure.

The tourism industry in Greece

It is well known that tourism in Greece is characterized mostly by a mass form of tourism⁸. This type of tourism focuses on attracting large numbers of tourists to the exclusion of promoting other forms of tourism (e.g., cultural tourism, rural tourism, or urban tourism, among others). In recent years, however, the Ministry of Tourism has devoted considerable effort to the development of alternative forms of tourism and to the enrichment of the tourism product. In the last two last decades, the development of Greek tourism has focused primarily on the existing natural and cultural resources of the country without any real concern for their value, stressing instead the acquisition of easy profit through mass tourism from properties situated in seven regions: Attica, Thessaloniki, Heraklion, Lasithi, Halkidiki, Corfu and the Peloponnese). That is, tourism development in Greece has been taking place in the absence of any real concerns or planning for sustainability or conservation.

According to a recent study by ICAP (2004)⁹, presently in Greece there are 9.000 of Hotel properties. So, in percentage the Island of Crete allocates 21% of

⁸ Saisonability of tourism in Greece and the competitive countries. Research Institute for Tourism, (1998).

⁹ Sector Studies ICAP (2004)

the total number of lodgings, the Dodecanese 16, 9% and Central Greece 14%. In 2004 the total accommodation was 8.9 units with 668.3 beds. This situation is misleading for the business world suggesting that the upgrade of the tourism product and services, as well as the development of new tourism resources, could be based only on simple procedures and investments, and on cheap labor. However, the above "model" has been a central feature of the mass tourism phenomenon for many years and is mostly responsible for the crisis it has created for the Greek tourism industry.

Structure of Employment in Greek Hotels

The employees in Greek hotels represent a diversity of job specializations and functions. Indeed, 5% are General Managers, 6% are Section Managers, 28% work in Housekeeping, 20% work in the Front Office and 16% work in the Food and Beverage Department (see Table 1, Papanikos, 2004).

Table 1: Structure of Employment in Greek Hotels

<i>Specialization</i>	<i>Percent of Employees</i>
General Manager	5%
Section Managers	6%
Sales/ Marketing	1%
Accounts Department	4%
Housekeeping	28%
Food and Beverage	16%
Kitchen	9%
Front – Office	20%
Warehouse	1%
Technical Support	4%
Other	5%
Total	100%

SOURCE: ITEP

We can conclude from the data in Table 1 that sections such as Housekeeping, Food and Beverage and Front Office employ most of the workforce in Greek Hotels.

Seasonality

Seasonal employment is viewed as a "problem" for the workers involved in the seasonal labor market for a variety of reasons. Clearly, it offers only a rather uncertain period of temporary work and it is typified by poorer conditions of work than those pertaining to other (regular are) labor contracts (Ball, 1986).

The seasonal character of tourism in Greece influences employment either during the middle or the high season. We can distinguish three categories of tourism employment:

Permanent employment during the year, Seasonal employment of a long duration (usually 6 to 8 months), Seasonal employment of a short duration (usually 2 to 3 months) The factors which influence employees in the accommodation sector are: Type of property, Classification of the property, Capacity of the property, Location, The quality of services, General characteristics of the host country and its tourism policy.

A deluxe hotel with a high capacity that is located in a place with a great flow of tourists requires a higher percentage of employees per bed in comparison to the same type of hotel situated in a place with a lower tourist traffic rate. Additionally, there is a greater demand for consumable goods and services in relation to the number of nights spent in that particular hotel. This situation makes it almost impossible to evaluate two important and essential components; total quality of services, which reflect the degree of professionalism exhibited by employees and the different job categories, skills and training that the industry requires to function effectively. A hotel which operates two months employs 0, 48 employees per ten rooms. A hotel which operates seven months employs an average of 2, 13 employees per ten rooms (Papanikos, 2004).

A significant part of the Greek tourism sector strongly believes¹⁰ that for major changes to occur there is a great need for intervention and development of policies that would bring about significant changes in sectors and services which are not only limited to the tourism industry.

Human Resources

It is essential for the tourism industry to understand that in order to upgrade the quality of tourism services a significant investment in the training and production of qualified and specialized personnel is required. In addition, new sectors and services that takes into consideration the conditions of work and the general structure of the company need to be created. We should not forget that human resources development requires "a systematic approach to ensure that the right people are in the right job at the right time", and because tourism is a service activity that depends, for the most part, on the people who work in the tourism sector. The employers must begin to view their employees as an "investment" rather than as a functional "expense".

Further, it is important to have a good understanding of the number of people needed to fill current and future positions and what attitudes, skills and knowledge these people should possess. It would be reasonable to assume that a university degree in tourism should be regarded as a required qualification; a form of qualification that helps enhance career prospects in the tourism industry by infusing

¹⁰ A panorama of Economic activity: Institute of Economic and Industrial Research (1997)

the field with a level of professionalism that enhances customer satisfaction. This is a major issue because, in the past, human resources development was often neglected by the industry. The assumption was (and perhaps still is) that once a tourism season was over it would be easy enough to find labor and to do short term training to prepare people for the following year's tourism season.

Different types of service also influence different types of jobs. In planning an area's human resources, decisions need to be made regarding the number of people that are going to be hired, the qualifications needed and the various social, economic and political implications of having immigrant labor.

Salaries are another issue which significantly impacts the enhancement and quality of services. On the matter of tourism and employment a specialized High Level group of the European Community (GHL) has observed that in the tourism sector some efforts are taking place to make the industry more competitive¹¹. In this regard, a considerable number of changes are expected in the tourism market.

Further, to support the professional development of human resources through investment and innovation significant changes need to take place in the mentality of Greek politicians and industry entrepreneurs. The ultimate goal should be to create a new professional class of employee who is willing to take the necessary steps to bring about these kinds of change. At the same time, inevitable unemployment periods could be considered as an opportunity for training and professional development which consequently will ensure future employment in the sector.

Human resources need planning which involves the evaluation of the present utilization of human resources in tourism and identify any existing problems and needs. Projecting the future human resources needed by estimating the number of personnel required in each category of employment and determining the qualifications for each category of job. In other words the future needs of Human resources are strongly reliable to the job description and the correspondence job qualification in enterprises of tourism sector.

Employee Perspective

Despite the fact that employees are part of the tourism business resources, their needs require that they be approached using a different set of strategies. Employees can be the base of a sustainable competitive advantage of Human Resources Hospitality management and it is therefore essential that Hospitality Management practices be designed in such a way as to create a sustainable competitive advantage. These practices must be incorporated in the property's business strategy. As a result, the ability of the organization and the measurement

¹¹ Conditions and means for encouraging growth and employment: High Level Group of EC on tourism and employment (1998)

of the effectiveness of these practices, in enhancing the capabilities of the organizations and its employees, must be part of the organizational performance.

