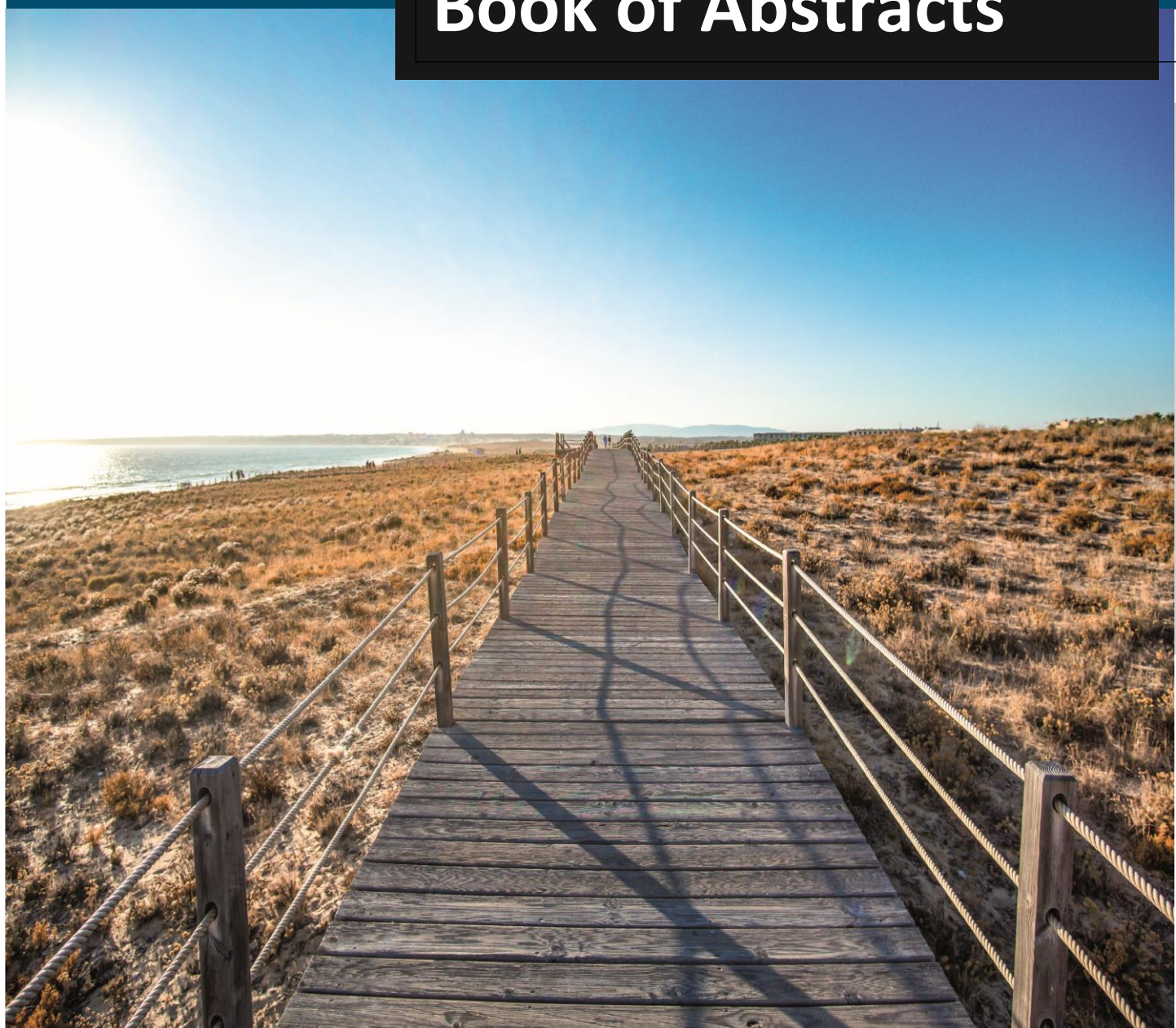




Faro, 24 January 2025

# Book of Abstracts



<https://algarvewintermeeting.ualg.pt>

# Algarve Winter Meeting 2025

## ESGHT, Universidade do Algarve, Faro

### 24 January 2025

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## Book of Abstracts

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Escola Superior de Gestão, Hotelaria e Turismo  
Campus da Penha, Estrada da Penha  
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Portugal

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# Welcome

Welcome to the first edition of the Algarve Winter Meeting: Bridging Tourism, Hospitality and Marketing!

We are delighted to host this inaugural event at the School of Tourism and Hospitality, University of the Algarve (Portugal), on January 24, 2025. This meeting aspires to be an engaging and informal forum encouraging interactive participation and critical, multidisciplinary discussions on digital transformation in tourism, hospitality, and marketing.

We aim to create a space where researchers can share their latest findings, exchange ideas, and build valuable connections with peers and experts. It is inspiring to bring together professionals eager to explore the dynamic landscape of digital transformation and its impact on our fields.

A warm thank you goes out to everyone who made this event possible—our participants, our guest speakers, our reviewers, and the dedicated staff of our school. Your commitment and enthusiasm have been instrumental in making this conference happen.

For those familiar with our previous event, the Postgraduate Conference, which successfully ran for 13 editions since 2010, you may be wondering why we have introduced a new format. The answer is simple: the industry is evolving rapidly, and we wanted to create a fresh concept that better reflects these changes. Thus, the Algarve Winter Meeting was born—a platform designed to foster deeper conversations on emerging trends.

We are excited to welcome participants from five countries—Ecuador, Jordan, Malaysia, Spain, and Portugal—representing 16 different institutions. Together, we will explore how tourist destinations influence cutting-edge information and communication technologies. From social networks and user-generated content to mobile applications, monitoring systems, augmented and virtual reality, GPS mapping, and multimedia resources, these innovations are reshaping the tourist experience. Beyond enhancing visitor engagement, they also contribute to sustainability, economic development, cultural preservation, and professional training in the sector.

Yet, despite the progress made, there is still much to uncover. The socio-economic and environmental impacts of digital transformation in tourism require further exploration, and this is, of course, what this conference seeks to address. In alignment with these pressing discussions, the theme of our first edition is “Digital Transformation in Tourism, Hospitality and Marketing.”

The Algarve Winter Meeting is more than just a conference—it is a space for meaningful dialogue, collaborative learning, and networking. We encourage you to engage fully, exchange ideas, and make the most of this opportunity to connect with fellow experts.

Once again, thank you for being here. Let’s make this a fun, insightful and productive event.

Enjoy the Algarve Winter Meeting!

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## Keynote speaker

### Graham Miller

Professor Graham Miller is the Rodrigo Guimarães Chair of Sustainable Business and Academic Director at the Westmont Institute for Tourism and Hospitality, Nova School of Business and Economics, Lisbon, Portugal. His research focuses on advancing sustainability in society, particularly within travel and tourism. Formerly, he served as Pro-Vice-Chancellor and Executive Dean at the University of Surrey, UK, overseeing sustainability and employability.

A Fellow of the UK's Academy of Social Sciences, Graham has also chaired the Considerate Group, promoting sustainable practices in the hotel industry, and co-edited the Journal of Sustainable Tourism. He was the lead judge for the World Travel and Tourism Council's Tourism for Tomorrow Awards (2014–2019) and a member of the World Economic Forum's Global Agenda Council for Sustainable Tourism, which seeks to provide imaginative and bold solutions to the global challenges facing society, and how travel and tourism intersect with these challenges.

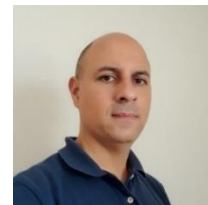




## Round table participants

### Hugo Pinto

Hugo Pinto is an Economist and Professor of Regional and Urban Economics at the Faculty of Economics, University of Algarve. He is a member of CinTurs-Research Centre for Tourism, Sustainability, and Well-being—where he currently coordinates the Tourism and Hospitality Management research line. He is also affiliated with the Centre for Social Studies at the University of Coimbra, since 2007.



### João Ministro

João Ministro, 50 years old, holds a degree in Environmental Engineering from the University of Algarve. Over the past 25 years, he has coordinated various projects in the Algarve in the fields of ecotourism, creative tourism, and birdwatching. Notable initiatives include the Via Algarviana, the Regional Strategy for the Promotion of Birdwatching Tourism, and the Sagres Birdwatching Festival. In 2010, he founded Proactivetur, a tour operator specialising in nature and experiential tourism, with a strong commitment to territorial sustainability. He contributed to the establishment of the Rota Vicentina, leads the TASA Project, and co-founded the QREER cooperative to support the development of low-density territories.



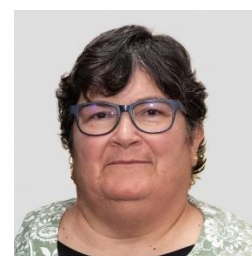
### Paulo Alexandre de Oliveira Duarte

Paulo Alexandre de Oliveira Duarte is an Associate Professor in the Department of Management and Economics at the University of Beira Interior, specializing in Marketing, including Consumer Behaviour, Branding, and Social Media Marketing. He has taught on Master's programs at Universidade Católica Portuguesa and the University of Extremadura in Spain. From 2011 to 2023, he directed the Master's in Marketing at the University of Beira Interior.



### Elisabete Rodrigues - (Moderator)

Elisabete Rodrigues has been a professional journalist since 1985. She holds a degree in Social Communication from Universidade Nova de Lisboa. Her career began at the weekly newspaper O Jornal, and she later worked for Agência Notícias de Portugal, Agência Lusa, Independente, and Diário de Notícias (1989–1999). From 2000 to 2011, she contributed to Barlavento. In 2011, she co-founded the online newspaper Sul Informação, where she serves as director.



# Abstracts

## Aligning Information Security Policies with Business Intelligence Strategies

Baraa ABUJAFAR | Marisol B. Correia | Nélon Matos

Universidade do Algarve, Portugal, bara.abujafar@gmail.com

This research aims to develop a conceptual framework for aligning information security policies with business intelligence (BI) strategies to improve organizational performance. There are emerging opportunities and risks in handling data as technology develops in businesses. Governments and organisations around the globe have a keen interest in safeguarding cyberspace, which has led to a rejuvenation of interest in the deployment and execution of information security policies, which align with the broad business goals and objectives (Kamariotou & Kitsios, 2023). However, in practice, BI and information security initiatives are developed and implemented without the close cooperation of different teams, and misalignment occurs, negatively affecting business value realization (Vugec et al., 2020).

The framework conceptualized in this research integrates significant fragments of the extant literature in the domains of BI maturity models, information security management, and business-IT alignment. It hypothesizes that BI maturity had an indirect positive relationship with organizational performance due to the alignment of BI strategy with information security policies. This BI-InfoSec alignment construct is conceptualised as having three key dimensions: 1) Coordination of the BI and information security initiatives through communication between teams; 2) Alignment of BI and information security terminology; and 3) Usage of BI systems to monitor and improve the performance of security processes.

The research methodology will involve empirically validating the framework through a cross-sectional survey of medium to large organisations implementing BI and information security programs (Wang & Cheng, 2020). The survey instrument will adapt existing scales for measuring BI maturity and organisational performance while developing new items for assessing the BI-InfoSec alignment based on the literature review and expert interviews. The relationships between the constructs will be analysed using structural equation modelling. A pilot study will be conducted to refine the questionnaire and ensure its reliability and validity before administering it to a larger sample of senior IT and security executives. The target sample size will be determined based on power analysis to detect the hypothesised effects.

The expected results will provide evidence that BI-InfoSec alignment is a significant mediator between BI maturity and firm performance. More mature BI implementations characterized by enterprise-wide deployment, data integration, advanced analytic capabilities, and strategic orientation will enable tighter coordination and performance measurement of security processes, which drives business outcomes. However, this is contingent on overcoming the communication divide between BI, security, and business leaders to develop a shared understanding of strategic objectives (Malik, 2022). The findings are expected to show that organisations with higher levels of BI maturity are more likely to have BI strongly aligned with their information security policies and processes.

The research has important implications for both theory and practice. It extends prior work on BI success factors by introducing information security alignment as a key variable that mediates the relationship between BI capabilities and business value. The study also contributes to the literature on strategic alignment by examining the specific case of aligning BI with information security goals. It addresses calls for more empirical research on the performance impacts of BI and the mechanisms through which these impacts occur. For practitioners, the validated framework can provide diagnostic guidance on assessing and improving the BI-InfoSec alignment to unlock greater business value from BI investments. The findings will also inform best practices for security-aware BI governance, such as establishing cross-functional steering committees, developing shared performance dashboards, conducting joint planning and risk assessments, and implementing training programs to build a shared understanding of BI and security concepts. Concrete recommendations will be provided for how BI and security leaders can better communicate and coordinate their initiatives.

**Keywords:** business intelligence, information security policy, strategic alignment, cybersecurity, organisational performance

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## Exploring Tourism Business Strategies based on Slow Movement: Preliminary Insights from Baixo Alentejo's Accommodation Sector

**Marta Isabel Casteleiro AMARAL**

Instituto Politécnico de Beja, Portugal, marta.amaral@ipbeja.pt

Slow movement philosophy should not be interpreted as a temporary phenomenon, a fashion, or an innovative tourist product (Calzati & De Salvo, 2018). It is associated with a philosophy of 'slow life' and a global social movement that has characterized many socioeconomic elements in local communities in recent years (Honoré, 2004, cited in Calzati & De Salvo, 2018). Slow Movement highlights new dimensions of experience. The concept emphasizes sustainability, local culture, and quality over speed and mass production, presenting a unique framework for business promotion in rural tourism. The philosophy of this movement aims to preserve the unique characteristics of places, people, products, food, and the environment (Walker & Lee, 2021). Since the rise of the Slow Movement has taken place in parallel with several contemporary changes in tourism, it is not surprising that the concept of 'slow' has come to be associated with the tourism sector, giving place to a new trend in tourism (so-called slow tourism), that meets the demands of contemporary tourists. These tourists travel frequently, are more experienced, and seek a higher quality tourism experience than in the past; they are independent and search for new and valuable experiences (Moirá et al., 2017). Slow tourism is seen as a guiding principle for travel, as a specific tourism niche, or as an umbrella term that includes various types of tourism, such as responsible tourism, alternative tourism, green tourism, and sustainable tourism (Serdane, 2019).

