



TTRAe-Newsletter

TRAVEL AND TOURISM RESEARCH ASSOCIATION EUROPEAN CHAPTER
WWW.TTRA-EUROPE.ORG

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Contact us:

To submit news, views and articles to this newsletter, please contact us
ttraeurope@gmail.com
www.ttra-europe.org

President's message



Frédéric Dimanche
Director, Center for Tourism Management
SKEMA Business School, France

Dear TTRA Europe members and other readers,

I have had the honour and pleasure to serve as President of TTRA Europe for the past three years. It is now time to pass the baton to my colleague Isabelle Frochot, co-organizer of our 2011 annual conference.

I have enjoyed very much working with a very good and enthusiastic board that I should thank very much for helping us achieve the following:

TTRA Europe organized and hosted successful conferences in Rotterdam, Budapest, and Archamps. Our next one in Bilbao is shaping to be an excellent one. We opened a LinkedIn group that has contributed to expose TTRA to over 600 group members since May 2009. Most of those are in Europe, but we have followers in Africa, the Middle East, Asia and the Americas. Please continue to post relevant research information to keep benefiting from this group. Also, we launched a newsletter - this newsletter, which, by all accounts, is very appreciated by its readers. All those actions - conferences, linkedin group, and newsletters - have been the reason why TTRA Europe earned the Chapter Achievement Award at the TTRA International conference in 2010. Isabelle and the Board will continue to work hard to grow our European chapter and to support TTRA International. Our next major objective is to get the TTRA International conference to return to Europe in 2014 after a successful 2006 conference in Dublin. I count on your support to help us win this bid.

All the best, Frédéric Dimanche

**TTRA
EUROPE
BILBAO 2012
18-20 APRIL**

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AND MANAGEMENT
IN TOURISM**



TTRA EUROPE BILBAO 2012 18-20 APRIL

PERFORMANCE MEASUREMENT AND MANAGEMENT IN TOURISM



Email: secretariat@ttraeurope2012.org

Web: www.ttraeurope2012.org

The overall objective of tourism as an economic development tool can be to stimulate and maintain sustainable growth in wealth and employment for the well-being of the residents of a particular destination / territory. This growth is achieved through a variety of actions and strategies that are implemented at various levels by actors of the public and the private sector. A key aspect of management is the issue of performance and, more specifically, performance measurement, monitoring, and management. The purpose of a measurement system is to provide feedback, relative to goals and objectives, which increases an organization's chances of reaching those goals and objectives.



© Bilbao Council Palacio Euskalduna by Yolanda Renuncio Romero

The purpose of the TTRA Europe 2012 conference is to convene international scholars, researchers, policy makers and other tourism professionals to explore and address the issues of performance measurement and performance management in tourism contexts



© Bilbao Council Niebla en el Museo by Jose Ramon Zarraga

The applicable research and practice domain of papers submitted to the conference should be considered for wide interpretation by contributors: There is a clear interest across all aspects of the travel, hospitality, meetings, and tourism domain in better understanding performance management issues. Topics for contributions could include, but are not limited to, the following:

- Performance for destinations
- Performance for businesses and facilities
- Performance for stakeholders
- Performance measurement innovation
- Sustainable development performance
- Performance indicators
- Tools and measurement
- Labels and certification
- Qualitative and quantitative approaches
- Balance score cards
- Financial performance
- Marketing performance
- Brand measurement
- Management performance
- Process performance
- Human resource performance
- Value chain performance
- Service quality monitoring
- Distribution channels
- Electronic distribution
- Social media
- Yield management



TRAVEL AND TOURISM RESEARCH ASSOCIATION

Seeking to improve the travel and tourism industry through education, publications and networking activities.



Research proves the value of destination marketing

CEO Michele McKenzie of the Canadian Tourism Commission writes how a new research white paper presented at the 2011 TTRA International Annual Conference proves the value of destination marketing. [» Details](#)

Travel & Tourism Research Association

TTRA Connects
Official Publication of the Travel & Tourism Research Association

President's Message

Dear Friends and Colleagues of TTRA,

The past few months has witnessed continued and active growth of our organization.

I am pleased to share with you that work has begun on the formation of an Asian-Pacific Chapter under the stewardship of Dr. Sue Beeton (La Trobe University, Victoria, Australia) and a newly formed Chapter Executive Committee. The first steps are the creation and approval of the chapter charter, the interim slate of officers, and the organizational filings. This is expected to take place in the next couple of months enabling the Asia-Pacific Chapter to be up and running by Winter 2011/2012.