Human resources, including training, professional experience, relationships and insight of individual managers and employees in the hospitality industry can be the base for a sustainable competitive advantage (Barney, 1991). It is also important that employees are motivated and only trained for the production of positive organization outcomes (e.g. productivity, turnover, financial performance) (Delaney & Huselid, 1996; Huselid, 1995).

It has been found that in the hospitality Industry that employee satisfaction can impact both the customer and shareholder perspective (Yeung & Berman, 1997). Organizational commitment on the part of human resources can have a positive effect on the organization's market impact through the enhancement of customer satisfaction (Swiercz & Spencer, 1994). Managers in the hospitality industry are also employees, but because of their involvement in the planning processes their needs and skills may require a more individual approach. It is important to make sure that managers channel their energies into the right projects and issues.

Fonda (1989) considers skills, training and development of the managers as the missing links in sustained business performance. It is important to make sure that managers channel their energies into the right projects and issues. The use of qualitative ratio – the Return on Management (ROM) can be used to measure the payback from the investment of a company's scarce resource and management time and attention (Simons, 1998).

Employee Strategy

Employee strategy starts with the recruitment, but also includes conditions of service, communications, training and reward strategies. The aim must be to build a work force motivated to provide excellent service. This way not only the accommodation company ensures the quality delivered to the customer, but it will also be able to attract and retain employees of the highest quality. Poor service is not only bad for customers, it is also dissatisfying for the employees who deliver it and can endanger the competitiveness and sustainability of accommodation companies.

Organizations must provide a caring and supportive environment, but in order to make the best use of their employees' potential (including managers), they also need to create an environment that encourages participation in the quality improvement process and empower employees to make these improvements for themselves. The hospitality industry is not noted for the foresight of its employees' strategies and this could serve as a stumbling block for companies in making major quality improvements.

Customer Perspective

Customers are considered as the accommodation's firm profit center. Thus, organizations must realize that customer concerns must be satisfied in order to achieve customer satisfaction. This will in turn result in customer loyalty and increased profitability.

Customer concerns tend to fall into four categories: Time, quality, cost performance and service (flexibility/innovation) (Kaplan & Norton, 1992). Time is measured through real time required for the accommodation organization to meet customer needs. Quality is measured by delaying the delivery of the requested services. Finally, cost, performance and service (flexibility/innovation) are measured through the capability of the accommodation organization to produce products and services which contribute to value for money. The creation of value for customers depends on innovation and flexibility to changing or diverse customer needs. There are three types of flexibility: volume, delivery, speed and specification (Fitzgerald, 1991).

Quality Services

It is important for the tourism sector to understand that clients know what good quality service entails and they often have high standards and expectations. The "moment of truth" in the tourism industry is when employees come in direct contact with customers. This type of mutual interaction creates opportunities to influence and impress the client. This is the time when the organization is in a position to collect significant client information and for listening to and understanding the customer's viewpoint. This viewpoint should play a significant role in the organization's strategic planning and setting up of goals. Tourists consider themselves as guests and expect to be treated as such. Moreover, as tourism suppliers raise their standards of service, to remain competitive in a dynamic marketplace they raise the level of expectation of their customers as well.

The mass model of tourism has created a low level of tourism product demand resulting in a crisis in the tourism industry which in turn has resulted in the employment of non-qualified /inexperienced people in the accommodation sector. While the current philosophy is to improve the quality of services and employ graduates with degrees in tourism, the majority of tourism companies in the target area of this study have employed people with no qualifications. It is widely recognized that higher standards in hospitality education are required in order to produce personnel of high caliber to support the development of the tourism sector in Greece (Moirá, Milonopoulos & Anastasiou, 2004).

In this study we were able to identify and measure the attitudes and opinions of a sample Of members of the tourism industry. One significant finding was that Greek tourism businessmen insist that it is not useful to apply the old method of firing employees because this has led to the degradation of tourism services.

Using expected tourist arrivals data can help in projecting human resources demand and the number of lodging units and other facilities to be used to meet this demand. The level of the demand depends on the characteristics of each tourist region, its infrastructure and the capacity to attract tourists. On the one hand, it is impossible to have seasonal employment, low wages while looking for specialized senior executives and tourism growth, on the other.

The development of a great deal of restaurants, bars, leisure and amusements facilities take into consideration the needs of tourists and help demonstrate this new management philosophy. We have observed that the increase of new beds varies between 7% and 10% While the increase in arrivals varies between 2% and 3%. The financing of investments for the development of new accommodation is the strategy that Tour Operators use in order to suppress the prices of services. Global competition, new technology and speedy access to information has placed people in a permanent learning mode. It is predicted that workers will be spending more time on learning new techniques or information than actually doing the activity of the job.

Conclusion

There is a close relationship between efforts to improve the tourism product and the presence of political barriers. The seasonal employment phenomenon represents a problem for mass tourism activities in Greece. Therefore, we need to address the issue and protect the rights of seasonal employees and improve their working conditions.

Employees who have acquired and/or have improved their professional training need to be offered the opportunity for employment in the tourism sector. At the same time, upgrading the level of professional training is directly and positively correlated to the demand for highly qualified individuals by the industry; the more the demand the higher the quality of professional training is required.

It is necessary to legislate on the conditions of employment for the new specializations in the accommodation sector. The senior executives participating in this study have stressed the importance of "training on the job". However, it is impossible to successfully apply this since there is lack of specialist senior executives. The tourism educational system should take into consideration the market demands in order to avoid the phenomenon of inflation between supply and demand. The study has discovered geographical concentration of hotels in the areas under investigation. There is a need for employers to begin viewing their employees as forms of "investment" rather than as a functional "expense".

Implications for Management and Marketing

The implication of this study is that seasonal employment is viewed by the employers as a problem for the workers involved in the seasonal labor market for a variety of reasons.

The human resources development requires a systematic approach to ensure that the right people are in the right job at the right time.

There are "lacks" regarding the organization's structure. Thus, taking into consideration the conditions of work, a new general structure of properties need to be created.

The mentality of entrepreneurs must be changed and begin to view their employees as an "investment" rather than as a functional "expense". The politicians are involved in the same way as well. In order to support the professional development of human resources through investments and innovations, new technologies, significant changes need to take place in their mentality.

Higher standards in hospitality education and vocational training are required in order to produce personnel of high caliber to support the development of the tourism sector. Human resources, including vocational training, professional experience, relationships and insight of individual managers and employees in the Hospitality Industry can be the base for a sustainable competitive advantage for the organization and its clients.