This paper is based on ongoing research whose main objective is to explore tourism business strategies grounded in the principles of Slow Movement and slow tourism, focusing on rural accommodation entrepreneurs in Baixo Alentejo. With a qualitative methodological approach, the empirical research was initially based on a literature review to support the theoretical framework. In this stage, the research also intended to get an exploratory perspective on the companies' operations related to Slow Movement principles. To achieve this purpose, the study involved a systematic observation of accommodation websites in Baixo Alentejo, selected with a convenience sample from the Regional Registry Platform. The analysis involved content analysis techniques using as principles, accommodation strategies (mission, objectives, values), experiences, entertainment and products, promotional images, attractions descriptions, itinerary suggestions, partnerships, and marketing.

Preliminary findings indicate that Slow Movement strategies usually foster deeper connections with tourists, promote authentic experiences, and enhance the region's cultural and natural appeal, contributing to sustainable economic growth. These insights may provide valuable implications for tourism companies seeking to differentiate themselves in competitive markets by focusing on authenticity, slowness, sustainability, and community engagement.

Although Baixo Alentejo has several examples of rural tourism activities aligned with the Slow Movement, businesses have adopted its principles without necessarily considering themselves directly as part of it. Some rural accommodations seem to adopt slow tourism practices already, focusing on providing relaxed and immersive experiences that connect tourists to nature and local culture. In particular, companies offer sustainable and local experiences, gastronomy, and tranquility combined with rural tourism activities (such as wine and olive production), allowing tourists to slow down and appreciate the beauty and resources of the region.

Additionally, platforms associated with the slow movement (e.g., Slow Portugal) promote a range of slow tourism experiences in the region that emphasize a relaxed, nature-oriented lifestyle, from rural lodgings to boutique hotels. These places are part of a trend where guests can enjoy local gastronomy, serene landscapes, and mindful living.

**Keywords:** Slow movement; slow tourism; sustainability; rural tourism; accommodations; Baixo Alentejo.

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## Stakeholder Perspectives of Penang Homestay as a Smart Community-based Tourism Destination

**Azila AZMI | Suria Sulaiman | Angayar Kanni Ramaiah | Lesly Saviera Yasin | Rosmalinda Rohan**

Universiti Teknologi MARA Cawangan Pulau Pinang, Malásia, azila.azmi@uitm.edu.my

Penang, a state in Malaysia, has the potential to become a smart community-based tourism (CBT) destination as the state progresses toward becoming an international smart city by 2030. Given the relative viability of Penang as a smart CBT destination, this study explores stakeholder perceptions of the critical success factors, potential, and challenges associated with transforming Penang's homestay into a smart CBT destination. By adopting a qualitative approach, the research involved in-depth interviews with ten key informants from local government agencies, ministry of tourism, homestay operators, and tourism industry players. Informants in this study were recruited using purposive sampling. They were screened and identified as the stakeholders that were involved in the development of smart CBT in Penang. The interviews with the informants were recorded, transcribed, and translated verbatim, followed by member checking to ensure data reliability and validity. The findings revealed four crucial themes for developing smart CBT in Penang: tourism infrastructure, tourist satisfaction, tourism policy, and tourism technology. All informants agreed that Penang's homestay is moving toward smart CBT, with necessary involvements from various parties, including government agencies and infrastructure development. Informants also highlighted the readiness of Penang's foundational frameworks, including the Penang Digital Master Plan, to facilitate its transition. However, significant challenges persist, including the need for enhanced digital literacy among stakeholders, improved internet access, and broader adoption of cashless systems. Apart from that, informants stressed the significance of policy integration and cohesive planning, emphasising the need for stakeholder collaboration and investment in technology. Besides that, this study identified gaps in marketing and funding, which hinder the widespread awareness and implementation of smart CBT initiatives. By addressing identified challenges, Penang can position itself as a leading smart CBT destination, fulfilling its vision for sustainable growth and enhanced quality of life for residents and visitors alike. Future research may focus on assessing the perspectives of local communities and tourists concerning the development of smart CBT.

**Keywords:** Community-based Tourism, Smart Tourism, Smart City, Smart Destination, Tourism Technology

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## The Destinationscape through Stakeholders' Lenses

**Ana BENDER | Manuela Guerreiro | Dora Agapito | Luís Nobre Pereira**

Universidade do Algarve, Portugal, Acbender@ualg.pt

Destinations are broadly recognized as stages that enable the co-creation of memorable experiences. The literature has largely explored the impact of physical attributes on tourists' experiences. Considering the distinct yet interconnected "scapes" that shape destinations (Kandampully et al., 2023), along with their diverse and interrelated supply-side elements, it is essential to acknowledge that these experiential landscapes comprise external factors beyond the direct control of tourism providers (Oviedo-Garcia et al., 2019; Snepenger et al., 2007). Therefore, a comprehensive and holistic approach is essential when analyzing the experiencescape at the destination level. In this manner, the destinationscape concept is understood as a multidimensional, dynamic, and complex system encompassing man-made, natural, and uncontrollable settings. These settings are continually co-created through interactions between the destination's external environment and stakeholders in a collaborative process, shaping the stage for memorable tourist experiences.

Therefore, by adopting a multidisciplinary approach and multiple perspectives, this study aims to validate the destinationscape dimensions (physical environment, social interactions, core resources and attractions, tourism services, infrastructure, and supplementary features) and related measure items across multiple stakeholders in different tourism destination profiles. In this regard, a multi-study approach was adopted. In Study 1, a cross-disciplinary panel of academics with diverse expertise (mainly destination competitiveness, quality in tourism destinations, destination governance, hospitality, tourism marketing, and geography) participate in an online survey to clarify the destinationscape construct and validate the most relevant dimensions and related items. In Study 2, two focus groups were held with academics and PhD students with expertise in Marketing and Tourism to discuss dimensions and associated items and to eliminate redundancies. To capture diverse stakeholders' perspectives (tourists, residents, private sector, and public entities), Study 3 adopted online and in-person questionnaires across the five mainland regions of Portugal (Porto and North, Centre, Lisbon Region, Alentejo and Ribatejo, and Algarve). Participants were asked to evaluate the destinationscape of the region they were in using a 5-point Likert Scale (1 = strongly disagree to 5 = strongly agree) and to highlight key characteristics or attributes of the region. A sample of 395 validated questionnaires was collected - 70 tourists, 103 residents, 197 from the private sector, and 25 from public entities. An exploratory factor analysis was conducted to refine and validate the preliminary items to measure the identified dimensions. The destinationscape is a co-created stage comprising controlled and uncontrollable elements where tourists experience their journeys. By analyzing the destination's external environmental factors from a multi-stakeholder approach, this study contributes to advancing knowledge by shedding new light on the comprehension of the destinationscape as a construct that shapes the tourists' experiences. By offering a comprehensive view grounded in a multidisciplinary and multi-perspective framework, this research aims to contribute to the experiencescape theory as the outcomes support destinations in identifying appealing characteristics that outline the stage where tourists live memorable experiences. In fact, it also discloses suitable strategies for experience design. Conceptualizing destinations as broader and holistic systems is essential for effective and sustainable destination management and to ensure destinations' competitiveness and governance, ultimately benefiting both tourism and local communities in the long term (Fyall & Garrod, 2020).

**Keywords:** Experiencescape, tourism experiences, destinationscape, stakeholders.

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## Agile4ALL – implementation of an Agile HR Pilot in an Organization in the Tourism Sector in Algarve

**Diogo Emanuel Matias BENTO | Joaquim Pinto Contreiras | Francisco Simões Pinto**

Universidade do Algarve, Portugal, a32323@ualg.pt

According to McMackin and Heffernan (2021), in recent years, Agile Human Resources (HR) has become a topic of interest among HR professionals. Originating from the “Agile Manifesto”, this methodology was initially implemented in the Information Technology sector and has since expanded to other departments and sectors (e.g., finance, healthcare, and marketing) (Cappeli & Tavis, 2018). Agile combines processes and tools such as Lean, Kanban, and Scrum to improve organizational performance.

Organizations that have successfully adopted Agile are typically more informal and open in communication, have flexible skill improvement practices, implement non-material incentives, possess flatter organizational structures, deliver products and services more quickly, and exhibit higher motivation and productivity (Zavyalova et al., 2020). However, the transition to Agile can be a disruptive process. The lack of managerial support, the cultural shock of this process, and the lack of knowledge about Agile processes and tools can be limiting factors (State of Agile, 2022). Therefore, transforming a traditional organization to Agile requires a communication strategy that involves all stakeholders (employees, managers, and HR), knowledge of Agile processes and tools, the implementation of pilot programs with gradual expansion, training on Agile concepts, and a continuous improvement approach based on feedback.

This project aims to validate the feasibility of implementing Agile HR practices in a small and medium-sized enterprise (SME) company in the tourism sector in Algarve, through the implementation of an innovative pilot program, with HR and administration as the main interlocutors (“product owners”) of this process (Anand et al., 2021). To achieve it, a focus group with a total of 10 participants has been created to discuss the HR-related issues in the organization, and a training program was set up between April and June of 2024 to prepare the employees for a pilot Agile HR transformation process, while avoiding potential disruptions from the high season in the region. After this phase, a communication process workflow has been proposed, and a digital Kanban pilot for managing tasks was executed.

During the pilot, it was found that among the moderation factors that favor an Agile transformation process are the internal motivation and adaptability of the employees, the way teams are structured, an informal and open communication between the moderator and participants, and the use of interactive approaches, such as group interviews (e.g. focus groups) and presentation techniques for teaching Agile concepts to the intervened teams. However, there were also some challenges faced during the pilot that we considered as limiting factors, namely, the low technical knowledge of Agile concepts in the team, a slight resistance to change (particularly due the complexity of understanding some of Agile HR concepts), and the participants’ availability due seasonality in the region, particularly near the beginning of the high season (June 2024). From the achieved results in the project, it was possible to answer to the research question “To what extent is the HR Agile transformation viable for SMEs in sectors such as hospitality and tourism?”, demonstrating its feasibility and giving the potential for this pilot program to become a business idea; however, the abovementioned limitations must be taken in consideration, namely the seasonality characteristics of the tourism sector in the region. A set of initiatives for future research is also proposed.

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## Digital Skills and Use of Generative Artificial Intelligence: a Case Study Focused on the Perspective of First-year Students or Undergraduate Courses at the Polytechnic Institute of Beja

**Carlos BORRALHO | Maria Basílio | Clara Pires | Sandra Bailoa**

Instituto Politécnico de Beja & CEOS.PP, Portugal, cborralho@ipbeja.pt

In a society founded on the use of digital technologies, where the transformation of societies and economies, mediated by such technologies, is perceived as necessary and irreversible, and where the Digital Agenda for Europe is a strategic and political choice adopted by the European Union, this communication evaluates and discusses the prevalence of digital skills, as well as the use of generative artificial intelligence, among undergraduate students. Therefore, the purpose of this study was to assess and characterize the digital skills of first-year undergraduate students at the Polytechnic Institute of Beja, as well as to evaluate the potential existence of differences between groups. The aim was to identify possible measures to reinforce these students' digital skills, based on the assessment of skill levels and on the differences found. To achieve this purpose, the DigiComp 2.2 tool was used (Vuorikari et al., 2022).

The work carried out assumes relevance at a time when the growth of generative artificial intelligence is significant and continuous. This fact brings new challenges and requires new skills, also in the domain of higher education and for all involved, both teachers and students (Bucea-Manea-Tonis et al., 2022; Bannister et al., 2023). Consequently, in this work, the use or non-use of generative artificial intelligence, for performing text processing tasks or calculation tasks, was one of the criteria for specifying the groups, in addition to the course attended, gender, and the type of prior education. The hypothetical-deductive method was assumed, considering the need to assess the potential existence of differences between groups. Firstly, confirmatory factor analysis was used to evaluate the results of the DigiComp 2.2 model. Secondly, group comparisons were conducted. In this second stage, the t-test and one-way ANOVA were employed. Fisher's and Welch's statistics were utilized. To assess the homogeneity of variances, Levene's test and Bartlett's test were used. Additionally, the Mann-Whitney test and the Kruskal-Wallis test were applied, considering the results obtained in the previous parametric tests. In situations where the comparison involved three or more groups, post hoc tests were used, specifically Tukey's test and Bonferroni's test (Hill & Hill, 2016; Morcillo, 2022).

The results of the confirmatory factor analysis concluded that the digital competence model was appropriate. It was also possible to calculate scores by dimension and for the total competencies. When comparing genders, no differences were found between men and women regarding the total perceived digital competencies score. A similar result was obtained concerning the courses, where no statistically significant differences were found, as well as for the groups formed by the respondents' prior education type. Thus, differences were only found regarding the use of artificial intelligence supplements in text processing and calculation tasks, where higher competence levels are associated with such use. This study concluded that the respondents predominantly fall within levels two and three on a proficiency scale ranging from one to five, indicating a significant need to enhance their digital competencies. The reinforcement of these digital competencies can be cross-cutting, as observations between courses are similar. Complementary training actions focused on various dimensions of digital competencies can be developed and/or curricula can be adjusted with content aimed at increasing these competencies. Future research should be conducted to assess actual competencies, for example, using diagnostic tests, as the study relied on perceived digital competencies, which may slightly differ from actual competencies.

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## Greenwashing na Indústria da Moda: a Perspetiva da Geração Z

**Raquel CANÁRIO | Margarida Custódio Santos**

Universidade do Algarve, Portugal, raquelrrc2016@gmail.com

A crescente consciencialização ambiental transformou a sustentabilidade numa prioridade para a sociedade e por consequência para muitas indústrias, incluindo a indústria da moda. No entanto, essa evolução e consciência ambiental trouxe consigo o surgimento do fenómeno *greenwashing*, em que as marcas utilizam estratégias de marketing para camuflar as suas práticas e pegadas ambientais, e para melhorarem a sua imagem no mercado, sem adotarem verdadeiras ações sustentáveis. O conceito *greenwashing* surge pela primeira vez nos anos de 1980, mas começou a ganhar mais atenção e interesse pela comunidade académica durante a década dos anos de 1990 (Blazkova, Pedersen, Andersen e Rosati, 2023). Com o surgimento da indústria da moda, desencadeou-se o mercado das marcas de roupa *fast fashion*, que são caracterizadas por apresentarem roupa mais económica, divertida e de fácil acesso para todos, o que atraiu grande parte da sociedade consumista (Blessersholt, 2021). Esta indústria criou uma dependência para com aqueles que a acompanham, por existir atualmente marcas que lançam até 20 coleções por ano de forma a acompanhar as tendências e de cativar a atenção do público (Herold e Prokop, 2023). Sendo a geração Z uma das gerações mais consumistas atualmente da indústria da moda, e uma das gerações mais atentas às preocupações ambientais e mais interventivas nas ações sustentáveis (Herold e Prokop, 2023), os autores Al-sharouf e Naesae (2022) defendem que a geração Z está cada vez mais cética em relação às marcas da indústria da moda que estão ligadas a escândalos ambientais, e que as suas preferências de compra recaem cada vez mais sobre as marcas de roupa que não estão associadas a práticas de *greenwashing* (Al-sharouf e Naesae, 2022).