Our existing chapters have been very busy. Chapters are working on scholarship programs, student research grants, Chapter level Lifetime Achievement Awards, Chapter conferences, best paper awards and newsletters. None of this work would be possible without considerable effort on the part of a large number of individuals who give willingly of their time in the midst of otherwise busy professional lives. This work is greatly appreciated... *Continued on Page 2*

TTRA Connects is published quarterly by the Travel & Tourism Research Association. For questions, comments, or submissions, contact Rita Brummett, TTRA Associate Director & Newsletter Editor at rbrummett@ttra.com or by phone at 248-708-8872. Come visit us online at www.ttra.com

Summer Issue 2011

Record Number of Attendees participated at the 2011 TTRA International Annual Conference!

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Hilton London

Terry Berggren, TTRA Board member being welcomed by the Hilton London Bellman

TTRA Connects, Summer Issue 2011

AWARDS

42ND ANNUAL CONFERENCE AWARDS

1. DISTINCTION HONORARY MEMBERSHIP AWARD
Sponsored by Longwoods International
The Distinguished Honorary Membership Award is named for the 1962 President of TTRA. This award is voted on the basis of quality of research, originality, creativity, leadership in travel and tourism, continued leadership and quality of organization. (Dr. Winston Kim was named recipient of the 2011 award.)
Nominee of the 2011 award is: TERRY HO for "The Influence of Culture on the Retention/Attrition of Hotel Guests: Programs, Classes versus Japanese Customers"

2. HASTED STUDENT RESEARCH AWARD
Sponsored by the Haged, Commercial and the Group
All master students enrolled in a degree-granting program are eligible to electronically submit an abstract and paper of a completed, original research study. The abstract must clearly describe the rationale, methods and results of the research study. The winner of the 2011 award is: GIOBBA KANOK WEE CHAI for "Service Collaboration in the Job-Based Jobseeker Identification and Software"

3. TRAVEL RESEARCH GRANT
This recipient may be an individual or organization primarily involved in research or in methodology in a particular, specific manner. This project must show significant benefits in the travel and tourism industry.
The winner of the 2011 award is: CAROLINE CHEN, RENO CHEN and KAREN JIA for "The Impact of New Year's Eve Party Celebration on the Sales Performance in the Travel and Tourism Industry"

4. BEST RESEARCH PAPER
Sponsored by the University of Mississippi
This award will be presented at the conference to the Best Research Paper.
Sunday Visitor

5. BEST RESEARCH PAPER
Sponsored by Thompson Rivers University
This paper is chosen by committee members as a representation of the best research submitted to the 2011 Conference Proceedings.
The 2011 winner of the Best Research Paper is: ISABELLE ABRIOT for "Tourist Motivation: Studying the Experience of Home Travelers Engaged in Agritourism"

6. BEST RESEARCH AWARD
The Graham D. Gillingham Award is named in honor of the late Dr. William G. Gillingham of the University of Georgia and serves to recognize the authors for innovative travel research methodology, standards and practices. Created in 1972, this award was first granted at the TTRA conference in San Diego, CA in 1975 and is given every three years.
The winner of the 2011 award is: CECILIA HALL for "Understanding the 'Virtualization of the Body' and 'Culture and the Implications of the Networked-A World Method Approach'"

7. CHARLES E. COCKFIELD ARTICLE OF DISTINCTION AWARD
Sponsored by Tampa University School of Business and Hospitality Management
The Charles E. Cockfield Article of Excellence Award is named for the longtime editor of the Journal of Travel Research. This prestigious award is given to recognize the most significant work in the Journal during 2010.
The winner of the 2011 award is: CECILIA HALL for "Toward a Quality of Life Theory of Leisure Travel Satisfaction"

8. CHAPTER ACHIEVEMENT AWARD
The Chapter Achievement Award is presented to the chapter that has furthered the mission of TTRA through grant, research, education and creativity.
The winner of this award for 2011 will be announced at the conference. Canada: TTRA Chapter

aATTRaction is TTRA Canada's member newsletter. It is published twice a year and distributed to all Canada Chapter members. [» Details](#)

Greater Western Chapter of TTRA

Proceedings from 2011 GWTTTRA Symposium. [» Details](#)