Directions for Future Research

The findings indicate that the seasonal nature of mass tourism poses major problems for both the hotel industry and its employees. It is entirely possible that different findings would be obtained with another sample of entrepreneurs and employees as well.

Further research is needed to enhance our understanding of seasonality reasons which are influence the seasonal employment of tourism properties.

Another important field of future research concerns the employers mentality, how they understand the human resources presence in their properties.

There is need to research the role of vocational training and tourism's education as far as the organization's development, viability and competitive are concerned in the frame of the globalization's economy.

Limitations of the Study

Before concluding, attention should be called to several important limitations of the present study. Our sample was taken by different size of hotel properties. The sample of entrepreneurs was, in some respects, a unique one. This limits the ability to generalize the present results to other groups of entrepreneurs. The research team had problems of understanding with the employers of small and medium organizations.

We met foreign workers who were not attentive to respond our questionnaire and then a problem of reliability regarding the evaluation of their level of training is raised.

While exciting, the findings of the current study should be viewed as tentative. The study used self-report questionnaires that were developed based on interviews and have not been tested on other samples.

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Προφίλ του Οργανισμού

Ο ΔΡ.Α.Τ.Τ.Ε. (Δράσεις για την Ανάπτυξη του Τουρισμού και της Τουριστικής Εκπαίδευσης) είναι ένας **μη κερδοσκοπικός οργανισμός** με έδρα την Αθήνα. Δημιουργήθηκε από στελέχη τουριστικών επιχειρήσεων και καθηγητές της τριτοβάθμιας τουριστικής εκπαίδευσης με τους παρακάτω αναφερόμενους σκοπούς:

- Ανάληψη δραστηριοτήτων με στόχο τη βελτίωση της τουριστικής και ξενοδοχειακής εκπαίδευσης σε όλα τα επίπεδα στην Ελλάδα.
- Ανάληψη δραστηριοτήτων για την ανάπτυξη του τουρισμού στην Ελλάδα.
- Ανάληψη δραστηριοτήτων με στόχο την εφαρμογή επιστημονικής διοίκησης στις ξενοδοχειακές και τουριστικές επιχειρήσεις.
- Διενέργεια ερευνών, μελετών και δημοσιεύσεων για την επιστημονική προσέγγιση του ξενοδοχειακού και του τουριστικού προϊόντος.
- Έκδοση περιοδικών και βιβλίων που αφορούν την επιστημονική ανάλυση του τουριστικού φαινομένου και των λειτουργιών των τουριστικών επιχειρήσεων.
- Οργάνωση μεταπτυχιακών προγραμμάτων στον τουρισμό σε συνεργασία με ιδρύματα του εσωτερικού και εξωτερικού.
- Γνωμοδότηση επί θεμάτων τουρισμού, επιχειρήσεων τουρισμού, ξενοδοχειακής και τουριστικής εκπαίδευσης.

ΜΕΛΗ

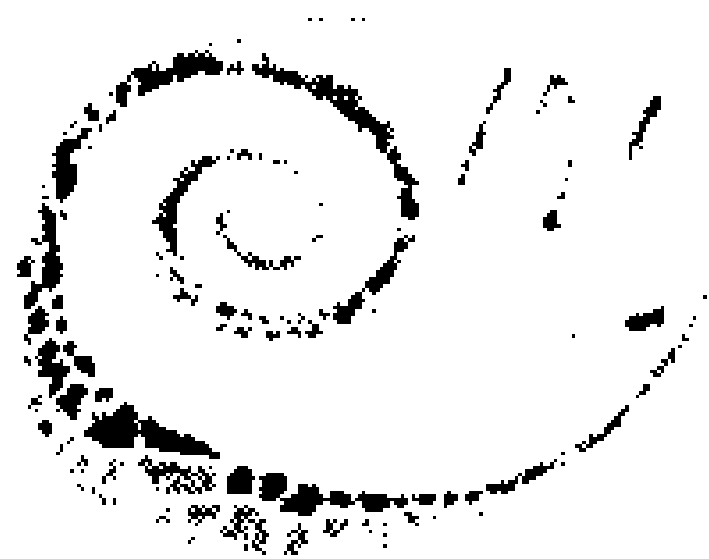
Το ΔΡΑΤΤΕ σήμερα αριθμεί περί τα 1.200 μέλη.

Τα **τακτικά μέλη** του ΔΡ.Α.Τ.Τ.Ε. είναι απόφοιτοι τουριστικών σχολών τριτοβάθμιας εκπαίδευσης και ταυτόχρονα στελέχη της τουριστικής βιομηχανίας ή εκπαιδευτικοί της τουριστικής εκπαίδευσης ή το κύριο επάγγελμά τους συνδέεται άμεσα με τον τουριστικό κλάδο. Ως συνδρομητές εγγράφονται επίσης **τουριστικοί οργανισμοί και τουριστικές επιχειρήσεις**.