O objetivo principal deste estudo foi entender o conceito *greenwashing* na sua totalidade, como as suas diferentes definições e dimensões, assim como as suas aplicações na indústria da moda. Este estudo investigou também a perspetiva da geração Z em relação às práticas de *greenwashing* na indústria da moda, sendo esta uma geração consumista, mas que tem demonstrado um grande envolvimento nas questões ambientais e éticas ao longo dos últimos anos. A metodologia utilizada baseou-se numa revisão de literatura aprofundada sobre o tema.

Os resultados deste estudo mostram que, o conceito *greenwashing* tem sido cada vez mais tópico de estudo pela comunidade académica, no entanto não existe unanimidade na forma como definir o mesmo (Blaskova et al., 2023). Vangeli et al. (2023) defendem que ainda não existe uma definição universal e consensual para o conceito *greenwashing*, tal como não existe uniformidade para descrever as suas práticas associadas. A mensagem geral do conceito *greenwashing*, recai sobre a forma como a marca transmite de deliberadamente informações erradas perante o seu público (Blaskova et al., 2023). Em 2007, a organização TerraChoice apresentou um artigo onde descreve 7 práticas evidentes em que as marcas podem estar a praticar *greenwashing*, e em 2020, os autores Netto et al. (2020) adicionaram mais 6 pecados. A prática do desperdício por parte das marcas também é uma das maiores causas dos impactos ambientais, pois ajuda a perpetuar e a incentivar a cultura do desperdício (Herold e Prokop, 2023). Esta indústria é uma das mais poluentes, pois as estimativas sugerem que o setor da moda é responsável por 8 a 10% das emissões globais de CO<sub>2</sub> para a atmosfera, e é responsável por 20% dos fluxos residuais globais causados pela sua produção (Herold e Prokop, 2023). Este estudo revela também os hábitos de consumo da geração Z e a sua perspetiva sobre o tema, onde é possível averiguar que a geração Z é a geração mais consumista, no entanto é a geração que demonstra uma intenção em reduzir o seu consumo, e mostra ter uma maior consciência para os impactos ambientais negativos da indústria da moda (Herold e Prokop, 2023). Apesar de ser a geração mais consciente a nível ambiental, sofre de algumas barreiras em relação a outras gerações, sendo a principal, o fator preço, já que a moda sustentável é considerada muito mais cara do que a moda *fast fashion* (Al-sharouf e Naesae, 2022).

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## Large Language Models Powered Aspect-Based Sentiment Analysis: a Revolution in the Obtention of Customer Insights

Paulo CARRASCO | Nuno António | Mariana Água

Universidade do Algarve, Portugal, pcarras@ualg.com

In the age of social networks, user-generated content is vital for tourism and hospitality organizations. Traditional sentiment analysis methods often struggle with vast amounts of information and implicit sentiments. This study examines the potential of Aspect-Based Sentiment Analysis (ABSA) using Large Language Models (LLMs) to improve sentiment analysis. Utilizing GPT-4 via ChatGPT, we analyze a dataset of all-inclusive hotel reviews, benchmarking three approaches: a fuzzy logic-based method, human (manual) analysis, and ChatGPT-based analysis. Our findings show a high similarity between ChatGPT and human analysis, with ChatGPT effectively interpreting nuanced language and handling subjectivity. This study demonstrates the potential of LLMs to automate and enhance customer sentiment analysis in tourism, offering organizations deeper insights and better responsiveness to feedback. Additionally, it contributes to academia by providing new insights into the application of LLMs in ABSA, paving the way for further research and development.

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## Website Readability and Water Consumption: a Study of Algarve Hotels

**Catarina CARVALHO | Cândido Peres**

Universidade do Algarve, Portugal, ct.carvalho94@gmail.com

This paper aims to research whether there is a correlation between the readability of hotel websites and water consumption levels in the municipalities where these hotels are located in the Algarve's region. With water scarcity being a critical issue in this region, it is crucial to understand the role of communication in promoting sustainable practices within the tourism sector, particularly in the hospitality industry (Armutcu, Tan, Amponsah, Parida & Ramkissoon, 2023). The study seeks to determine whether hotels in municipalities with higher water consumption have lower websites' readability scores, thereby suggesting a possible connection between less accessible communication and less emphasis on sustainability practices.

By examining whether hotels with less readable websites are associated with municipalities facing higher water usage, the research aims to highlight the importance of clear communication in encouraging water conservation efforts. Furthermore, the study intends to explore whether lower readability scores might reflect a broader trend of insufficient engagement with sustainability issues, suggesting that communication strategies and environmental practices are intertwined (Font & McCabe, 2017).

This investigation will provide insights into how effective digital communication can support sustainability goals, and how improvements in the readability of hotel websites may contribute to better environmental outcomes, particularly in regions where water conservation is critical (UNWTO, 2021).

The study uses a multi-step methodology that integrates quantitative analysis and regression modeling to examine the relationship between the readability of hotel websites and water consumption in Algarve municipalities. First, a selection of hotel websites from different municipalities in the Algarve is analyzed. Readability is evaluated using specific metrics for this purpose, including the Flesch-Kincaid score, Gunning Fog Index, and SMOG (Simple Measure of Gobbledygook). These tools evaluate how easily the information can be understood by the general public (Harris & Hodge, 1995), focusing on factors such as sentence structure, word length, and syllable count. This evaluation helps determine how accessible sustainability-related information is to hotel visitors and other users.

The second step involves gathering water consumption data from the municipalities where the hotels are located. This data is obtained from local government databases, public records, or regional water authorities.

Water consumption in the different municipalities will be assessed using indicators such as the cubic meters of water distributed/consumed, and the percentage of total expenditure allocated by the municipalities to environmental components. Being both the readability scores and water consumption data are collected, the study utilizes linear regression models to explore the potential relationship between the two variables. The regression analysis aims to determine whether a statistically significant correlation exists between the readability of hotel websites and the water consumption levels in the municipalities where they are located. The dependent variable in the model is the hotel website readability score, while the independent variable is the municipal water consumption.

Preliminary findings suggest that hotels located in municipalities with higher water consumption levels generally exhibit lower readability scores on their websites. This indicates that less accessible communication might be associated with a lack of emphasis on promoting sustainable practices, such as water conservation. In contrast, hotels in municipalities with lower water consumption tend to have more readable websites, potentially reflecting a stronger commitment to sustainability and clearer communication of environmental practices. The results of this study suggest a potential relationship between the readability of hotel websites and the sustainability of practices in the municipalities where these hotels operate. Hotels located in municipalities with higher water consumption may present lower readability scores, demonstrating a less effective communication. These findings provide valuable insights for both the hospitality sector and policymakers, emphasizing the need for improved communication strategies to encourage more responsible environmental behavior, particularly in water-stressed regions like the Algarve.

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## Implementation of a Restaurant Recommendation System for Entrepreneurs in the Lisbon Metropolitan Area

**Pedro ESTEVES | Paulo Carrasco**

Universidade do Algarve, Portugal, pedro.a.s.esteves@gmail.com

This work aims to implement a restaurant recommendation system for entrepreneurs in the Lisbon Metropolitan Area by leveraging Large Language Models (LLMs) to perform sentiment analysis on restaurant reviews sourced from the DIG-IN platform (formerly Zomato). The system is designed to provide insights into consumer preferences and competitor landscapes, offering investors a valuable tool for evaluating the viability of new restaurant ventures (Wang et al., 2016). The primary objective of this study is to build a recommendation system that helps entrepreneurs make informed decisions about opening new restaurants in AML. Specifically, the system analyzes large volumes of customer reviews to extract sentiments related to critical factors such as food quality, service, ambiance, and other dimensions that influence customer satisfaction. Additionally, the study explores the adaptation of the traditional DINESERV model to better align with online platforms and reviews (Stevens et al., 1995).

The methodology was divided into three key phases. In the first phase, the data preprocessing involved organizing datasets related to restaurant attributes which were received from the DIG-IN platform. The platform provided over one million reviews, which were cleaned, structured, and enriched with metadata to support detailed analysis. In the second phase, sentiment analysis was conducted using LLMs, including GPT-4 (version 2024-05-13), GPT-3.5 Turbo, and Mistral 7B Instruct. Keywords and phrases were extracted from customer reviews, identifying significant attributes related to dining experiences. A specialized extraction method allowed for identifying terms tied to customer satisfaction. LLMs were used to categorize sentiments by classifying these keywords into different attributes, thereby determining the sentiment polarity (positive, neutral, or negative) (Choi et al., 2009). In the third phase, a recommendation tool prototype was developed. The tool was designed to provide potential investors with a detailed assessment of the competitive landscape. It incorporates sentiment analysis data to suggest the best locations and restaurant types based on trends observed in the reviews, also offering an overview of competitors' strengths and weaknesses (Lin et al., 2016).

The results of this study demonstrated the effectiveness of LLMs in performing sentiment analysis at scale, providing insights into the AML restaurant market. The application of GPT-4, GPT-3.5 Turbo, and Mistral 7B Instruct models provided valuable sentiment classifications, helping to identify positive and negative trends in customer feedback across various restaurant dimensions. The prototype tool developed from this analysis serves as a practical decision-making aid for investors, offering an in-depth analysis of customer sentiment toward competitors and potential market opportunities. The study further simplified the traditional DINESERV model, condensing its original 29 criteria into 10 essential factors that are more appropriate for the concise nature of online reviews. This adaptation makes it easier to automatically analyze large datasets of reviews without losing the nuances of customer feedback.

The conclusions of this research underscore the viability of using LLMs for sentiment analysis in the restaurant and tourism sectors (Carrasco, P., & Dias, S. 2024). The study successfully developed a tool that provides investors with a competitive edge by leveraging AI to assess market conditions and consumer preferences. Additionally, the adaptation of the DINESERV model for online platforms opens up new opportunities for automating customer feedback analysis in the restaurant industry.

The implications for future research are relevant, suggesting that LLMs can be further applied across other sectors within hospitality and tourism. The study highlights the potential for using these models to scale sentiment analysis beyond restaurants, with applications that could extend to hotels, travel services, and other consumer-facing industries where reviews play a crucial role in business success. Moreover, the success of this project points to the growing relevance of AI in business intelligence, particularly in the ability to process and interpret large volumes of text data.

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## Revisão e Extensão das Experiências Gastronômicas no Âmbito de Sustentabilidade

**Marianys FERNÁNDEZ | Néelson Matos | Filipa Perdigão**

Universidade de Sevilla, Espanha, marianysgf@gmail.com

O novo paradigma associado ao estudo e à conscientização da sustentabilidade na experiência gastronômica fundamentado na implementação dos 17 Objetivos de Desenvolvimento Sustentável da Agenda 2030 e no impacto da pandemia de Covid-19 tem incentivado ao consumo de produtos locais e sustentáveis e à adoção de práticas sustentáveis na gastronomia (Nyberg et al., 2022).

Nesta senda, o foco do estudo das experiências gastronômicas sob a perspectiva da sustentabilidade tem recaído na análise do papel das práticas sustentáveis na experiência do consumidor, implementação de métodos de gestão sustentável na restauração, e na definição dos elementos associados à conceitualização e à criação da experiência gastronômica (Batat et al., 2020). Contudo, evidenciam-se a necessidade de aprofundar e enriquecer as investigações nas vertentes anteriormente citadas. Para o efeito, este estudo pretende examinar as bases teóricas referentes às experiências gastronômicas sob a perspectiva sustentável e propor perspectivas futuras de investigação. Para isso, realizou-se uma revisão sistemática da literatura conforme as cinco etapas indicadas por de Matos et al. (2021): (1) definição da pergunta de partida, (2) seleção dos critérios de pesquisa para inclusão e exclusão de artigos, (3) seleção da literatura, (4) análise, resumo e listagem dos dados e (5) redução e agrupamento da informação. Para a pesquisa da literatura, empregaram-se as palavras-chave: (i) experiência gastronômica, (ii) gastronomia sustentável, (iii) experiência gastronômica sustentável nas bases de dados Web of Science e Scopus, populares nas revisões de literatura no turismo e com histórico do uso de critérios rigorosos na seleção de artigos (Veríssimo et al., 2020), obtendo-se uma listagem final de 93 artigos.

Identificou-se que o estudo das experiências gastronômicas no âmbito sustentável abrange: (a) conceptualização, (b) dimensões: ética, sociopolítica e funcional, holística e econômica, (c) elementos associados à criação da experiência, como: aspectos multisensoriais, inovação e atributos da gastronomia local. Constatou-se a inexistência de uma definição sólida das experiências gastronômicas sob a perspectiva sustentável, além da necessidade de investigações que conduzam à definição das dimensões e dos elementos associados à criação da experiência gastronômica.

Este estudo contribui para o enriquecimento das bases teóricas relacionadas com as experiências gastronômicas sustentáveis mediante a implementação pela primeira vez da metodologia de Gallarza et al., (2002), a qual propõe aspetos pertinentes para a proposta de um modelo teórico, que vincula: a natureza do termo (complexa, múltipla, relativista e dinâmica) com os elementos mais pertinentes da revisão de literatura e da análise taxonômica (metodologia). O modelo também permitiu-nos definir de maneira plausível, os seguintes aspetos das experiências gastronômicas sustentáveis: (1) a conceptualização do termo, através análise dos elementos comuns do conceito experiência gastronômica e gastronomia sustentável, (2) as dimensões do construto e os seus atributos e ainda, (3) os elementos associados ao processo criativo.

Na vertente prática, a investigação sugere novas perspetivas a serem consideradas pelos stakeholders do setor gastronômico na criação e gestão de experiências na perspetiva sustentável como: desenvolver investigações que incentivem a formação nos temas de sustentabilidade, propor rotinas e práticas sustentáveis que estimulem a criação de negócios mais sólidos no setor gastronômico e ainda, sugerir a aplicação e validação do modelo proposto para conhecer perceção dos agentes envolvidos na atividade gastronômica relativamente ao consumo de produtos e incentivar a gestão sustentável dos seus empreendimentos.