This quarterly issue of **SETTRA SPEAKS** wraps up Summer 2011, shares recent research findings from several members, provides information about upcoming grant opportunities, and introduces the new SETTRA Board for the upcoming year. We hope you find it helpful. [» Details](#)

Wellness Tourism Opportunities Consumer Preferences & Hotspots



Camille Hoheb

M.S., Healthcare Administration
Consultant, Global Spa and Wellness
Wellness is a Global Language
www.globalspaandwellness.com
skype: camille.hoheb
twitter: camillehoheb

Wellness tourism is a growing international trend driven by consumers seeking to enhance their well being through travel. Individuals interested in a wellness travel experience are generally health conscious and seek ways to maintain/improve their physical health and sense of well-being. This can take shape in the form of managing stress, reconnecting with themselves, their partner, their families, with nature or in a spiritual sense. Many wellness travellers want to get a jump -start on weight loss, to relieve pain or discomfort or slow down the affects of aging. Resorts and hotels are on the bandwagon by investing in health and wellness developments, and likewise, a growing number of day spas have repackaged their offering with health and wellness focused services. A new web portal (spaevidence.com) was designed to educate both spa professionals and the public on the clinical benefits of spa and wellness therapies further repositioning spas as wellness providers.

Research shows the health and wellness industries will increase due to the aging population, an increase in chronic disease conditions resulting in disability and globally overburdened, fragmented healthcare systems. Consumer demand is already driving changes in healthcare with a new focus on disease prevention and lifestyle management. WELLNESS tourism is one of the fastest growing tourism sectors and is expected to grow over the next decade. This is a pivotal time for the tourism industry to reframe existing tourism products, natural assets, traditional healing rituals and other resources.

Recognizing the absence of a trade group focused solely on the growing wellness tourism/well-being travel industry, Wellness Tourism Worldwide (WTW)



“WELLNESS tourism is one of the fastest growing tourism sectors and is expected to grow over the next decade”

was launched June 2011 and it's mission is to improve well-being and economic growth through travel. The approach of Wellness Tourism Worldwide expands opportunities for travel agents and the tourism industry to fully leverage initiatives that may already be in place, to build new ones and to apply a comprehensive approach to well being travel through new strategies. WTW is based on quality of life indicators and domains of wellness. WTW provides research, education, development and promotion and recently released a research report at the World Travel Market in London "4WR: Wellness for Whom, Where & What." 4WR presents the biggest opportunities in wellness tourism over the next 10 years. It forecasts: who (consumers), where (countries offering wellness tourism products) and what (types of products). Data was collected from stakeholders representing wellness, tourism, spa and healthcare sectors in over 50 countries and was made possible through the collaboration and support of the Hungarian Tourism Board. To download a complimentary copy go to www.wellnesstourismworldwide.com.

Wellness Tourism Worldwide

Improving Well-being & Economic Growth Through Travel
Founder, Wellness Tourism Worldwide
www.wellnesstourismworldwide.com

Social media: engage!

Recognising the power and influence of review websites



Chris Whitehead

BSc (Hons) Tourism Management
University of Surrey Graduate
Media Assistant at Surrey Sports Park

Research paper by Chris Whitehead of the University of Surrey examines the power and influence of review websites.

Social media applications such as Facebook and Twitter have one vital thing in common - they thrive on user-generated content. Less internet content is being produced by corporate organisations, with user experience becoming a key factor in populating all forms of social media.

Recognising the importance

While they are powerful marketing tools for the tourism industry, specifically for the accommodation sector there is **massive importance in recognising the value and impact of rating and review websites**. This type of media gives consumers the ability to share their unbiased experiences of products and services so that others can make better informed decisions on their purchases. Research has shown that trust in consumer-generated media against other forms of advertising is increasing meaning that tourists are basing their decisions on what other people are saying.

Embrace Technology

Positive ratings need little engagement as they bring benefits in themselves. But it is inevitable that quite often negative comments will be made. It's wrong to try and control what people are saying, so hoteliers need to learn to embrace the technology and respond in an appropriate fashion.



©Daniel St.Pierre

Analysis

After conducting an analysis of hotel engagement with social media it became clear that there is a variation in how different hotels are using review websites. Using a selection of London hotels and the Trip Advisor website the study looked into various factors related to the response function available to hotel owners wishing to respond to guests' comments, including length, timing, content and service recovery. The statistics revealed that hotel managers have the tendency to only respond to negative reviews, with smaller chain hotels seeming to be more customer-focused and addressing individual issues.