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ΙΝΣΤΙΤΟΥΤΑ ΤΟΥ ΔΡΑΤΤΕ

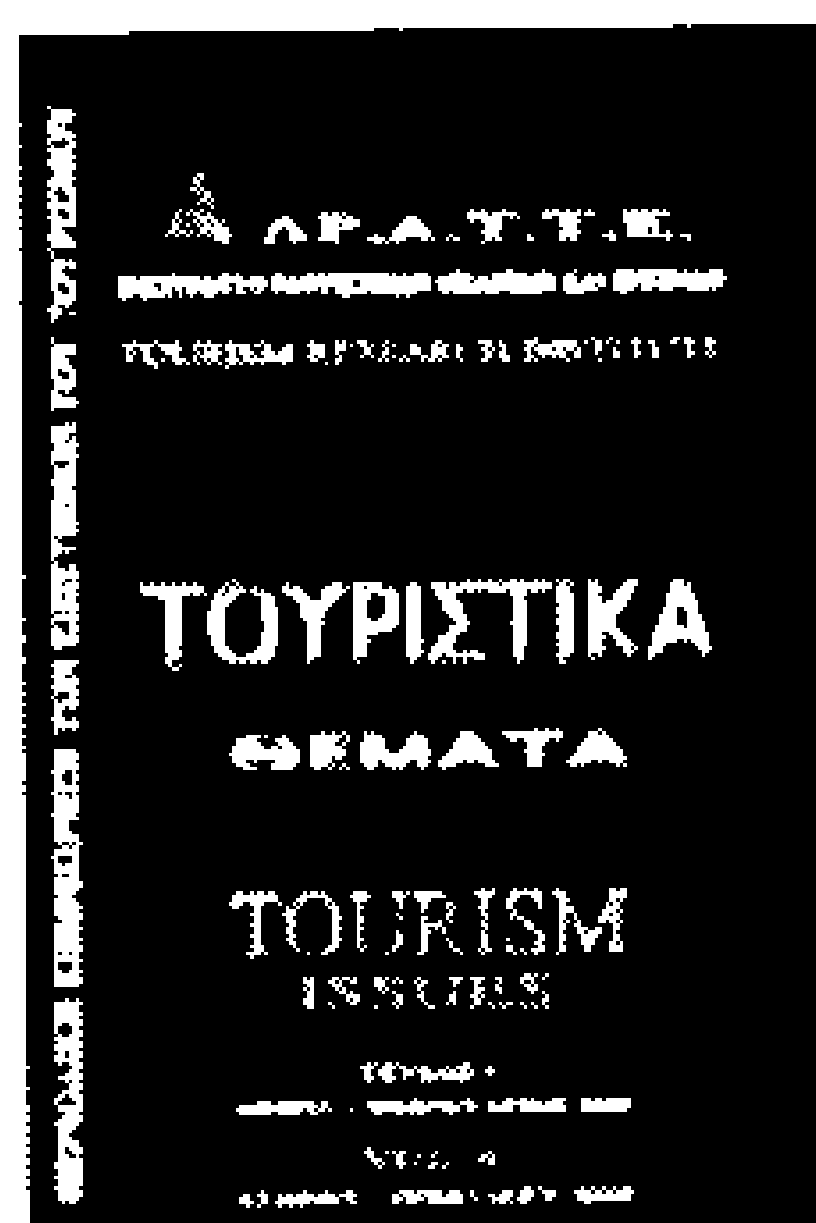
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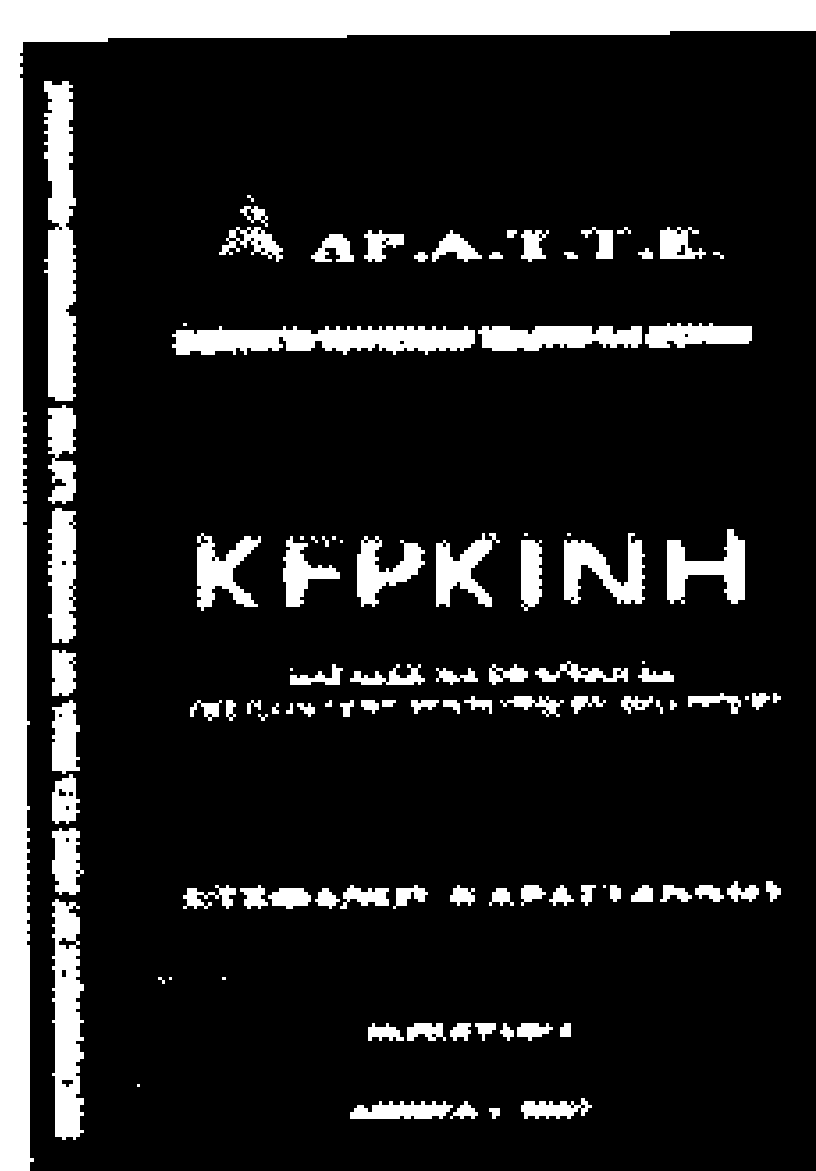
Το Ινστιτούτο Τουριστικών Μελετών και Ερευνών (Ι.Τ.Μ.Ε.) ή Tourism Research Institute (T.R.I.), που ιδρύθηκε με προορισμό να υπηρετήσει τους επιστημονικούς σκοπούς του οργανισμού και έχει ακαδημαϊκό προσανατολισμό.

Το Ινστιτούτο επιλαμβάνεται σε διαδικασίες παραγωγής και διάδοσης γνώσης με:

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- Διοργάνωση διεθνών ακαδημαϊκών συνεδρίων