**Palavras-chave:** experiência gastronômica, gastronomia sustentável, experiência gastronômica sustentável, revisão sistemática de literatura.

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## Identificando los Criterios Asociados al Consumo Sostenible en la restauración

**Marianys FERNÁNDEZ | Ana Irimia Diéguez | Nuno Baptista**

Universidade de Sevilla, Espanha, marianyssf@gmail.com

En respuesta a una mayor conciencia ambiental por parte de los consumidores, la compra de productos gastronómicos locales en la restauración se ha consolidado como una de las prácticas de sostenibilidad más destacadas. Gestores del sector de la restauración confirman que la adopción de prácticas sostenibles garantiza beneficios en la gestión empresarial. Por otro lado, la academia considera que el conocimiento de los consumidores sobre las prácticas sostenibles en los restaurantes influye en su apego emocional al establecimiento y su disposición a pagar (Ngoc et al., 2023), así como en la satisfacción con la experiencia gastronómica.

En este sentido se han desarrollado estudios relacionados con la influencia de las prácticas sostenibles en la disponibilidad a pagar de los consumidores por productos locales. Sin embargo, la carencia de investigaciones sobre los factores que influyen en la intención y el comportamiento de los consumidores en el contexto del consumo sostenible en la restauración es evidente. Considerando la brecha anteriormente mencionada, pretendemos determinar los principales criterios asociados al consumo sostenible en la restauración mediante una *scoping review* (Pham et al., 2014), utilizando la *theory planned behavior* (Ajzen, 1991), siendo una teoría válida en el contexto de los restaurantes sostenibles. Esta teoría incluye las variables: *attitude toward*, *subjective norm*, *perceived behavioral control* (Tommasetti et al., 2018), posteriormente ampliadas a las siguientes variables: *sustainable consumption*, *guest satisfaction* (Ngoc et al., 2023) y *environmental concern* (Arya et al., 2024) en el sector de la restauración.

Se determina que los criterios asociados al consumo sostenible en la restauración abarcan las variables: *guest satisfaction* con los elementos: (i) calidad de la comida, (ii) calidad del servicio, (iii) ambiente del restaurante, (iv) autenticidad de la comida, (v) imagen de la comida y la variable *environmental concern* con sus respectivos elementos: (1) *environmental performance*, (2) *economic performance* y (3) *social performance*.

Para incentivar el consumo sostenible, los gestores de restaurantes deben promover acciones de marketing con iniciativas sostenibles que contribuyan a la educación ambiental de los consumidores, lo cual conllevaría a incentivar el gasto en el establecimiento, del mismo modo sería necesario implementar de políticas específicas que contribuyan a la formación de un sistema alimentario sostenible (Arya et al., 2024).

Las implicaciones teóricas del estudio están fundamentadas en su contribución a la literatura del consumo sostenible en la restauración, particularmente en la determinación de los principales criterios basados en análisis de *theory planned behavior* y en el énfasis en la necesidad de diversificar el estudio en este campo, dadas las evidentes brechas y necesidades identificadas. Desde el punto de vista práctico el estudio aborda diferentes estrategias a considerar por las partes implicadas en el sector de la restauración para fomentar el consumo sostenible.

**Palabras-claves:** sustainable consumption; local food; sustainable practice; sustainable restaurant; theory of planned behavior.

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## O Impacto das Estratégias de Marketing Digital na Performance de Unidades de Turismo em Espaço Rural do Alentejo

**Luis FIALHO | Cristina Marreiros**

Universidade de Évora, Portugal, luisfialho28@gmail.com

Um aspeto interessante das Online Travel Agencies (OTA's) é permitir aos clientes dos empreendimentos turísticos partilharem publicamente a sua experiência pessoal, produzindo o que se designa na literatura como eletronic Worth of Mouth (eWoM). Nas OTA's o eWoM materializa-se em comentários e avaliações numéricas. Pesquisas anteriores mostram uma influência do eWoM nos indicadores chave de desempenho (KPI's) dos empreendimentos turísticos (e.g. Nieto et al., 2014; Pelsmacker et al., 2018). Adicionalmente, trabalhos como o de Pelsmacker et al. (2018) verificaram que a adoção de estratégias de marketing digital tem impacto direto no eWoM e indireto nos KPI's, através do efeito mediador do primeiro.

O presente estudo, pretendeu avaliar o impacto direto no eWoM, de duas estratégias de marketing digital - WebCare e Visibilidade - e indireto nos KPI's - RevPAR, Receita Bruta e Taxa de Ocupação - de um tipo de empreendimento turístico menos estudado, com grande dependência das OTA's, os Turismos em Espaço Rural (TER), numa região pouco estudada, o Alentejo.

Tendo em consideração a sensibilidade dos indicadores financeiros, construímos uma amostra não probabilística por julgamento. Para obtermos os dados usámos duas técnicas: a netnografia, realizada na plataforma da Booking.com em maio de 2021, onde recolhemos elementos do eWoM e do Webcare em 103 páginas de TER alentejanos; em setembro de 2021 aplicámos um questionário junto dos responsáveis daquelas unidades, tendo sido recolhidos elementos referentes à adoção de técnicas de Visibilidade e aos KPI's financeiros. Os dados recolhidos no questionário referem-se ao período entre 1 de junho e 31 de agosto.

A décalage temporal entre a primeira e a segunda recolha, teve como objetivo perceber o impacto que um determinado tipo de eWoM, e subsequentemente um determinado tipo de WebCare ou de estratégia de Visibilidade, têm na performance de um TER, seguindo uma abordagem metodológica já validada por outros autores (e.g. Nieto et al. 2014). Dos 103 questionários distribuídos apenas 49 foram devolvidos, sendo que a amostra final é constituída, na sua maioria, por TER com menos de 10 anos, com 16 a 20 unidades de alojamento, mas com poucos funcionários. Ao nível do WebCare não verificámos correlações significativas entre responder ou não responder aos comentários, entre respostas acomodativas ou defensivas, ou entre respostas que citam o comentário e respostas estandardizadas. Contudo, verificou-se que quando é introduzida na resposta uma solução para o problema do cliente, existe uma correlação positiva com a receita bruta, resultado que vai de encontro às conclusões de Xie et al. (2017).

Em relação à Visibilidade, analisámos três ferramentas na Booking.com que permitem melhorar a posição no ranking de pesquisa. Duas implicam um aumento da comissão paga à OTA - a ferramenta Visibilidade e o programa Parceiros Preferidos; a terceira - programa Genius - implica a oferta de um desconto ao cliente. Observámos que a adesão a ferramentas que aumentam a comissão tem uma correlação positiva com a Receita Bruta. Considerando um  $p < 0,1$ , existe uma correlação positiva também com o RevPar. Verificámos que o aumento da comissão, com o objetivo de melhorar a visibilidade, tem correlação positiva com o volume de comentários, indiretamente melhorando a Receita Bruta. Os resultados mostram que o uso regrado de técnicas de marketing digital pode potenciar o eWoM e melhorar os KPI's dos TER. Os resultados têm implicações académicas, confirmando e refutando, numa região pouco estudada, o Alentejo, para uma tipologia de empreendimento turística pouco estudada, o TER, dados de outros estudos sobre estratégias de marketing digital. Têm também aplicações práticas, analisando estratégias que, à priori, são dispendiosas para este tipo de empresas, apontando a melhor forma de alocarem os seus esforços financeiros.

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**Key-words:** Passa-palavra eletrónico; Marketing Digital; Turismo Em Espaço Rural

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## Digital transformation in the Jordan hospitality Sector: an Self-assessment Framework (II)

**Ana GRESSA | Amor Jiménez-Jiménez | Rasha Nemer**

Universidad de Huelva, Espanha, gessa@uhu.es

The technological dimension is pivotal in digital transformation (DT) as it encapsulates an organization's ability to utilize digital technologies effectively to enhance business performance. This dimension includes the availability of IT tools, the robustness of the organization's infrastructure, and the degree of connectivity and coordination among IT systems. These aspects are crucial for ensuring that digital transformation initiatives are successful and aligned with business objectives. Technology, along with organizational culture and personnel are the most referenced in the literature (Vial, 2019). Kalender and Žilka (2024) highlight the critical role of the technological dimension in shaping the future of digital transformation across various sectors. Similarly, Utama et al. (2024) emphasize its importance in the logistics and transportation sectors through their development of a digital maturity model for port assessments in Indonesia, underscoring the need for effective technology integration. Sebastian et al. (2017) underscore the necessity of IT-business alignment for successful digital transformation. Chanias et al. (2019) explore how traditional organizations employ IT strategically for transformation and alignment.

To propose an assessment of the Technology dimension, included in the proposed DT assessment of Jordan hotels. The proposal aims to address three critical research questions (RQ) related to the concept of "technology": (i) RQ1. What are the key sub-dimension of "technology"?; (ii) RQ2. How can each sub-dimensions be assessed? (iii) RQ3. What weight does each items have? This work is based on a qualitative methodology that incorporates a literature review and thematic analysis to identify key components and dimensions of technological maturity. It draws on recent studies, including Aras and Büyüközkan (2023) and Kalender and Žilka (2024), to understand digital transformation processes in hotels. Data was collected through semi- structured interviews with hotel's stakeholders and analyzed thematically to uncover common themes. A comparative analysis was conducted to validate and refine the framework by aligning findings with existing maturity models (Figure 1).

The proposed framework underscores three essential pillars for elevating hotels' digital technological capacity: advanced technology tools, comprehensive data analytics, and robust technology infrastructure. The proposed framework effectively gauges the technological adaptation of jordanian hotels, pinpointing both strengths and weaknesses in response to technological advancements. This analysis offers vital insights, guiding targeted improvements and enhancing the sector's competitive edge in the digital era.

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## O Papel do Agroturismo na Promoção do Desenvolvimento Sustentável

**Joaquim GOMES | Jorge Pires | Sandra Bailoa**

Instituto Politécnico de Beja, Portugal, joaquim.gomes@ipbeja.pt

O agroturismo tem demonstrado, nos últimos anos, ser uma atividade alternativa nas zonas rurais, face à diminuição do setor agrícola tradicional, tanto nos países desenvolvidos como nos países emergentes. A contribuição desta atividade é importante no desempenho dos processos socioeconómicos e na dinamização de uma cultura empreendedora, em zonas desfavorecidas. Este trabalho baseia-se no estado da investigação académica e na análise de relações entre as práticas de agroturismo e de inovação social. De acordo com a literatura empresarial, o agroturismo é considerado uma Inovação Social, uma vez que poderá ser uma alternativa ao modelo convencional do turismo. O turista poderá experienciar o ambiente agrícola do passado, plantando, colhendo e desenvolvendo outras atividades que reproduzem a cultura, a história, as crenças e os valores de uma comunidade, enquanto estiver hospedado em casa de um habitante local, como se de um membro da família se tratasse, recuperando-se deste modo relações fragilizadas pelas novas tecnologias de informação e de comunicação.

Atualmente verifica-se um grande interesse no setor do agroturismo, na contribuição para a criação de emprego e de novas oportunidades de crescimento económico. Uma das principais alterações no comportamento do consumidor no contexto da pandemia assentou na crescente preferência e popularidade pelo turismo rural, ecoturismo, e outras atividades relacionadas (Beridze et al., 2020; Higgins-Desbiolles, 2020).

A partir de uma amostra com representatividade tipológica não estatística, pretende-se conhecer o impacto do agroturismo no desenvolvimento socioeconómico na região do Alentejo. Deste modo, trata-se de aprofundar este tema através de uma pesquisa metodológica cujo eixo central desta investigação, consiste em estabelecer a relação entre agroturismo e inovação social, tendo como premissa básica: o Agroturismo tem efeito positivo e direto no desenvolvimento sustentável. A investigação recente aponta como caminho, sobretudo no pós-pandemia, para a necessidade do turismo se desenvolver de modo sustentável (Amin et al., 2021; Butcher, 2021; Sharpley, 2021).

Este estudo consiste na análise dos fatores que contribuem para o desempenho dos processos socioeconómicos e da dinamização de uma cultura empreendedora nas zonas rurais. Com a finalidade de testar o modelo teórico, realizou-se uma análise qualitativa, mediante o estudo de casos, conforme as fases estabelecidas por Yin (1994). A eleição dos casos resultou de uma amostra lógica e teórica, não estatística.

A formação da amostra foi um processo progressivo. As empresas foram identificadas através da base de dados SABI, que contém informação empresarial das organizações portuguesas e espanholas. As unidades objeto de análise, são empresas familiares que não superam os 10 trabalhadores. Serão entrevistados entre quatro a dez responsáveis das organizações e com as evidências adquiridas no trabalho de campo serão: transcritos os dados mais relevantes dos entrevistados das empresas analisadas em relação ao desenvolvimento social e económico; e validadas as premissas. As premissas apresentadas nesta investigação estão desenvolvidas na proposta de um modelo que valide a relação entre as práticas de agro-turismo e o desenvolvimento sustentável, baseada na colaboração existente entre as PMEs.

O resultado deste estudo pretende apresentar soluções para a economia social e ambiental. Consequentemente, permitirá compreender os fatores que contribuem para o desenvolvimento de uma cultura empreendedora nas zonas rurais e, para a evolução do mercado turístico na região do Alentejo.