Conclusion

From the evidence produced in the study it was possible to draw up features of the 'perfect hotel' that is confidently engaged in this element of social media. Besides responding to both positive and negative comments, hotels should dedicate specific time and personnel to the task, should be speedy but should address all comments left by an individual and should attempt service recovery when a guest is left disappointed, while stating how slip ups in service have been rectified for future guests.

Hotels that are not effectively making use of such websites are not so far behind that they cannot catch up. Start clawing back some control over what people are saying about your business and how they allow the recommendations of others affect their purchasing decisions!

How to engage with customers online?

With over 750 million active users per month, Facebook is fast becoming the place to 'see and be seen'.



Yeqian Li

MSc. Int. Events Management
University of Surrey
yosenta@gmail.com

A growing number of tourism and events companies turn to Facebook to promote their brands but with few guidelines to go on – it can be hard to stand out from the crowd and make an impact. Research by Yeqian Li of the University of Surrey however shows that following a few simple rules can make a big difference.

Li's research focused on wedding exhibitions and their use of Facebook. The 2011 UK Royal Wedding captured global attention and provided a great boost to the wedding industry. As a sunrise section in the industry, wedding exhibitions are attracting an increasing number of customers – to visit as well as to exhibit. Similar with other business, wedding exhibitions have adopted social media into their customer engagement activities.

The findings have pointed out the importance of interactive communications online. Content that openly advertised or promoted the exhibitions may be of great importance to the organisers, but these types of posts need to be handled with caution. Social media are focused on enabling a two-way communication, which is helpful for maintaining customer relationships and increasing their engagement.



The Scottish Wedding Show

We have 2 pairs of tickets to give away for the next show on the 17th & 18th September (including entry to the fantastic catwalk). To be in with a chance tell us what you would like to see, perhaps something you missed at the last show or any unusual ideas for features. The best ideas will win tickets and may even be included this autumn. Get you thinking caps on and good luck! Winner will be announced on 29th April.

15 April at 11:43 · Like · Comment

Figure 1. Employing interactive content in sales promotions
Source: www.facebook.com/thescottishweddingshow?sk=wall

To maximise the engagement of customers and foster interactive communications, the research recommended a posting strategy that follows these guidelines (two examples are provided in Figure 1&2):

- **Control posting frequency** (3/day at most) and avoid repeated content to prevent customers from getting bored and stopping engaging;
- **Blending interactive content**, which mainly aims to encourage consumer-to-business and consumer-to-consumer communications, and news stories or topical items may increase response rate;
- **Employing interactive content** in advertising posts is more effective in engaging customers than pure advertisements;
- **Answering questions** with a chance to win show tickets, i.e. adopting interactive content into sales promotions is a sure fire way to attract many responses.
- **Posting purely interactive, conversational comments** from time to time helps to maintain relationship with the followers.
- **Images and videos** can draw more attention than text.
- **Joining the conversations** in the replies is also important, especially when the audiences are complaining or giving advice.



The UK Wedding Shows

What is your honeymoon budget?



Prince William and Kate Middleton's £4k-a-night royal wedding honeymoon 'in Seychelles'
www.dailymail.co.uk

The newlyweds will stay in an exclusive villa that costs £4,000-a-night and is located on one of the most beautiful and romantic islands in the world.

10 May at 14:17 · Like · Comment · Share

Figure 2. Employing interactive content in sharing news
Source: www.facebook.com/UKWeddingShows

TRANSPORTING MEGA-EVENTS TO SUSTAINABILITY



Acácia Malhado, Prof Dr. Rainer Rothfuß

PhD candidate at Tübingen Universität - HUGÉ - Germany
MSc Sustainable Resource Management - TUM - Germany
Diplom Tourism - UFJF - Brazil
acaciamalhado@gmx.de

Case Study: 2010 Football World Cup in South Africa

Tourism events are one of the fastest growing niche markets in the tourism industry (Funk & Bruun, 2007). Roche (1994) describes mega-events as short-term events with long-term consequences. It points to the economic, social and environmental motives that persuade cities and countries to bid for the hosting of events such as the World Cup.