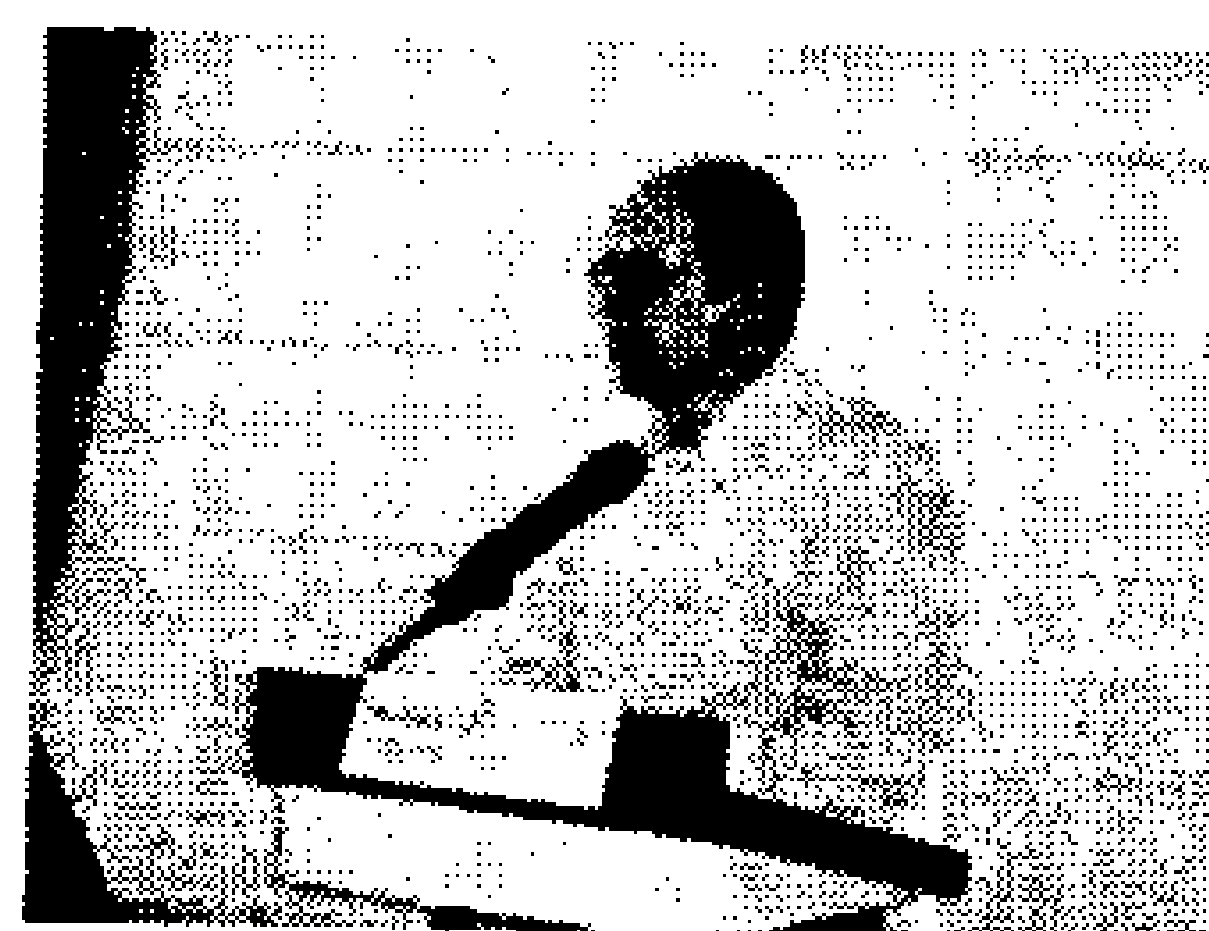
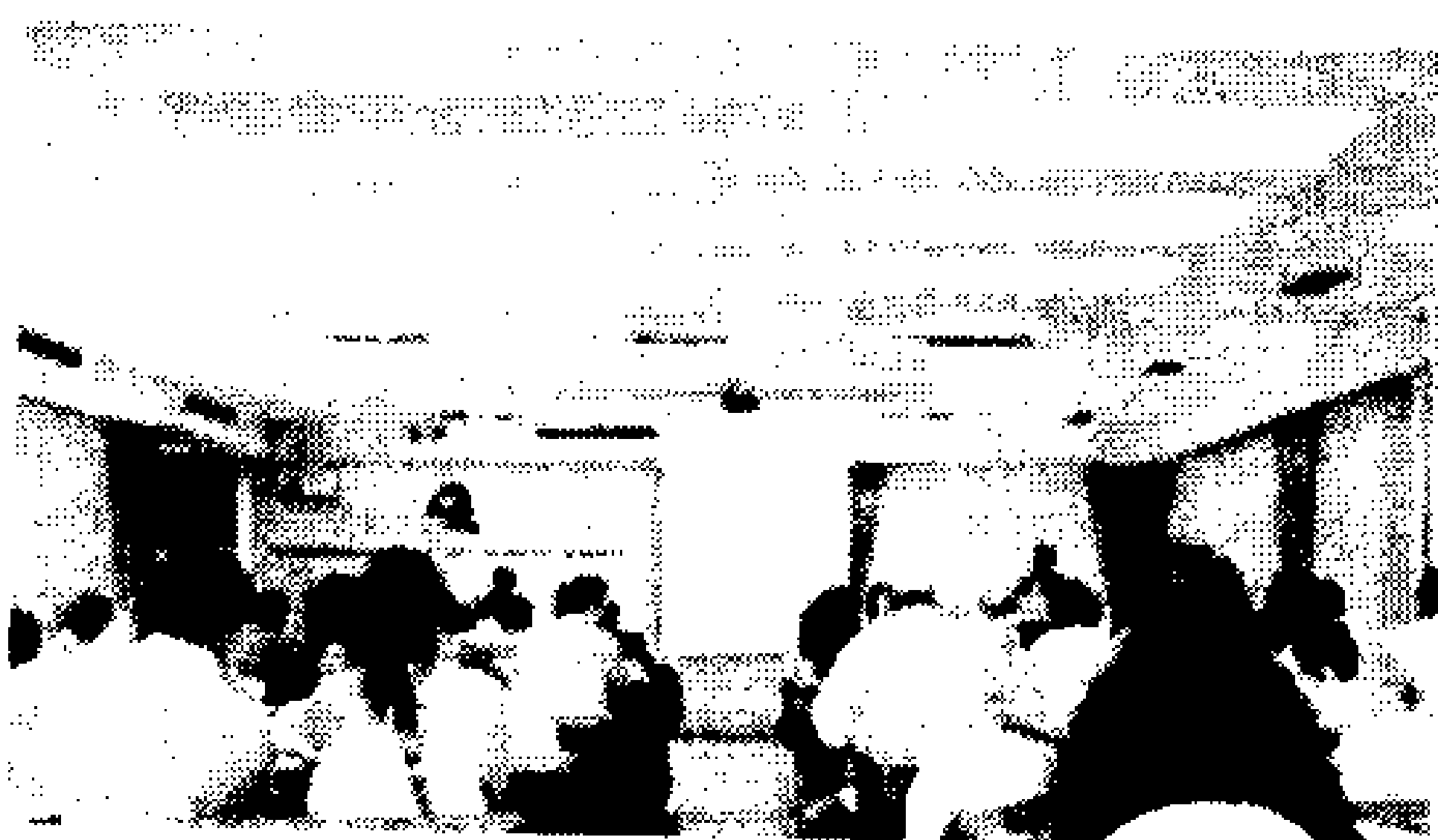
Το T.R.I. εκδίδει το διεθνές τριμηνιαίο επιστημονικό περιοδικό με τίτλο «Τουριστικά Θέματα» ή «Tourism Issues» όπου δημοσιεύονται πρωτότυπα άρθρα και πρωτογενείς ερευνητικές μελέτες. Τα άρθρα και οι μελέτες δεν πρέπει να έχουν δημοσιευτεί ποτέ ξανά. Οι εργασίες μπορούν να είναι γραμμένες στην Ελληνική, Αγγλική, Γαλλική ή Γερμανική γλώσσα και κρίνονται από τριμελή επιστημονική επιτροπή, τα μέλη της οποίας καλύπτουν συναφές γνωστικό πεδίο με το αντικείμενο της εργασίας.