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## Promoción del Turismo Sostenible en Salinas para el Empoderamiento de la Comunidad

**Janeth Stefania JÁCOME-ARBOLEDA | Miguel Puig | Ginessa Martinez**

Universidad Católica San Antonio de Murcia UCAM, Spain, jsjcome@alu.ucam.edu

En el presente artículo se muestran los resultados del análisis de los aportes derivados de la promoción del turismo sostenible en Salinas para el empoderamiento de la comunidad, en este sentido es importante entender que en la actualidad el enfoque principal del empoderamiento versa en promover el desarrollo comunitario, siendo su evolución parte fundamental de las propuestas para el desarrollo sostenible (ODS, 2015). Contextualizando lo expuesto dentro de la sostenibilidad turística, se postula que todas las actividades que se generan en una determinada zona, deben ser establecidas desde la concepción que tienen los individuos sobre la conservación y preservación de los recursos, así como del aprovechamiento de estos para potenciar la sostenibilidad del territorio y sus pobladores (Carabalí, 2021). Al implementar la promoción del turismo sostenible para el empoderamiento comunitario, se debe tener en cuenta que principalmente se propende una función social que debe generar cambios positivos, por medio de la gestión de actividades de interés común e incentivando la participación protagónica de los habitantes en la búsqueda de beneficios colectivos y mejora de su calidad de vida (Abarca & Araoz, 2019). En este particular, la parroquia objeto de estudio ha venido promoviendo la economía solidaria, a través de la generación de actividades turísticas y emprendimientos que incentiven la creación de fuentes de empleo en beneficio de los salineros, reconociendo las bondades turísticas que posee su territorio, en términos de biodiversidad de sus atractivos naturales y culturales, es importante reconocer el aprovechamiento positivo que le han dado a cada uno de los recursos que existen en la parroquia. Lo anterior se afianza en los principios de la Nueva Era del Turismo (NET), en la que predomina la motivación por participar de experiencias recreativas vinculadas al medio ambiente con una carga emocional arraigada, así como en la calidad del servicio, que constituyen un factor determinante en la valoración que se le asigna a los productos turísticos (Carrandi & Hernández, 2022).

Para el desarrollo de la investigación se asumió una metodología enmarcada en el paradigma positivista con un enfoque cuantitativo, lo que se operacionalizó a través de estudio tipo de campo, de carácter descriptivo, con un diseño no experimental transeccional (Hernández & Mendoza, 2018), ya que se recolectaron los datos directamente de 30 emprendedores de la parroquia de Salinas, que cumplieran con los siguientes criterios de inclusión: contar con el registro formal de su emprendimiento durante el segundo trimestre del 2024 y que el mismo pertenezca al área de turismo, una vez identificados se les aplicó una encuesta, utilizando como principal instrumento un cuestionario compuesto por diez preguntas con escala de estimación de cinco opciones de respuesta (tipo Likert), mismo que fue sometido a validez de contenido (juicio de expertos) y la prueba de confiabilidad de consistencia interna alfa de Cronbach, arrojando un coeficiente alto de confiabilidad (0,83), luego se procedió a realizar un análisis estadístico con el apoyo del programa SPSS V.25. Los resultados demuestran que el 70% de los emprendedores vinculados a las actividades turísticas manifiestan que su impacto en la comunidad Salinas es positivo debido a que promueve el empoderamiento de la comunidad, ya que su estilo de vida en términos de salud ha mejorado desde que inició su emprendimiento en la comunidad; también se encontró que el 50% considera que se incrementó su seguridad personal a raíz de su negocio, aunque un 33% se mantiene neutral ante la afirmación; de igual manera expone un 64% que sus empresas impactan asertivamente al reconocer la importancia del desarrollo de actividades recreativas para su personal y los pobladores; consecutivamente se identificó que el 80% converge al indicar que sus emprendimientos mejoran la paz en la comunidad. En consecuencia, de los resultados expuestos se evidencia que el aporte de la promoción del turismo sostenible en el empoderamiento de la comunidad es positivo, ya que los emprendimientos en territorio han permitido el aprovechamiento de los recursos por parte de los emprendedores de la comunidad, fomentando de esta manera la conciencia ambiental y los beneficios económicos. Lo que permitió concluir que, mediante la correcta promoción turística con enfoque sostenible se puede transformar a la parroquia Salinas en un atractivo turístico potencial, el empoderamiento de la comunidad permite generar emprendimientos, nuevas fuentes de trabajo y oportunidades de negocios, permitiendo alcanzar mejores condiciones de vida en beneficio de la colectividad y fomentando un turismo sostenible en la parroquia, la provincia y el país.

**Keywords:** Promoción, Desarrollo sostenible, Empoderamiento, Turismo sostenible, Salinas.

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## Digital Transformation in the Jordan Hospitality Sector: an Self-Assessment Framework (I)

**Amor JIMÉNEZ-JIMÉNEZ | Ana Gessa | Rasha Nemer**

Universidad de Huelva, Espanha, amor.jimenez@decd.uhu.es

The evaluation of digital transformation (DT) in the hotel industry is crucial due to its significant impact on operational efficiency, customer satisfaction, and sustainable competitive positioning. As hotels adapt to the rapidly evolving digital landscape, comprehensive adoption of digital technologies (artificial intelligence, internet of things, data analytic, ...) becomes imperative, affecting reservation systems, guest services, marketing strategies, and data management, among others. This global shift towards digitalization is driven by consumer expectations for seamless and personalized experiences. Evaluating DT allows hotels to benchmark their progress against industry standards and competitors, identify best practices, and address areas of lagging performance.

In Jordan, evaluating DT in the hospitality sector is critical given the substantial impact of tourism on the national economy, which contributes 13.6% to GDP in 2023 (Jordan Tourism Board, n.d.). Strategic digital initiatives in hotels can boost service quality, operational efficiency, and customer engagement, positioning Jordan as a top travel destination. This evaluation helps uncover sector-specific challenges and opportunities, guiding best practices and offering tailored strategic recommendations. Such insights are crucial for aligning with jordanian digital vision, informing government policies, and attracting investments, ultimately enhancing the competitiveness and sustainability of the tourism industry.

To propose a framework for evaluating digital transformation in jordanian hotels by defining the relevant dimensions and managing to determine the level of digital maturity of this sector.

This paper employs a rigorous qualitative methodology, beginning with a comprehensive scoping literature review to theoretically construct a framework for evaluating DT in hotels. Through an in-depth analysis of recent academic and institutional contributions, coupled with targeted interviews, a robust assessment framework for hotels has been developed. Academic research and institutional proposals have been instrumental in advancing the understanding and implementation of DT across various sectors, demonstrating their critical influence in shaping the future of digitalization within the hospitality industry (Kalender and Žilka, 2024).

Semi-structured interviews conducted with department managers, chain managers, and general managers across five-star hotels in Jordan underscored the vital role of digitalization. These stakeholders identified essential dimensions (people, technology, process, customer and, strategy and investment), emphasizing that without their adoption, implementing DT would be unattainable.

An assessment framework for evaluating the maturity level of digital transformation tailored to the hotel sector. Inspired by Agostino and Constantini (2022), the framework includes five main dimensions, each with a specific weight. Following their methodology, sub-dimensions within these dimensions are also weighted.

This framework aids in establishing a clear digital roadmap, guiding hotels in their strategic planning and implementation of digital initiatives. By adopting this structured approach, hotels can effectively assess their current digital capabilities and identify areas for improvement, ensuring a systematic progression towards enhanced digital maturity.

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## A Pandemia na Região Alentejo: Efeito nos Resultados Financeiros das Unidades Hoteleiras em Espaço Rural

José Gonçalo LANÇA | Sandra Bailoa | Luís Domingues

Instituto Politécnico de Beja, Portugal, goncalo.lanca@lanca.pt

A pandemia COVID-19 teve um impacto sem precedentes no setor do turismo, verificando-se uma mudança significativa nas preferências dos turistas, direcionando-os para destinos mais isolados e rurais. Embora se tenham identificado fortes quebras no setor do turismo, tanto a nível mundial como nacional, a mesma tendência não se verificou no que respeita ao turismo rural, o qual conseguiu reforçar o seu posicionamento durante a pandemia. Esta tendência justifica-se, nomeadamente, pelas mudanças no comportamento dos consumidores, que procuraram espaços mais isolados, como as áreas rurais (Beridze et al., 2020; Jeon & Yang, 2021). Alguma literatura recente analisa os impactos da pandemia no turismo rural apontando essa tendência crescente de preferência (Beridze et al., 2020; Jeon & Yang, 2021; Marques et al., 2022) bem como a necessidade do desenvolvimento sustentável do turismo no período pós-pandemia (Butcher, 2021; Sharpley, 2021).

Tendo em consideração esta mudança de paradigma, o presente estudo procurou avaliar o impacto da pandemia em unidades hoteleiras de turismo rural concretamente na região do Alentejo, avaliando de que forma os seus resultados financeiros foram impactados pela Pandemia. A avaliação do impacto da pandemia COVID-19 no turismo rural do Alentejo, foi realizada em duas vertentes. Por um lado, auscultou-se os gestores das unidades hoteleiras em estudo e, por outro, foram comparados os resultados financeiros antes e durante a pandemia, dessas mesmas unidades hoteleiras rurais.

Utilizando uma abordagem quantitativa e hipotético-dedutiva, foram analisados os resultados financeiros e as perceções dos gestores de empreendimentos turísticos no Alentejo. Para o efeito, uma amostra de 20 unidades hoteleiras de 20 concelhos diferentes do Alentejo participou através de um questionário aplicado a gerentes e sócio-gerentes. Adicionalmente, os dados financeiros das unidades hoteleiras no período de 2019 a 2021 foram recolhidos em bases de dados específicas ([www.einforma.pt](http://www.einforma.pt)). A estatística descritiva, a correlação de Spearman e testes não paramétricos, especificamente os testes U-Mann-Whitney e Wilcoxon, foram utilizados para a análise dos dados recolhidos.

Os resultados revelaram um aumento significativo na procura por alojamento na região, impulsionado pela preferência por destinos rurais e pela perceção de maior segurança sanitária. A rápida adaptação das unidades hoteleiras às medidas de segurança mostrou-se crucial para obter resultados financeiros favoráveis.

A análise revelou, entre os gestores, a perceção de um aumento da concorrência local devido à procura por um turismo mais seguro, com menor aglomeração de pessoas, influenciado por estratégias de marketing digital e promoções intensas eficientes. Os gestores das unidades hoteleiras concordaram unanimemente que a pandemia exigiu reajustes no quadro de pessoal, e reconheceram ainda que as medidas de segurança implementadas durante a pandemia criaram expectativas positivas para o desenvolvimento sustentável do turismo na região.

Este estudo oferece insights valiosos sobre a resiliência do setor hoteleiro rural no Alentejo durante a pandemia, oferecendo orientações úteis para os gestores hoteleiros e decisores políticos sobre estratégias para promover uma recuperação sustentável para o período pós-pandemia e implicações práticas significativas para futuras crises, destacando-se a necessidade de flexibilidade, foco na segurança dos hóspedes e diversificação das ofertas. No entanto, a eficácia das estratégias para minimizar perdas durante a pandemia requer mais estudos.

**Palavras-chave** – Alentejo, Pandemia Covid-19, Resultados Financeiros, Turismo rural, Unidades hoteleiras

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## Spectator-To-Spectator Value CO-Destruction in Sport Tourism Events: Avoiding a Less Memorable and Recommended Experience

Rute MARTINS | Patrícia Monteiro | Ana Cláudia Campos | Erosee Sthapit | Margarida Mascarenhas

Universidade do Algarve, Portugal, rimartins@ualg.pt

The co-creation of positive and memorable tourism experiences enhances tourists' satisfaction, loyalty and recommendation of the experience to others (Carvalho & Alves, 2023; Chen et al., 2024; Hosany et al., 2022). Tourists' active role in the creation of their own experience is associated with the way it is subjectively lived. On-site co-creation of tourism experiences develops through psychological processes and events that arise from carrying out activities and interacting with people in the experience setting (Campos et al., 2016, 2018). However, interaction processes between participants are not always perceived as positive, co-destroying experience value (Kim et al., 2020; Shtapti et al., 2023). A memorable surf tourism experience triggers strong emotions that deeply impact long-term memory, and consequently instils in surf tourists the desire to revisit/recommend the destination (Jeong, 2023). During on-site consumption of sport events, co-destruction is the result of interactive and collaborative activities of groups of spectators including the expectations of the individual spectator (Kim et al., 2020; Stieler et al., 2014). Thus, the existence of dysfunctional behaviours during spectators' interaction promotes the destruction of the emotional value of the experience, which decreases the intention to recommend the sport event (Kim et al., 2020). In addition to the direct tourists' interaction, there is also indirect interaction, meaning that the mere presence of other tourists can affect the perceived value of the experience (Han et al., 2021).

This study adapted the model by Campos et al. (2017) to study the relationship between the co-destruction of the on-site experience of passive sport tourists, memorability and behavioural intentions. The model proposed by Campos et al. (2017) conceptualized the influence of the co-creation of the on-site tourist experience on memorability, based on the premise that tourists' attention and involvement mediate this relationship. Mascarenhas et al. (2024) tested and validated this model in the context of active and passive cycling event tourists and suggested the integration of the concept of co-destruction for a deeper understanding of value creation in sport tourism event experiences. Therefore, the aim of this study was to examine the influence of experience value co-destruction on sport event spectators' future behavioural intentions, considering the mediating effect of attention, involvement and memorability. During the Tudor Nazaré Tow Surfing Challenge 2024 event, 266 questionnaires were applied to spectators over 18 years old, randomly selected from the public. Seminar statistical analysis package using R software performed the Partial Least Squares - Structural Equation Modelling (PLS-SEM).

The results of this study support the effect of negative interactions between spectators on their lower attention and involvement, as well as their lower memorability and behavioural intentions. Compared to attention, involvement has a stronger influence on memorability and behavioural intentions. Therefore, it is crucial to minimize negative interactions, and ideally, reverse them in order to facilitate the co-creation of the experience. The greater influence of spectator involvement on the memorability of the experience, compared to attention, suggests the prioritization of interest/pleasure and symbolic value allocated by the tourist in the design of strategies to maximize co-creation and minimize co-destruction. Furthermore, the sport subculture and the liminality generated by the event must be leveraged in the involvement of tourists in creating the event's atmosphere. This study highlights the importance of co-destruction in on-site tourism experience value formation, and more specifically, spectators' sport tourism event experience. The little research dedicated to the formation of the value of the experience consumed on-site, and especially in conjunction with co-destruction, highlights the importance of the contribution of this study to the deepening of scientific knowledge on this topic. This contribution is even greater due to the instrumental value of this study's results for the management of sport tourism in destinations, examining the antecedents of spectators' intentions to recommend and repeat the experience of sport tourism events.

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## The Economic Nutrition Label in Customer Experience and Personalization Strategies

Ana Isabel MARTINS | Alexandra Gonçalves | Manuel Serra | Dolores Santos

Universidade do Algarve, Portugal, aimartin@ualg.pt

The global economy is largely based on linear business models that promote consumerism and high-impact waste generation and accumulation, with little concern for sustainability. While recognizing that resources are scarce and limited and that this linear model is no longer viable, the tourism industry in general has not demonstrated a clear and decisive transition to a more circular tourism model (Manniche et al., 2020). Transitioning to a circular business model may require significant reorientation of product design, supply chains, value propositions, revenue streams and customer segments to change a production and consumption chain aligned with the traditional 'linear' business model. Boyer et al. (2020) report that the average customer almost always prefers a more "circular" product compared to products with identical attributes, and that customers are willing to pay more for products with low or moderate levels of circularity.