Assessing and understanding the perception, attitude and behaviour of society and tourists toward transport/mobility are likely to be an important planning and policy consideration for successful event management and long-term of tourism industry. This paper examined the perceptions, attitudes and behaviour of tourists on the use of more sustainable mobility during the 2010 Football World Cup in South Africa. It also analysed the diversity of behaviour and attitudes of tourists regarding their choice among different transport alternatives (Stated Preference). According to the case study, any policies and/or strategies being developed by transport planners are likely to fail if users do not have enough INFORMATION concerning mobility, timetable, options, routes, choices, accessibility and so on. Additionally, the viability of the Bus Rapid Transit (BRT) to become a means of transport with long-term benefit to Johannesburg is in question, once it costs 3.7 times more than the well-known transport being utilized in SA – the Vans. Another two others important attributes measured, with a high level of

importance in decision-making, were SAFETY and SECURITY. The results are to be adjusted in the context of more sustainable transport to Brazil, during and after the World Cup (long-term benefits). Achieving sustainable tourism and mobility is a global aim today. However, the actual implementation of sustainable principles is severely challenging the decision-makers. With that, it is expected to contribute to the present policies in mobility and tourism in dismembering the complexities of mega-events (traffic congestion, demand, security, etc.) in a more sustainable line.

References

- Funk, D. & Bruun, T. (2007). The role of socio-psychological and culture-education motives in marketing international sport tourism: a cross-cultural perspective. *Tourism Management* 28 (3), 806-819.
- Roche, M. (1994). Mega-events and urban policy. *Annals of Tourism Research*, 21, 1-19



Northern Extremadura

Plasencia and Monfragüe National Park



Sònia Graupera

Travel Journalist & Advisor
www.soniatravelguides.com

There are so many places to visit in the world, so many well-known cities, mountains and hidden secrets, that I will never be able to stop travelling and writing about it. My aim is to share my travel experiences with as many people as possible. I am used to travelling far way from home, and I must admit, I only know a handful of places in Spain, my home country. Luckily I've been invited to visit the northern region of Extremadura.



© extremaduraguide.com



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Extremadura is one of the seventeen autonomous communities of western Spain. Located southwest of the Iberian Peninsula, the region occupies 41,634 sq km and has approximately 1,100,000 inhabitants, representing a population density of about 26 inhabitants per sq km.

Extremadura is a land of contrasts and is characterized by its very hot and dry summers, with great droughts, and its long and mild winters due to the oceanic influence and close proximity to the Atlantic coast of Portugal. The Spanish region of Extremadura has an important area for wildlife, particularly with the major reserve at Monfragüe, which was designated as a National Park in 2007. The International Tagus River Natural Park in the province of Cáceres, and Cornalvo Natural Park in Badajoz endure the purest forms of plant and animal life in the Mediterranean forest.

As mentioned before, I only had time to

Useful Websites:

- www.turismoextremadura.com
- www.monfrague.com
- www.monfraguevivo.com
- www.plasencia.es
- www.hospederiasdeextremadura.es

visit a tiny part of Northern Extremadura during which I had a chance to explore Plasencia - a medieval city, home to a remarkable religious heritage where among the cobbled streets of the old town you can find beautiful churches and convents. The attractive complex of historical monuments is completed with important palaces, such as, the House of the Two Towers and the Marquis of Mirabel. Plasencia is a walled market city, characterised by its great monumental heritage and was originally founded in 1186 by King Alfonso VIII of Castile.

Some of the most outstanding collection of Roman ruins and art in Spain can be seen in the region as well as the most intact medieval quarter.

Next to the wall you can see the remains of a medieval aqueduct, which was built in the 16th century, and now stands as a monumental attraction built in the heart of Plasencia. It is 200



© Garganita Madrigal



second largest group, with 189 species, as the moderate winter temperatures and the abundance of food makes it possible for the region to host populations of more northerly birds and permit some breeding species to remain here during the coldest months. In addition, due to its privileged latitude, the migratory routes of many species cross the region, where the birds forage and rest during their migrations toward their wintering or breeding areas.

I am very glad to have been able to discover this little-known and fabulous region and I hope my story encourages you to visit and explore Extremadura for yourself.

meters long and is made up of 55 arches.

Les Catedrales is a complex of two cathedrals in Plasencia, the Old Cathedral with a beautiful Romanesque arch and the New Cathedral with two impressive Plateresque renaissance facades.