Επίσης, το Ινστιτούτο έχει εκδώσει επιστημονικές έρευνες που πραγματεύονται θέματα του κλάδου

Το T.R.I. διοργανώνει, Διεθνή Ακαδημαϊκά Συνέδρια, όπως το 1^ο Διεθνές Συνέδριο «Tourism & Hospitality Management» που πραγματοποιήθηκε με επιτυχία, από τις 13 -15 Ιουνίου 2008, στο ξενοδοχείο Emmantina στη Γλυφάδα, υπό την αιγίδα του Υπουργείου Τουριστικής Ανάπτυξης. Κατά τη διάρκεια της εκδήλωσης, έλαβαν μέρος σημαντικοί ομιλητές από την Ελλάδα και το εξωτερικό οι οποίοι ανέπτυξαν,

καίρια και επίκαιρα ζητήματα της τουριστικής βιομηχανίας και ξενοδοχειακής διοίκησης.



Το 2ο Παγκόσμιο Συνέδριο για τη Διοίκηση Τουρισμού και Επιχειρήσεων Φιλοξενίας έχει προγραμματιστεί για τον Μάιο 2010 και θα πραγματοποιηθεί στην Αθήνα σε συνεργασία με τον Ο.Τ.Ε.Κ.

Στα πλαίσια του ΔΡΑΤΤΕ λειτουργεί επίσης το **Ινστιτούτο Αξιολόγησης Ποιότητας Τουριστικών Δραστηριοτήτων (Ι.Α.Π.Τ.Δ.)** με προσανατολισμό στην αγορά και έχει ως αντικείμενα:



- Την διοργάνωση συνεδρίων σε όλη την τουριστική Ελλάδα, με στόχο την αναβάθμιση των προσφερομένων τουριστικών υπηρεσιών
- Τον σχεδιασμό Συστημάτων Διασφάλισης Ποιότητας
- Την λειτουργία γραφείου διασύνδεσης των ενδιαφερομένων για εργασία μελών του ΔΡΑΤΤΕ με τις επιχειρήσεις του κλάδου.

Στα πλαίσια του Ι.Α.Π.Τ.Δ. λειτουργεί το **Service Quality Club**, που στοχεύει στην αναβάθμιση της ποιότητας του προϊόντος των επιχειρήσεων εστίασης που καλύπτουν τις σχετικές ανάγκες των τουριστών, δίνοντας έμφαση:

- ✓ στη συνεχή επιμόρφωση των επαγγελματιών
- ✓ στην συμβουλευτική υποστήριξη των συναφών Επιχειρήσεων
- ✓ στην διοργάνωση ημερίδων , εκδηλώσεων , διαγωνισμών και επιδείξεων επαγγελματικών πρακτικών .
- ✓ στη διαχείριση κινητικότητας των επαγγελματιών του κλάδου .

ΔΡΑΣΤΗΡΙΟΤΗΤΕΣ

Το ΔΡ.Α.Τ.Τ.Ε. αναπτύσσει πλήθος δραστηριοτήτων για την επίτευξη των σκοπών του. Αναλυτικότερα:

- Λειτουργεί **γραφείο διασύνδεσης** εργοδοτών και υπαλλήλων τουρισμού
- Λειτουργεί **βιβλιοθήκη** τουριστικών βιβλίων και περιοδικών, στην έδρα του Οργανισμού
- Υλοποιεί προγράμματα **εκπαίδευσης** των μελών του σε θέματα **λογισμικού τουριστικών επιχειρήσεων** και σε θέματα **καριέρας**
- Διαθέτει ειδικευμένους συμβούλους σε θέματα **μεταπτυχιακών τουριστικών σπουδών**
- Καλύπτει την **εκπαίδευση στις θέσεις εργασίας** απασχολούμενων σε ξενοδοχειακές επιχειρήσεις.
- Οργανώνει και υλοποιεί, αποστολές **συμβουλευτικών ομάδων ξενοδοχειακών επιχειρήσεων**, με στόχο την άμεση βελτίωση της ποιότητας του προϊόντος, των μεθόδων λειτουργίας των τμημάτων, τη μείωση του κόστους και τον προσανατολισμό των πωλήσεων.
- Αναλαμβάνει διενέργεια **ερευνών και μελετών** αναφορικά με την ανάπτυξη τουριστικών επιχειρήσεων ή τουριστικών περιοχών.
- Λειτουργεί **επιστημονικές ομάδες** οι οποίες ερευνούν την ισχύουσα κατάσταση σε σχέση με την τουριστική εκπαίδευση και την τουριστική πολιτική και συντάσσουν προτάσεις προς τους αρμόδιους φορείς.
- Διοργανώνει συνέδρια και ημερίδες με στόχο την ενημέρωση της αγοράς για τις εξελίξεις στις επιστήμες και στην τεχνολογία του σήμερα
- Διοργανώνει ακαδημαϊκά διεθνή συνέδρια
- Εκδίδει το επιστημονικό περιοδικό «Τουριστικά Θέματα»
- **Λειτουργεί καθημερινά γραφείο ενημέρωσης και υποστήριξης** στην Αθήνα, στην οδό Ζωοδόχου Πηγής 2, ώρες 18:00 έως 20:00.

Το ΙΑΠΤΔ οργανώνει κάθε έτος το θεσμοθετημένο Συνέδριο Ξενοδοχειακής Διοίκησης. Το 2008, στις 22 και 23 Μαρτίου, διοργανώθηκε το **5^ο Πανελλήνιο Συνέδριο Ξενοδοχειακής Διοίκησης** με θέμα: "F&B " στο ξενοδοχείο LEDRA MARRIOTT στην Αθήνα.