The Portuguese government has adopted a National Strategy for Sustainable Development, which includes targets for sustainable consumption and production (CNADS, 2022). In addition, several NGOs and interest groups in Portugal are working to promote sustainable practices and raise awareness of the economic, social and environmental impacts of consumption. Investment in research, creative ideas and innovation is therefore essential to improve knowledge of the potential of local products, such as their properties and nutritional potential, and to find new applications for these same resources, as in the case of the "TASA" project, which uses ancestral techniques to develop contemporary solutions, as a way of enhancing the traditional arts of the Algarve, while maintaining their usefulness and cultural matrix (PROACTIVETUR, 2023).

The concerns surrounding innovative, healthy and sustainable food, particularly with regard to standardizing production, controlling costs and maximizing revenue, are issues that challenge researchers and professionals in the food and drink sector. Serra et al. (2021) developed a regional food and wine pairing model. The resulting model, in its detailed and aggregated form, was communicated to tourism professionals and the general public, encouraging local consumption of regional products. By allowing tourists to try quality local products, innovation and the tourist experience are stimulated, contributing to a process of circular economy in tourism.

The Economic Nutrition Label (ENL), initially designed to promote sustainability in the local economy through the Mediterranean Diet, can be adapted to improve the customer experience and personalization strategies in restaurants. By transparently disclosing economic data such as labor, raw materials and sustainability metrics, ENL provides consumers with detailed information, thus promoting informed decision-making and greater engagement. This study explores how companies can leverage ENL to improve customer experiences by offering personalized information about sustainability and the economic impact of their choices. This transparency fosters trust, as consumers are increasingly attracted to brands and services that offer personalized, sustainable options in line with their values. In addition, ENL can function as a personalization tool, allowing customers to select products based on personal priorities, such as carbon footprint or local economic impact. Companies that adopt this model can further increase customer satisfaction by integrating economic knowledge into digital interfaces and personalized recommendations. By applying research techniques and indicators to evaluate comments on social networks, the aim is to get to know the feelings associated with the main elements of the Mediterranean Diet and thus point out future research paths based on the analysis of the results. Applying ENL principles to personalization strategies can empower consumers, differentiate companies in competitive markets and promote sustainability, thus creating a circular economy in which economic literacy and customer experience converge to form responsible consumption patterns.

**Keywords:** Economic Nutrition Label, customer experience, personalization strategies, sustainability, economic transparency

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## Predicting Bankruptcy in Tourist Accommodations: a Survival Analysis of Macroeconomics Indicators and Managerial Characteristics

David MENA-SILES | German Germar | Marisol B. Correia | Sandra Rebelo

Universidad de Málaga, Spain, davidmenita@uma.es

The field of survival analysis has undergone continuous development, increasing both the range of techniques and the quality of the statistical methods employed. The topic of business survival is of interest to researchers because of the negative consequences it has for both the economy and society. Insolvency prediction models are valued for their usefulness as early warning systems (Branch, 2022).

These analyses have mainly focused on the identification of financial ratios as predictors of business failure. Recently, research has been extended to include the analysis of external factors (Gemar, Soler & Guzman-Parra, 2019). Previous empirical evidence on bankruptcy in the tourism sector is scarce, so there is a wide range of research (Gu & Gay, 2000). There are several researches that have examined the survival of tourist accommodations in specific countries, such as Spain and Portugal, but few have addressed it jointly (Vivel-Búa, Lado-Sestayo, & Otero-González, 2019). The importance of the tourism sector provides a compelling reason to investigate the determinants of business survival in accommodation.

The objective of this work is to analyse the evolution of time to failure and survival probabilities over a given period. This research carries out a predictive analysis of the insolvency of tourist accommodation in the Iberian Peninsula. It aims to reveal macroeconomic indicators and management characteristics that allow us to predict episodes of bankruptcy.

The sample contains 2,013 tourist accommodation companies, 1,540 from Spain and 473 from Portugal, with an analysed time horizon of fifteen years, between 2008 and 2022. The main source of information used has been the ORBIS database. The methodology employed includes a survival analysis using the non-parametric Kaplan-Meier estimator, together with logistic regression featuring a complementary log-log link (Hosmer & Lemeshow, 1999). A comparative analysis of the median with the nonparametric Z-Mann Withney estimator is also performed.

The findings reveal that the survival of tourist accommodation depends on characteristics such as the gender of the manager, the number of senior executives and corporate group membership, and macroeconomic aspects such as gross domestic product (GDP) and the consumer price index (CPI). Female gender in management increases the probability of survival, while a higher number of managers and belonging to a business group decrease it. In macroeconomics terms, a higher GDP increases the probability of survival, while a higher CPI decreases it. Financial factors such as the cost of employees over revenues, the average payment period and the solvency ratio also influence on the survival of accommodations.

This research offers significant implications for corporate governance by serving as a strategic toll to improve the longevity of companies. The monitoring of these indicators provides an early warning system of vulnerabilities to prevent potential insolvency situations. Although focused on the Iberian Peninsula, this study is notable for the universal applicability of its finding to tourism accommodation in similar contexts.

Little research has examined the survival of tourist accommodations in the Iberian Peninsula, although they have been examined individually. This paper stands out for exploring a set of variables such as management characteristic and macroeconomic indicators that have so far not been sufficiently explored in the literature.

**Keywords:** accommodation survival; insolvency prediction, bankruptcy prevention; macroeconomic indicators; management characteristics.

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## Oferta Cultural e Sustentabilidade: Desafios e Oportunidades em Olhão

Vânia Mendonça | Ana Isabel Renda | Nélon Matos

Universidade do Algarve, Portugal, vmmendonca1@gmail.com

O crescimento da atividade turística, sem precedentes, nas últimas duas décadas provocou um impacto significativo a vários níveis, nomeadamente económico, social, cultural e ambiental. Verificou-se que o aumento da procura de experiências turísticas culturais acompanhou este crescimento generalizado do turismo. Tendo em consideração esta tendência a presente investigação estabeleceu como problemática a interpretação e estruturação da oferta cultural num destino turístico – Proposta de modelo de desenvolvimento e experiência turística cultural sustentáveis. Para tal, a nível metodológico, este trabalho de investigação evidencia a ligação tradicional de revisão do estado da arte e posteriormente o estudo empírico. Este estudo realiza-se em dois momentos de investigação. Num primeiro momento apresenta-se uma visão geral sobre a temática das experiências turísticas culturais sustentáveis na Europa com base numa revisão sistemática quantitativa de literatura. Os resultados obtidos indicam que o turismo cultural e as experiências culturais estão intimamente relacionados com a sustentabilidade, mas são necessárias mais investigações para demonstrar a sua relação efetiva nos destinos turísticos.

Num segundo momento da investigação explora-se o conhecimento sobre a relevância atribuída aos recursos culturais e à oferta cultural dos destinos turísticos para a criação de experiências turísticas culturais sustentáveis num destino turístico.

No estudo empírico contempla-se a perspetiva dos stakeholders e é discutida a sua participação no processo de planeamento e implementação do turismo, sendo identificadas estratégias considerando os principais desafios no turismo cultural sustentável. A recolha de dados realizou-se através de entrevistas aos stakeholders. Estes foram selecionados de forma a representar os vários setores (público privado associativo e residentes) de modo a constituir uma amostra representativa do concelho de Olhão. O conteúdo das entrevistas foi sujeito a uma análise categorial com recurso ao software Nvivo.

Verifica-se que, em ambos os estudos, o papel dos governos locais na implementação de práticas sustentáveis é reconhecido como muito importante juntamente com a comunicação com os stakeholders e com a comunidade.

Os resultados enfatizam ainda a forma como os stakeholders percecionam os seus recursos culturais e oferta cultural sendo que os conceitos de identidade cultural, autenticidade, preservação cultural, bem-estar, orgulho e empoderamento da comunidade emergem, principalmente através do património cultural imaterial. Observa-se também que os stakeholders consideram a população local como o seu recurso cultural mais significativo, estando desta forma, na origem de experiências culturais únicas que podem ser memoráveis e sustentáveis.

Este estudo revela um aspeto muito interessante que consiste na perceção de que a população e o seu património imaterial são o melhor recurso cultural do concelho. Os resultados obtidos permitiram propor um modelo de experiência turística sustentável, no qual os stakeholders são considerados também parte ativa no planeamento dos destinos turísticos.

Ao realizar esta investigação registaram-se algumas limitações, nomeadamente a amostra escolhida para o estudo não permite a generalizar os resultados e o estudo poderia também ter considerado também a perspetiva dos turistas. Para além de entrevistas podiam ser aplicados outros métodos de investigação como o focus group o que certamente iria enriquecer os resultados. Em estudos futuros recomenda-se aplicar esta metodologia noutros destinos na região do Algarve, para uma melhor compreensão dos fatores que afetam a sustentabilidade do turismo e a participação dos stakeholders. É crucial realizar mais pesquisas para compreender como pode ser feita a colaboração dos stakeholders no planeamento turístico, identificar barreiras e encontrar soluções. Sugere-se a criação de um plano de desenvolvimento com a participação ativa da população local e ter em consideração as suas expectativas sobre o desenvolvimento do turismo.

**Palavras-chave:** Experiência turística, experiência turística cultural, sustentabilidade, stakeholders.

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## Crafting Culinary Memories: Key Ingredients of Unforgettable Tourist Food Experiences in Cooking Classes. the Case of Vietnamese Food

**Anh Hong NGUYEN | Filipa Perdigão Ribeiro | Nélson Matos**

Universidade do Algarve, Portugal, nghonganh2998@gmail.com

In recent years, scholars have studied Memorable Food Experiences (MFEs). However, this type of experience has not received much attention in the context of cooking class activities. Considering this gap in the literature and tackling this research problem, this study attempts to tease out and understand the main elements of the MFEs within the context of cooking classes, focusing on Vietnam as a tourism location. A qualitative method was applied to User-Generated Content (UGC) data retrieved from 754 customer reviews on TripAdvisor between April 2022 and March 2024. The data analysis process was carried out iteratively using NVivo, a qualitative data analysis software.

The results highlight customer reviews focused on eight main themes, which were ranked according to the number of occurrences per theme: (1) authenticity, (2) food dimensions, (3) guide/chef contribution, (4) hospitality, (5) knowledge dimensions, (6) space and settings, (7) sense of community and, subsequently, (8) future behavior. Out of the eight dimensions, the guides/chef's contribution was frequently mentioned in the reviews, underscoring their critical role in enhancing visitors' MFEs during cooking classes. This research also offers several managerial guidelines for businesses and organizations to conduct well-coordinated cooking classes, particularly in Vietnam.

**Keywords:** Memorable experience, Memorable food experience, Food/Gastronomy tourism, Cooking class, Vietnam

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## Estratégias de Contratação e Retenção De Trabalhadores no Sector da Manutenção dos Campos de Golfe no Algarve

**Joel Fábio Lopes NUNES | Joaquim Contreiras | Francisco Pinto**

Universidade do Algarve, Portugal, joelnunesgk@gmail.com

This project examines the key challenges in hiring and retaining maintenance staff in Algarve's golf courses, a sector that generated €500 million in gross value added in 2018, underscoring its significance to the region's tourism economy.

Recruiting qualified personnel in the tourism industry is inherently challenging, particularly in roles characterized by high demands and insufficiently competitive wages. This issue is acutely observed in Algarve's golf courses, where dissatisfaction with working conditions contributes to high staff turnover rates (Ashton, 2015). Establishing a motivating work environment that offers clear career progression opportunities is essential for retaining employees, particularly in a region where the labour market is constrained, and replacement costs are substantial.

The study aims to investigate the primary challenges in human resource management within Algarve's golf courses, focusing on the hiring and retention of qualified maintenance staff. It also examines the role of hotel chains and investment group administrations in addressing the persistent turnover rates driven by dissatisfaction with wages and the lack of career advancement opportunities. Addressing these challenges requires strategic responses that extend beyond conventional personnel management practices. Tools such as the Balanced Scorecard (BSC) emerge as effective mechanisms for aligning human resource management with long-term organizational goals (Pinto, 2007).

Employing a quantitative methodology, the study collected data from 318 surveys conducted with maintenance staff across 78.8% of Algarve golf courses. The findings reveal widespread dissatisfaction with salaries and limited opportunities for career progression, leading to demotivation and elevated turnover rates. Additional challenges include an ageing workforce and the need for a better work-life balance.

This project is a pioneering effort in the Algarve tourism sector, identifying turnover and hiring difficulties in golf course maintenance as multifactorial issues. These challenges, driven by dissatisfaction with working conditions and inadequate work-life balance (Huang, Lawler & Lei, 2007), have adverse impacts on operational efficiency and financial performance. The replacement of employees incurs significant costs and results in productivity losses. Research highlights that job satisfaction and organizational commitment are pivotal to employee retention (Robbins & Judge, 2024). A positive work environment that provides competitive remuneration and opportunities for both personal and professional development can substantially enhance employee satisfaction, thereby reducing turnover rates. To address these issues, the project proposes the implementation of a Balanced Scorecard as a strategic tool, enabling an integrated and holistic approach to human resource management. This framework translates organizational vision and strategy into actionable operational objectives across four interrelated perspectives: Learning and Growth, Internal Processes, Customers, and Financial. The formulation and implementation of effective management strategies, informed by the data and analyses conducted, are critical to enhancing employee satisfaction, efficiency, and retention. Recommended initiatives include introducing more competitive salary policies, offering continuous training and development opportunities, and fostering a positive and supportive work environment. Moreover, the collaboration between senior management and operational and support teams is crucial for the success of these strategies. Close coordination between maintenance supervisors and human resource departments ensures that policies and practices align with the organization's overarching strategic objectives. In conclusion, the project demonstrates that employee satisfaction and retention in the golf course maintenance sector in the Algarve are influenced by multiple factors, with remuneration and relationships with supervisors identified as the most critical.