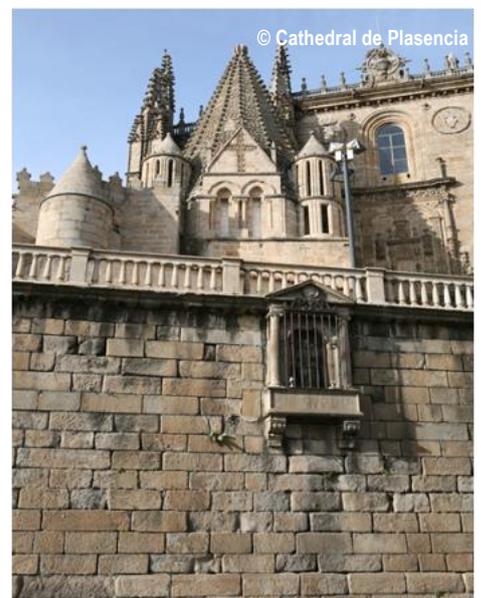
Out in the country Extremadura is home to a National Park and several areas of outstanding natural beauty. Close to Plasencia you will find the Monfragüe National Park, the Biosphere Reserve and the Socioeconomic Impact Area, which are prime tourist destinations. Declared a Natural Park in 1979 and National Park in 2007, Monfragüe occupies an area of 17,852 hectares, and represents one of the largest and most representative sites of forest and Mediterranean scrub.

The Tagus River and its tributary, the Tiétar, provide water and sculpted in large quartzite cliffs where spectacular colonies of vultures and peregrine falcons nests, eagles, and owls have settled. In its banks we can find the kingfisher, myths, cormorants and mockingbirds.

Extremadura is considered to be one of



the most important regions in Europe for birdlife and thus it is among the most prized destinations for bird-watching enthusiasts and nature lovers from all over the world, drawn by the possibility of observing birds in natural habitats of great beauty. In Extremadura there have been sightings of up to 337 bird species which can be observed throughout the annual cycle. Of these, 194 are considered breeders, including those that stay in the region throughout the year (sedentary) and those that nest here but migrate to other latitudes to winter (summer visitors). The wintering birds are the





eTourism Present and Future Services and Applications Helsingborg - Sweden

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Organized by the **International Federation for Information Technology and Travel & Tourism (IFITT)**, **ENTER 2012** offers a worldwide and unique forum for attendees from academia, industry, government, and other organizations to actively exchange, share, and challenge state-of-the-art research and industrial case studies on the application of information and communication technologies to travel and tourism.

At ENTER 2012, the theme is on present and future services and applications, thereby considering interactions among information and communication technology use and development in both, a supplier and user context within travel and tourism. Issues to be covered at the conference include, but are not limited to, the following areas:

- Advanced Distribution Systems
- Electronic Marketing
- Information Search and Retrieval
- Technology Acceptance
- Consumer Inspiration through ICTS
- Eno-Gastronomic Tourism Information Interfaces and Presentation
- Travel Search and Meta-Search
- Crisis and e-Tourism
- ICT Adoption, Use, and Value Creation
- Intelligent Systems



© IFITT

- Web 2.0 and Web 3.0
- Distribution Strategies
- ICT-enabled Partnerships and Segmentation
- Legal and Social Aspects
- Website Design and Evaluation
- E-Learning
- ICT and Sustainability
- Mobile Services
- Context-Aware Systems
- E-strategy and e-Business models
- ICT for Regional Development
- Recommender Systems



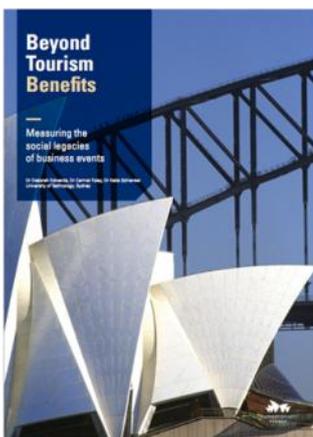
Click here to [Submit a research paper Call For Papers](#)

Click here to [Suggest an Industry Case Study and Presentation](#)

Click here to [Suggest a Destination Case Study and Presentation](#)

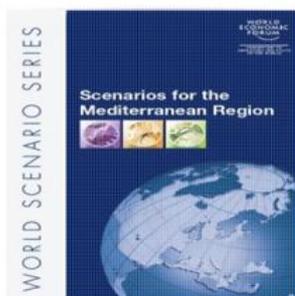
All submissions will be rigorously evaluated for novelty, significance, and soundness. Papers should clearly state the background, introduction, purpose, theory / issues, methodology, results, conclusions and managerial / industry / social implications of the study, and be fully referenced with appropriate citations. For more information, please visit www.ifitt.org.