Το 6^ο Πανελλήνιο Συνέδριο Ξενοδοχειακής Διοίκησης θα πραγματοποιηθεί υπό την αιγίδα του Υπουργείου Τουριστικής Ανάπτυξης, στις 7 και 8 Μαρτίου 2009, στο ξενοδοχείο Athens Ledra Marriot, με θέμα «Η Δυναμική της θέσης του Γενικού Διευθυντή Ξενοδοχείων στο Τουριστικό Γίγνεσθαι της Ελλάδας»

ΣΥΝΕΔΡΙΑ – ΗΜΕΡΙΔΕΣ

Συνολικά, ο ΔΡΑΤΤΕ έχει διοργανώσει με απόλυτη επιτυχία τις παρακάτω ημερίδες και συνέδρια, που προβλήθηκαν εκτενώς από τον τουριστικό τύπο:

- 30 Μαρτίου 2003 σε αίθουσα της έκθεσης «Τουριστικό Πανόραμα». Θέμα «**Η ανταπόκριση των προγραμμάτων σπουδών των Τουριστικών Τμημάτων ΤΕΙ στις ανάγκες της τουριστικής αγοράς**».
- 8 Απριλίου 2003, στο Τεχνικό Επαγγελματικό Εκπαιδευτήριο Άμφισσας. Θέμα «**Ανώτατες Προπτυχιακές Τουριστικές Σπουδές - Ευκαιρίες Καριέρας στον Κλάδο του Τουρισμού**».
- 13 Απριλίου 2003. Αθήνα, Θεμιστοκλέους 5, στο Πνευματικό Κέντρο Κυθηρίων. Θέμα «**Ανάπτυξη Τουριστικών Προορισμών – Η περίπτωση των Κυθήρων**».
- 1 και 2 Δεκεμβρίου 2003 στο ξενοδοχείο PARK στην Αθήνα, 1^ο Πανελλήνιο Συνέδριο Ξενοδοχίας Θέμα: «**Η Διοίκηση του ξενοδοχείου ως μοχλός μεγιστοποίησης του κέρδους**».
- 23 Φεβρουαρίου 2004 στο Ξενοδοχείο «Πέλαγος» στη Χαλκίδα, ημερίδα για τον τουρισμό στην Εύβοια με θέμα «**Ανάπτυξη των Επιχειρήσεων Φιλοξενίας**».
- 17 Μαΐου 2004 στη Σίφνο ημερίδα με θέμα «**Η σημασία της Ποιότητας για την Οικονομική Αποδοτικότητα των Τουριστικών Επιχειρήσεων**» σε συνεργασία με τη Δ.Ε.Τ.Α.Σ. (Δημοτική Επιχείρηση Τουριστικής Ανάπτυξης Σίφνου).

- 22 Μαΐου 2004 σ την Παραλία Κατερίνης στο Ξενοδοχείο Mediterranean Resort ημερίδα με θέμα «**Μέθοδοι Ανάπτυξης Επιχειρήσεων Φιλοξενίας**» σε συνεργασία με την Ένωση Ξενοδόχων Παραλίας Κατερίνης.
- 5 και 6 Φεβρουαρίου 2005 στο ξενοδοχείο LEDRA MARRIOTT στην Αθήνα, **2° Πανελλήνιο Συνέδριο Ξενοδοχίας** με θέμα: «**Θεωρία και Πράξη στη Σύγχρονη Διοικητική των Ξενοδοχειακών Λειτουργιών**».
- 19 και 20 Μαρτίου 2006 στο ξενοδοχείο LEDRA MARRIOTT στην Αθήνα, το **3° Πανελλήνιο Συνέδριο Ξενοδοχίας** με θέμα: «**Η δυναμική της διαχείρισης των ξενοδοχειακών λειτουργιών στην αποτελεσματική διοίκηση των ξενοδοχειακών μονάδων**».
- 4 Ιουνίου 2006 στη Σίφνο, σεμιναριακή διημερίδα με θέμα «**Μέθοδοι Διαχείρισης Επιχειρήσεων Φιλοξενίας**» σε συνεργασία με τη Δ.Ε.Τ.Α.Σ. (Δημοτική Επιχείρηση Τουριστικής Ανάπτυξης Σίφνου).
- 17 και 18 Μαρτίου 2007 στο ξενοδοχείο LEDRA MARRIOTT στην Αθήνα, το **4° Πανελλήνιο Συνέδριο Ξενοδοχίας** με θέμα: "**Μεγιστοποίηση των Ξενοδοχειακών Πωλήσεων**".
- 12 Μαΐου 2007 στη Λέρο, ημερίδα με θέμα "**Η Σημασία της Τουριστικής Εκπαίδευσης στο Προϊόν των Επιχειρήσεων Φιλοξενίας**" σε συνεργασία με το Δήμο Λέρου.
- 22 και 23 Μαρτίου 2008 στο ξενοδοχείο LEDRA MARRIOTT στην Αθήνα, το **5° Πανελλήνιο Συνέδριο Ξενοδοχίας** με θέμα: "F&B".
- 13, 14 και 15 Ιουνίου 2008, το διεθνές ακαδημαϊκό συνέδριο "1st International Conference on Tourism and Hospitality Management" στο ξενοδοχείο Εμμαντίνα στη Γλυφάδα Αττικής

Επιπλέον, το ΔΡΑΤΤΕ συμμετείχε με εισηγήσεις εκπροσώπων του σε συνέδρια και ημερίδες, ενώ δημοσίευσε πλήθος άρθρων σε περιοδικά του κλάδου.

ΕΠΙΚΟΙΝΩΝΙΑ

Μπορεί κανείς να επισκεφτεί το ΔΡ.Α.Τ.Τ.Ε. στην διεύθυνση **Ζωοδόχου Πηγής 2, Αθήνα 10681** ή να τηλεφωνήσει στον αριθμό **210 3806877** από Δευτέρα έως και Παρασκευή, ώρες 18:00 έως 20:00. Επίσης κάποιος μπορεί να επικοινωνήσει με φαξ στο **210 3806302** ή να επισκεφθεί τις ιστοσελίδες μας στη διεύθυνση **www.dratte.gr** και να αποστείλει e-mail στη διεύθυνση **info@dratte.gr**



ΔΡ.Α.Τ.Τ.Ε. PROFILE

ΔΡ.Α.Τ.Τ.Ε. (Action for the Development of Tourism and Tourist Education) is a **non-profit Association** situated in Athens. Executives of tourist enterprises and professors of third degree tourist education created it with a view to:

- ensure the permanent contact of education with the job market
- support with scientific information and modern know-how the tourist enterprises
- assemble and give intensity in the voice of specialists in tourism
- support the planning of realistic tourist policy
- propose and apply solutions in the problems of the sector.