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## A Female Traveler'S Perspective on A World Heritagesite: the Cognitive and Affective Image

Jaime ORTS-CARDADOR | Carol Alba Carol-Angélica | Jesús Claudio Pérez-Gálvez |  
Gema Gómez-Casero

University of Cordoba, Spain, d42orcaj@uco.es

Heritage tourism has experienced exponential growth. This increase is related to the increase in the number of sites recognized as World Heritage Sites (WHS) (Calle-Lamelas et al., 2023). Today's tourists are generally more educated and have access to a wide range of information due to new technologies (Salleh and Bushroa, 2022). These changes have significantly influenced the growth of heritage tourism. Although some research has examined social demographic characteristics in relation to heritage tourism (Lam et al., 2022), little is known about the relationship between the gender of tourists (men vs. women) and the perception of the women's views regarding cognitive and affective image.

Given the surge in the analysis of heritage tourism due to its economic and cultural value, it is valuable to investigate its characteristics in order to recommend strategies for destination marketing organizations (DMOs) and policy makers. Management strategies need to be formulated to enhance destination branding and competitiveness. This research aims to enrich the scientific literature on affective and cognitive images of World Heritage Sites (WHS), using tourists' gender as a discriminant variable. Therefore, the main objective of this conference is analysing the women's views regarding cognitive and affective image.

The research uses a structured questionnaire distributed to a representative sample of tourists who visited Córdoba between December 2022 and May 2023. Among the methods available for data collection, personal interviews were conducted using a closed structured questionnaire. This method is considered the most appropriate for the collection of primary data, since personal interviews allow a versatile and productive communication, which is crucial for the achievement of the objectives of this study (MartínMartín et al., 2023). To ensure the content validity of the questionnaire, the questions were based on various previous studies (Almeida-García et al., 2020). Analyzing the responses of 712 tourists, in the first place, 62.1% were women and the remaining 37.9% were men, with no significant differences in data collection over the different months of the results. In the second place, the results show that women value aspects related to culture, infrastructure and entertainment. Finally, the results shows that are significative differences in aspects related to culture, infrastructure and entertainment (cognitive image) and all aspects in the affective image.

Heritage tourism has experienced an exponential growth in recent years due to the increase in the number of sites registered as WHS and the social changes associated with higher educational and cultural levels. The analysis of this type of tourism shows a lack of research from the perspective of the gender of tourists. This research contributes to the existing academic literature on the perceptions of tourists in relation to a WHS destination, taking as a reference the women's view of the cognitive and affective image. In this context, the present research aimed to determine the perceptions of tourists on the image of Córdoba (Spain) from the perspective of different genders and their experiences. Córdoba's rich cultural potential, underlined by its four UNESCO designations, makes it an ideal destination for conducting studies aimed at uncovering key insights to improve tourism promotion and improvement strategies. The differentiation strategies in the tourist offer go through an exhaustive description of the tourists who visit it, which implies not only a descriptive analysis of the socio-demographic variables, but also their perceptions in relation to the tourist components and tourist experiences in the destination. These perceptions are valuable for destination marketing organizations and policy makers, as they suggest strategies to differentiate offers between women and men. Our results would contribute to improving the competitiveness of a World Heritage Site such as Córdoba.

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## Análisis de la Oferta de Viviendas Turísticas en las Principales Ciudades de la Provincia de Valencia (España): Impacto territorial, sobreturismo

**David de la OSADA-SAURÍ | Maria Dolores Pitarch-Garrido | Félix Fajardo | José Javier Serrano**

University of Valencia, Spain, david.osada@uv.es

La irrupción de los negocios de plataformas online ha consolidado una nueva forma de viajar, en paralelo a modelos más tradicionales, que ha supuesto la llegada de nuevos actores al panorama turístico, en particular a la hostelería. La irrupción de los pisos de alquiler vacacional a través de plataformas de internet (completos o por habitaciones) en todas las ciudades del mundo ha ampliado considerablemente la oferta de alojamiento, generando flujos de visitantes cada vez mayores que, en ocasiones, han crecido más rápido que la reacción de las autoridades locales (Bugalsky, 2020; Gutiérrez et al., 2017). Estas han venido a dar respuesta cuando ya los problemas de saturación de determinados espacios de la ciudad han sido muy evidentes, con todo lo que ello ha supuesto de reacción por parte de la población y las empresas locales (Von Briel, 2021).

En las ciudades de la provincia de Valencia, como en el resto de España, este fenómeno ha experimentado un crecimiento espectacular durante el segundo decenio del presente siglo. A partir de un análisis detallado de la oferta turística en estas ciudades se detecta una concentración en aquellos espacios con cierto atractivo turístico (Gil, 2020). En la presente investigación se realiza una aproximación a la relación existente entre el proceso de turistificación, medido a través de la oferta presente de las viviendas turísticas (VT) en las 5 ciudades valencianas donde presentan mayor oferta, entre las que se encuentra la propia capital, València y cuatro municipios litorales: Gandía, Cullera, Sagunto y Oliva. Entre estas ciudades se contabilizan más de 10.000 VT y un incremento superior al 20% en el último lustro. Se analizan, a partir de datos geolocalizados (a nivel de sección censal), el aumento del peso del turismo en algunos barrios, así como otros fenómenos, por ejemplo, el aumento del precio del alquiler, el impacto de los proyectos urbanísticos y de protección del patrimonio, etc.

El principal objetivo de esta comunicación es localizar la ubicación de los espacios turistificados mediante la concentración del alojamiento turístico, hotelero y de VT, relacionándolo con los atractivos de la ciudad (BIC, espacios naturales y museos) y analizando la transformación demográfica de las ciudades en comparación con el resto de sus ciudades. Por lo que se descompone en cuatro objetivos del presente trabajo son: (i) Conocer cuál es la estructura espacial de la oferta de alojamientos turísticos en las principales ciudades valencianas, tanto hoteleros como de VT; (ii) Relacionar dicha estructura con la localización de los principales atractivos turísticos; (iii) Relacionar todo lo anterior para detectar los espacios o barrios más afectados por la llegada de visitantes, con el fin de indicar las zonas que necesitan una mayor atención por parte de los tomadores de decisiones; (iv) Introducir el tema de la posible gentrificación de algunos espacios a partir de la evolución de diversas tasas demográficas. Para tratar de alcanzar los objetivos antes mencionados, se ha utilizado una metodología que se puede resumir en dos bloques. El primero de ellos ha consistido en una revisión bibliográfica que abarca temas como el fenómeno de las plataformas web de alojamientos turísticos, el sobreturismo como un fenómeno global y la gentrificación como consecuencia de ello (Cócola, y López Gay, 2020). Se han recopilado los datos estadísticos de tipo socioeconómico, diversas tasas demográficas procedentes del INE, y de localización de los alojamientos, museos y BIC (web GVA de cultura) para realizar un diagnóstico de la situación en estas ciudades, y poder ver su relación geográfica. Como herramienta para la realización de cartografía con la información obtenida y trabajada, se ha utilizado el software ArcGIS 10.8, de Esri.

Como conclusión, cabe recordar que el número de pisos de alquiler de corta duración ha crecido exponencialmente en la última década. No se puede negar que el crecimiento del turismo ha sido la principal causa del aumento de la demanda de este tipo de alojamiento. Se ha dado la confluencia de diferentes procesos que han llevado al aumento extraordinario de la oferta extrahotelera, con consecuencias no esperadas, sobre todo a nivel local derivando en la gentrificación (Cócola, y López Gay, 2020).

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## Fun and Quality in Service Workplace: the Role of Emotional Labor

**João PROENÇA | Teresa Proença**

University of Porto, Portugal, [jproenca@fep.up.pt](mailto:jproenca@fep.up.pt)

Literature about fun in the workplace as a phenomenon embedded in the service experience is scarce and its relationship with service quality has not yet been established. There is a lack of a comprehensive model explaining the process of fun at the service workplace, and analyzing the influence of emotional labor strategy, namely deep acting strategies in service quality (Bowen, et al., 2020; Liu et al., 2019; Hochschild, 1983).

This research deal with two distinct types of fun in the workplace: Organic Fun (OF) and Managed Fun (MF) (Michel et al., 2019). The former refers to a more spontaneous and natural fun, common in interactions between members and involves humorous rituals, such as telling jokes and creating nicknames for each other (Plester et al., 2015). By contrast, MF has a strategic nature and is consciously planned by management, such as corporate dinners and team building events (Michel et al., 2019). Engagement in these two kinds of events seems to act differently on the emotions of service employees. Since OF occurs naturally and autonomously among co-workers, individuals attach greater value to it due to the independence and spontaneity provided. On the contrary, MF may tend to have greater resistance to participation, since events are planned and formal, and may be considered as faked or inauthentic (Michel et al., 2019), because its enforcement nullifies the elements of surprise and spontaneity (Plester et al., 2015). Thus, if the organization invests in a culture that promotes free and open interaction among co-workers, that is, an OF culture, it can create a positive predisposition for MF events.

Recent research treated service quality as a multidimensional concept where frontline workers interaction with clients during the service encounter gained relevance on the service quality models (Gallarza et al., 2017; Zeithaml et al., 2020). When frontline employees' experience displays more positive emotions, the clients in turn perceive the service encounter more favorably and experiment a higher service quality (Bowen et al., 2020; Hogreve et al., 2017 and 2022) through emotional contagion and emotional labor.

Thus, adopting deep acting strategies allow the encouragement and endowment of collaborators with tools that enable them to adjust their emotions whilst in contact with clients (Groth et al., 2009) in order to reach their expectations and improve the customer service quality (Wang, 2020).

In sum, our research analyzes the relationship between the two dimensions of fun (organic and managed fun) and service quality and whether deep acting, as an emotional regulation strategy, mediates this relationship. We collect data from 243 frontline service employees and we analyzed them through Structural Equation Model (SEM) using SPSS AMOS. Our findings show that the higher the collaborator's engagement in organic and managed fun events, the higher their ability to regulate emotions in a way that displays them authentically. However, the impact of OF in service quality is substantially greater when compared to MF, which indicates that fun should be an integral part of the service workday rather than being exclusively restricted to a strategically planned event. Our research shows that if fun occurs naturally and autonomously between co-workers at the frontline service, individuals attach a higher value to it, compared to MF, due to the independence and spontaneity provided. Thus, our paper contributes to the literature showing that fun in the service workplace helps to fight the challenges required from the collaborators through an appropriate showcase of emotions to their clients during service encounters, which in turn will affect the service quality. Furthermore, evidence show that younger people engage more in fun events in the workplace, compared to older age group.

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## Monitur Decision Support System

**Ana Rita Manjua RIJO | João Albino Silva | Rui Nunes | Luís Nobre  
Pereira | Jorge Andraz**

Universidade do Algarve, Portugal, arrijo@ualg.pt

One of the many goals of the Monitur project was to provide a Decision Support System platform (DSS) to present information of the tourism sustainability of the Algarve region, as well as to feed the Algarve Sustainable Tourism Observatory (STO). The central purpose of the DSS is to collect, store, process and disseminate information on the development of sustainable tourism in the Algarve region.

There are a set of objectives achieved with the creation of the DSS, such as the development of a tool that allows the creation of different kinds of inquiries to be applied on residents or tourists. In addition to the manual import of information, another goal is for the platform to become self-sustainable with the creation of Application Programmable Interfaces (API) to collect the needed data from distinct data sources and provide Key Performance Indicators (KPI) and statistics for decision making and analysis. Other goals achieved with the development of the DSS platform like the development of a Business Intelligent engine to create different and complex indicators using distinct formulas.

The information comes from both primary sources, namely the questionnaires carried out on representative samples of tourists, residents and businesses as part of the MONITUR project, as well as secondary sources, such as the National Statistics Institute (INE), Turismo de Portugal (TdP), among others.

All of these results are presented in a computerized infrastructure with dashboards and hierarchy levels accesses to inform decision-makers so that they can design measures for a more sustainable tourism development in the Algarve region, considering all data collected and information provided by the platform.

**Keywords:** Monitur, Decision Support System, Business Intelligent Engine, API, KPI.

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## Turismo Cultural Acessível: Acessibilidade Percebida e Acessibilidade Concebida nas Rotas Pedonais dos Centros Históricos de Portimão e de Loulé

Ana RODRIGUES | Manuela Rosa | Efigénio Rebelo

Universidade do Algarve, a51489@ualg.pt

A acessibilidade pode melhorar positivamente os atributos dos serviços e produtos turísticos, incluindo os produtos culturais. Os destinos acessíveis podem melhorar a qualidade de vida dos residentes, através da sustentabilidade e inclusão social. A equidade e a igualdade social estão associadas à igualdade de oportunidades no acesso a bens, a serviços e a informação. As carências nos acessos físicos a bens e serviços (Benjamin, Bottone, & Lee, 2021) são percebidas pelos consumidores dos espaços culturais. A sustentabilidade constitui numa das novas abordagens da gestão urbana (Gomis, Parra, Hoffman, & McNulty, 2011), na sua dimensão social e no direito ao acesso à cidade. Através das dimensões da sustentabilidade e dos Objetivos de Desenvolvimento Sustentável (ODS), o turismo agrega benefícios sociais, económicos, ambientais e ecológicos. Na questão da acessibilidade urbana em destinos turísticos, destaca-se o Objetivo 11, que promove as cidades e comunidades inclusivas, seguras, resilientes e sustentáveis, através dos transportes e espaços públicos, do património cultural e natural, tendo-se especial atenção às necessidades das pessoas em situação de vulnerabilidade, particularmente mulheres, crianças, pessoas com deficiência e pessoas idosas. As pessoas têm perceções do ambiente que podem diferir do ambiente físico real (Pot, Wee, & Tillema, 2021). Esta acessibilidade percebida consiste na forma como os indivíduos avaliam a acessibilidade de um espaço, produto, serviço ou informação. Já a acessibilidade objetiva é um conceito que envolve instrumentos de construção e de avaliação da acessibilidade, tal como previsto nas leis e normas em vigor (Bennett, Ackerman, Fan, Bigham, Carrington, & Fox, 2021). Estes conceitos são importantes no contexto do planeamento urbano, no design dos produtos e na tecnologia. O primeiro estudo sobre o turismo acessível foi elaborado por Smith (1987), trabalho que analisou os impactos das barreiras físicas de um destino, quanto à satisfação dos consumidores com deficiência, bem como a determinação das suas perceções. Este estudo envolveu a questão da acessibilidade percebida bem como a acessibilidade calculada.