ACTIVITIES

The ΔΡ.Α.Τ.Τ.Ε. develops a variety of activities for the achievement of its aims. More analytically:

- Functions **office of interconnection** of employers and employees of tourism
- Mainains **library** of tourist books, magazines, research and studies in the establishment of the Association
- It materialises programs of **education** of its members on issues of **software for tourist enterprises** and on career issues
- It allocates specialised advisers on **postgraduate tourist** studies issues
- It activates a **Pan-Hellenic** network of advisers as for the principals of **Model EN ISO 9001: 2000** with specialisation exclusively in the hotel units, educated from TÜV Süddeutschland
- It covers the **education at work** for occupied in the hotel enterprises, with covering of expenses from the program LAEK.
- It organises and materialises, missions of **advisory teams of hotel enterprises**, aiming at the direct improvement of quality of product, the methods of operation of departments, the reduction of cost and the orientation of sales.
- It undertakes the implementation of **researches** and **studies** in regard to the development of tourist enterprises or tourist regions.
- It supports the tourist enterprises on issues of **modern technology**, as the **computerization** and the **projection and promotion** via Internet.
- It functions **scientific teams** that examine the present conditions concerning the tourist education and the tourist policy and construct proposals to the responsible institutions.
- It functions daily office of information and support in the address **Zoodohou Pigis 2 in Athens** hours 18:00 until 20:00.

CONGRESSES

The association, apart from activities for education, social events and communication of its members (as the New Year party), during the years 2003 and 2004 organised with absolute success the following meetings and congresses, that were supported extensively by the tourist press:

- ◇ 30 March 2003 in a room of the exhibition "Tourist Panorama" with subject **"the correspondence of studies in the Tourist Departments of TEI (POLYTECHNIC COLLEGES) to the needs of the tourist market"**
- ◇ 8 April 2003, in the Technical Vocational School of Amfissa on the subject **Undergraduate Studies in Tourism-Career Opportunities in the Tourism Sector**
- ◇ 13 April 2003. Athens, Themistokleous 5, Academic centre on the subject **"Development of Tourist Destinations - the case of Kythira"**
- ◇ 1 and 2 December 2003 in Park hotel in Athens, **1st Pan-Hellenic Hotel Congress** on the subject: **"The Administration of hotel as lever of profit maximization"**.
- ◇ 23 February 2004 in the Hotel "Thalassa " in Chalcis, meeting for tourism in Evia on the subject **"Development Hospitality Enterprises"**
- ◇ 8 May 2004 in Siphnos meeting on the subject **"the importance of Quality for the Economic Efficiency of Tourist Enterprises "** in collaboration with the D.E.T.A.S. (Municipal Enterprise of Tourist Development of Siphnos)
- ◇ 22 May 2004 at the **Beach of Katerini** in the Hotel Mediterranean Resort meeting on the subject **"Methods of Developing Hospitality Enterprises"** in collaboration with the Union of Hoteliers of Katerini Beach
- ◇ 5 and 6 February 2005 in LEDRA MARRIOTT hotel in Athens, **2nd Pan-Hellenic Hotel Congress** on the subject: **"Theory and Practice in Modern Administrative of Hotel Operations "**.
- ◇ 21 and 22 March 2006 in LEDRA MARRIOTT hotel in Athens, **3th Pan-Hellenic Hotel Congress** on the subject: **"Hotel Business "**.
- ◇ 4 June 2006 in Siphnos seminar on the subject **"Hospitality Management "** in collaboration with the D.E.T.A.S. (Municipal Enterprise of Tourist Development of Siphnos)
- ◇ 17 and 18 March 2007 in LEDRA MARRIOTT hotel in Athens, **4th Pan-Hellenic Hotel Congress** on the subject: **"Maximizing Hotel Sales"**.
- ◇ 12 May 2007 at Leros island meeting on the subject **"Tourism Education and Hospitality Quality"** in collaboration with the Municipality of Leros.

Moreover, DRATTE participated with its proposals to congresses and meetings through representatives, while it published a plethora of articles in periodicals of the sector.

ΔΡ.Α.Τ.Τ.Ε. INSTITUTES

Tourism Studies and Research Institute

Within the scope of the union there is an Institute relevant to Tourism Studies and Research (T.S.R.I.), which is created to serve the scientific purposes of the union. The institute makes surveys and researches, actions of training in tourism and tourism enterprises by itself, as well as in collaboration with foundations, unions and enterprises in Greece or abroad. I.T.M.E. also organizes scientific meetings and conferences. I.T.M.E. is responsible for facts of scholarships for all levels of education. The scholar choice criteria are set by command of the Board of Directors of DR.A.T.T.E.

Quality Evaluation Institute

Within the scope of the union there is the Quality Evaluation Institute (Q.E.I) which researches Quality Managing Methods for tourism enterprises. Q.E.I has formed an original system of hotel product quality management, according to the principles of I.S.O. Q.E.I activates executive advisors for the performance of this system

MEMBERS - COLLABORATIONS

DR.A.T.T.E **full members** are graduates of the Faculty of Tourism and executives in the tourism industry or tutors of tourist education or their main occupation relates directly with the tourist sector. Subscribers can be also **Tourist organisations** and **tourist enterprises**.

As **able members** can register students of tourist education. They pay **token subscription**, and they do not have right of vote, but they have the right to receive information and support in the frame of the association's activities.

DRATTE disposes **1.100 members**. Among them are **the most successful professionals** in the field and **tourist enterprises** from all Greece. In the arms of the association also act the most important Greek **specialised scientists** of the sector, as enough important scientists from abroad.

The activities and proposals of DRATTE supports the Ministry of Tourist Development, while the association collaborates with the Pan-Hellenic Federation of Hotel Directors, with the Union of Hotel Directors of Attica, with the Pan-Cretan association of Hotel Directors, with the Union of Beach Hotels, with the Union of Barmen of Greece, while its member is the Municipal Enterprise of Tourist Development of Siphnos. The Association collaborates individually with several tourist institutions and Municipalities of the country, while it maintains excellent and close relations with the tourist press. Also it collaborates closely with the international environmental organisation AWISH and its Greek department AWISH-HELLAS.

COMMUNICATION

Anyone can visit the DR.A.T.T.E. in the address 2 Zoodohou Pigis str. in Athens (Postal Code 0678) or can call at the +30210 3806877 from Monday up to Friday, hours 18:00 until 20:00. Additionally, someone can communicate via fax in the +30210 3806302 or visit our web pages in the address www.dratte.gr or can send e-mail in the address info@dratte.gr

*Τα Τουριστικά Θέματα εκδίδονται με την
υποστήριξη του Θμίλου Airotel*



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ΕΛΛΗΝΙΚΗ ΔΗΜΟΚΡΑΤΙΑ
ΥΠΟΥΡΓΕΙΟ ΤΟΥΡΙΣΜΟΥ
ΓΕΝΙΚΗ ΔΙΕΥΘΥΝΣΗ