O objetivo desta investigação consiste em verificar quais são os aspetos que estão presentes na acessibilidade percebida dos consumidores de dois produtos culturais existentes no destino Algarve: Rota Turística Acessível de Portimão e nos Itinerários “Comércio” e “Património” de Loulé. A avaliação dos níveis de acessibilidade a serviços e produtos é essencial, devendo ser desenvolvida pelos consumidores turísticos. Através da sua análise é possível constatar quais os impactos das características físicas dos espaços urbanos (Lanza, Pucci, & Carboni, 2023).

Para o atual estudo aplicou-se uma metodologia mista, com dados qualitativos e quantitativos. Recorreu-se a uma revisão de literatura. Já os dados quantitativos foram obtidos através de inquéritos efetuados aos consumidores não residentes dos dois percursos pedonais. Em termos de amostra, para Loulé alcançou-se a participação de 184 consumidores na Época Alta e 122 consumidores na Época Baixa. Já para Portimão foram alcançados 223 consumidores na Época Alta bem como 156 na Época Baixa. A recolha de dados foi feita por inquéritos, com questões fechadas, tendo-se aplicado a escala de Likert, com 7 níveis de concordância.

Com este estudo foi possível concluir que em cada destino, as perceções dos consumidores sobre os níveis de acessibilidade física, cultural e da informação são distintos por época. Contudo, relativamente a ambas as rotas existe a percepção global positiva quanto à qualidade da paisagem patrimonial urbana e à qualidade do espaço público. O diagnóstico da acessibilidade percebida pode ser promotor de uma melhor qualidade nos serviços de turismo e na hospitalidade de um destino (Hyekyung & Minwoo, 2024). Assim, pode-se considerar que a acessibilidade percebida é um fator importante para o processo da inclusão. A sua avaliação pelos consumidores de produtos culturais acessíveis é fundamental para melhorar a percepção de um destino cultural acessível, e consecutivamente, a sua imagem. Defende-se que as medidas de reabilitação urbana e de promoção da acessibilidade universal têm efeitos secundários no desenvolvimento cultural da paisagem urbana patrimonial, bem como no desenvolvimento sustentável do turismo cultural acessível de um destino.

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## Motivación e Implicación del Turismo Ecuestre: Efectos en la Experiencia Turística Memorable y en la Intención de Revisita

**Rocío RODRÍGUEZ-CÍVICO | Sebastián Molinillo | Francisco Liébana-Cabanillas | Célia Ramos**

Universidad de Málaga, Spain, rrodriguezcivico@uma.es

El turismo ecuestre ha ganado relevancia como un segmento importante dentro de la industria turística global, reconociéndose su potencial para fomentar el desarrollo sostenible y revitalizar zonas rurales (Rezapouraghdam et al., 2024). En este estudio, por turismo ecuestre entendemos la realización de paseos, rutas, clases, u otras actividades a caballo mediante la contratación de servicios fuera del lugar de residencia habitual.

Monterrubio y Pérez, (2021) afirman que, en determinados destinos, el turismo ecuestre puede generar mayores beneficios económicos que otras formas de turismo. En su revisión de la literatura, Rezapouraghdam et al. (2024) destacan la necesidad de desarrollar marcos teóricos para evaluar el turismo ecuestre, debido al predominio de estudios cualitativos y a la falta de herramientas adecuadas para abordar las particularidades de esta actividad.

En la presente investigación se aborda el estudio de los antecedentes y consecuentes de la experiencia memorable del turista ecuestre. La experiencia turística memorable se refiere a las experiencias que se construyen selectivamente a partir de las experiencias de los turistas y que pueden recordarse y rememorarse después de un viaje (Zhang et al., 2018). Este constructo es clave para comprender el comportamiento del turista, ya que influye tanto en la satisfacción como en la lealtad del turista. Sin embargo, hasta el momento este concepto no ha sido analizado en el contexto del turismo ecuestre. El propósito principal de este estudio es profundizar en el conocimiento de los antecedentes y las consecuencias de la experiencia memorable de turismo ecuestre.

Este estudio se fundamenta en la teoría de la experiencia turística memorable y en los conceptos de motivación del turista e implicación del turista con el mundo del caballo. La motivación del turista analizada desde cuatro tipos de motivaciones: de cultura, de búsqueda de placer/fantasia, de relajación y físicas (Kozak, 2002). Y, en cuanto a, la implicación en el mundo del caballo referido al interés por los caballos y a cómo éstos forman parte de sus vidas, dedicándoles gran parte de su tiempo libre (Hudson et al., 2014).

Para evaluar el modelo conceptual propuesto se recogerán datos de turistas mediante un cuestionario online que se distribuirá en foros y redes sociales relacionadas con la temática del estudio. Los constructos se medirán a través de escalas Likert de siete puntos validadas en estudios previos. Los datos se analizarán mediante modelos de ecuaciones estructurales por el método de mínimos cuadrados parciales (PLS-SEM).

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## Sustainability As a Success Factor for Tourism Destinations: a Systematic Literature Review

**Margarida Custódio SANTOS | Célia Veiga | José António Santos | Paulo Águas**

Universidade do Algarve, Portugal, mmsantos@ualg.pt

The competitiveness of tourism destinations has been a research focus of the scientific community in recent decades, following the interest that competitiveness aroused in other sectors since the seminal work by Porter (1990). In tourism, the concept of competitiveness has been analysed and discussed from different perspectives including economics, management and political science. Traditionally, the evaluation of the success and competitiveness of tourism destinations was almost always carried out exclusively based on indicators of an economic nature without considering negative impacts of an environmental and socio-cultural nature (Rodríguez-Díaz and Espino-Rodríguez, 2016). On the other hand, multiple authors consider destination sustainability as a crucial determinant of tourist destination competitiveness (Cucculelli and Goffi, 2016; Goffi et al., 2019; Pulido-Fernández et al., 2015). However, the link between destination sustainability and destination success has not yet been properly addressed in the literature.

In this regard, this study aims to assess the extent to which tourism research considers sustainability as a key success factor for tourism destinations. It also seeks to evaluate the relevance of economic, environmental, and socio-cultural dimensions of sustainability for destination success, identify gaps in the literature, draw theoretical and practical implications, and make recommendations.

The research methodology consists of a systematic literature review on sustainability as a success factor for tourism destinations. A review protocol was developed and tested; including the search strategies, inclusion/exclusion criteria, screening procedures and quality assessment criteria.

The first identified paper considered in our data set was from 2010, and interest in this topic increased after 2015. The analysis of sustainability as a success factor has been applied to different types of destinations, covering almost all existing typologies. Regarding geographical scope, most of the studies in the review focused on European destinations where environmental sustainability has been the most analysed dimension. The research approaches used to assess sustainability as a success factor for tourism destinations mainly follow the same methodological framework used to evaluate destination competitiveness. Also, when analysing sustainability as a success factor, many studies have tried to identify variables associated with sustainability that might explain or contribute to the success of the destination or have compared the performance of a destination to comparable destinations. Regarding the triple bottom line of sustainability, the environmental dimension is by far the most studied, on its own or in combination with the remaining sustainability pillars. Although most of the studies defined their objectives as assessing the importance of sustainability to tourist destination success, the conclusions drawn remain superficial as they simply say that sustainability is an important factor. Although most studies used quantitative methods, none attempted to quantify the impacts of developing a sustainable tourism policy related to destination management performance.

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## Gestão de Alojamentos Locais no Algarve: Perspetivas da Empresa Cozy Days para Potenciar o Setor fora de Época Alta

Vítor Ferreira SANTOS | Cláudia Ribeiro de Almeida

Universidade do Algarve, Portugal, alcozydays@gmail.com

Short-term rentals (STR) have experienced rapid and solid growth in the Algarve, especially in demand during the high season due to its seasonality and its main tourist attractions of Sun and Sea product. This research aims to demonstrate the potential for STR outside the high season. The summer months, corresponding to the high season (June, July, August, and September), are particularly crucial for the success of this type of business, as demand peaks due to the region's specific characteristics—beautiful coastal areas and seaside towns, coupled with the mild climate that prevails during this period. However, these are only four months in a twelve-month year.

For the research framework, we drew upon concepts of seasonality, digital platforms—sharing economies, digital nomads, and senior tourism, with the latter two representing the most frequent groups of tourists outside the high season. Data from the company Cozy Days spanning 2019 to 2024 was collected, including information on tourist-clients, and analyzed using a quantitative methodology to understand the economic potential of these STR units. Primary quantitative data was gathered through a questionnaire survey administered to guests who stayed at Cozy Days during the off-season, and secondary data was obtained from the company itself, as well as data accessed via the National Institute of Statistics (INE) and the National Register of Tourism in the subarea of the National Register of Short-Term Rentals (RNAL).

It was found that off-season occupancy reached a rate of 81.9%, accounting for 32.7% of the total annual revenue, thereby increasing its economic impact and consequently contributing to the local economy, which has proven to be overly dependent on the high season. This occupancy rate reveals the effectiveness of the strategies adopted by Cozy Days and the inherent characteristics of the target audiences. The growing presence of digital nomads has been increasing due to the digitization of remote work, with many wishing to combine work and travel. Since the 1980s, there has been a global trend of increasing international mobility of individuals, motivated by the desire for lifestyle changes, the pursuit of greater freedom of choice, and the aspiration for self-realization. Similarly, seniors, who are living more prosperous and healthier lives, have more time and resources to travel, especially those from more developed countries. It is projected that the age group of 60 years or older, which was growing at a rate of approximately 3% per year and numbered 962 million in 2017, will double by 2050. Thus, it is anticipated that the global aging of the population will bring significant social changes, impacting the tourism industry. Adapting to this new reality is crucial, as it offers both opportunities and challenges. This active senior population is essential for tourism, possessing more disposable income and a propensity to travel more frequently and for longer periods.

Regarding economic and social impacts, the continuous activity of STR contributes to the revitalization of the local economy, promoting the sustainability of small and medium-sized businesses associated with tourism, such as laundries, cleaning companies, and maintenance teams. Furthermore, mitigating seasonality allows for more efficient human resource management, reducing job insecurity and facilitating the maintenance of employment throughout the year. At a macroeconomic level, the growth of these tourist segments has positive implications. The increase in the number of digital nomads and senior tourists can contribute to the diversification of the tourism offer, reduce dependence on the high season, and promote a more balanced and sustainable development of the sector. This study aims to contribute to the academic literature by demonstrating that seasonality does not need to be an insurmountable obstacle for STR in the Algarve. On the contrary, the months outside the high season present significant opportunities that, when properly exploited, can lead to a more sustainable and profitable business. The key lies in the ability to adapt, innovate, and strategically utilize detailed and up-to-date information about the market and guests. With the growing popularity of the digital nomad lifestyle and the increase in longevity and quality of life among senior tourists, the future appears promising for the continuous and sustainable development of short-term rentals.

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## Impact of Climate Change on Safe Beach Access: Case Study in Cullera (Valencia, Spain)

**José Javier SERRANO | Maria Dolores Pitarch-Garrido | Carmen Zornoza**

University of Valencia, Spain, maria.pitarch@uv.es

Tourism is a fundamental pillar of Mediterranean economies, with Spain, in particular, seeing more than 65% of its tourism focused on beach destinations. The Valencian Community, hosting almost 22 million overnight stays in coastal areas, is especially dependent on sun and beach tourism. However, coastal areas are highly vulnerable to climate change due to their role as a transition zone between marine and terrestrial systems and the significant number of people and economic activities concentrated there. The intersection of tourism and climate change has been widely studied, with organizations like the World Tourism Organization (UNWTO) emphasizing the importance of understanding the medium- and long-term impacts of climate change on tourism activities. While there is substantial knowledge about climate change's effects on tourism and its contribution to global warming, the willingness and capacity of local tourist destinations to adapt vary greatly. The transition from focusing solely on mitigation to also embracing adaptation has become increasingly essential. Adaptation in tourism seeks solutions to minimize climate change impacts on society, and its successful implementation largely depends on local social and territorial variables.

One of the most significant impacts of climate change in the Mediterranean is rising temperatures, which can diminish comfort for tourists and negatively affect their experience. This necessitates the implementation of local adaptation measures to maintain or even enhance comfort levels. Given the importance of the sun-and-beach tourism model, it is crucial to adapt to maintain the quality of tourist activities and experiences. As climate serves as a fundamental resource, any changes can substantially impact both demand and supply. Climate change affects tourism through physical impacts (e.g., environment, infrastructure) and socioeconomic factors (e.g., employment, income). Therefore, adaptation is urgent for minimizing negative impacts and maximizing opportunities for tourist destinations. At the local level, adaptation actions have proven effective, especially in combating the two main threats: loss of climate comfort and an increase in extreme weather events. Despite this, local administrations have not been particularly active in implementing necessary adaptation initiatives. Nonetheless, initiatives have emerged through organizations like the Climate Cities Network (created in 2005) or the Federation of Municipalities and Provinces, where some cities are following common guidelines to develop municipal ordinances related to climate change mitigation and adaptation.

This research focuses on improving tourist comfort by enhancing access to beaches, particularly relevant during peak summer hours when beaches are most crowded. The study evaluates the current situation of beach access and proposes improvements to increase comfort, using Cullera, a coastal and highly touristic municipality in the Valencian Community, as a case study. Cullera, located south of Valencia city, has a 16-kilometer coastal front, with urban development significantly impacting these coastal spaces. The study focuses on urban beaches with promenades, which attract the largest population due to their proximity to the urban center and numerous apartment blocks used mainly as second residences.

The methodology involved an initial analysis of beach accessibility on foot, from residences, public transport stops, and parking areas, using Geographic Information Systems (GIS). This micro-scale analysis enables proposals centered on modifiable variables, such as increasing shaded areas or altering certain road elements. The practical application of "safe" or "thermally comfortable" routes to access Cullera's beaches underscores the importance of local-scale adaptation to climate change. Mediterranean tourist destinations, including Cullera, are heavily dependent on tourism, necessitating ongoing efforts to maintain service quality and experience.

Mediterranean coastal destinations, such as Cullera, need to retain their attractiveness in a challenging context characterized by the real threat of climate change and an urban-tourism model based predominantly on second residences, leading to strong summer seasonality. During summer, climate discomfort is most evident, and a segment of the tourist market—particularly international visitors—may change their vacation period or opt for cooler northern destinations. The fundamental contribution of this work is to highlight the need for establishing local-level strategies and implementing concrete, effective actions to adapt tourist destinations to changing climate conditions.

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