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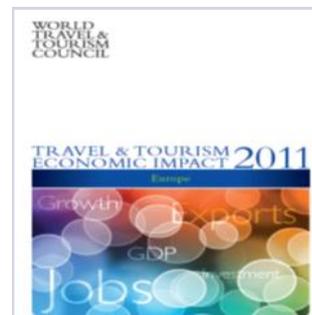
Beyond Tourism Benefits: Measuring the social legacies of business events. More than 90 per cent of delegates believe business events help share new knowledge, with 85 per cent going on to apply these new insights in their professional lives, according to new quantitative research into the legacy of events by Business Events Sydney (BESydney). Meanwhile, nearly 60 per cent believe business events foster networking that result in new business relationships or act as a catalyst for research collaboration.

The second phase of BESydney's Beyond Tourism Benefits: Measuring the social legacies of business events research, undertaken by the University of Technology, Sydney, looks beyond economic legacy effects to examine the extensive social, innovation, educational, trade and investment outcomes from business events » [Details](#).



European Tourism 2011 - Trends & Prospects, (Q3/2011): 2011 Tourism Performance Summary.

On the whole, the travel recovery is continuing. However, the rate of expansion is slowing with few exceptions. Visits, nights, and hotel occupancy data tell a consistent story of strong performance that is tapering off as the year progresses » [Details](#).



New European policy.
Sustainable and responsible business Corporate Social Responsibility (CSR)



Latest VisitBritain market intelligence about tourism in the UK » [Details](#).

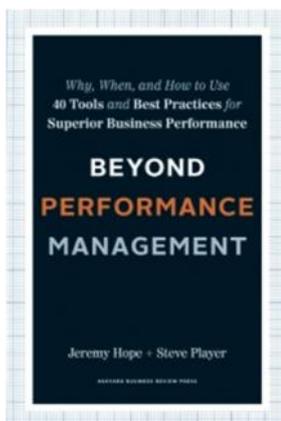
Euromonitor's WTM Global Trends Report: Social Media at the Frontline of Tourism Marketing Activity. The global economy is on the brink of a double-dip recession, as the sovereign debt crisis engulfs Europe and other markets struggle to manage their own debt and economic deceleration. This leads to a greater need for new ideas from travel and tourism companies to capture consumers' imaginations, as detailed in this year's WTM Global Trends report. "With economic headwinds picking up, we aim to pinpoint pockets of opportunity for the global travel and tourism industry," said Caroline Bremner, Head of Travel and Tourism Research at Euromonitor International. "Travellers are seeking out fun, adventurous trips as seen by the popularity of mystery tours in the Americas, a new rent-a-garden concept in the UK and increased 'gamification' of travel," she adds. » [Details](#).



The Scenarios for the Mediterranean Region project began in August 2010 with the objective of exploring the long-term evolution of regional dynamics and the role of the private sector in the Mediterranean region, looking out to the year 2030.

This report explores three possible futures for the region, based on long-term uncertainties related to the development of regional politics, regional resource management and the regional labour market. » [Details](#).

New Books



Beyond Performance Management: Why, When, and How to Use 40 Tools and Best Practices for Superior Business Performance Price: £19.79
€23.00

By (author): Jeremy Hope, Steve Player

Publication date: Feb 2012

ISBN-13: 9781422141953

Synopsis: There's a bewildering array of management tools out there. And they all promise to help you excel at the toughest parts of your job: defining your organization's strategic direction, managing customers and costs, and boosting workforce performance.

But just 30 percent of these tools deliver as intended. Why? As Jeremy Hope and Steve Player reveal in *Beyond Performance Management*, while many tools are sound in theory, they're misused by most organizations. For example, executives buy and implement a tool without first asking, "What problem are we trying to solve?" And they use tools to command and control frontline teams, not

empower them - a serious and costly mistake.

In this eminently useful, clear-eyed book, the authors critically review dozens of well-known management tools - from mission statements, balanced scorecards, and rolling forecasts to key performance indicators, Six Sigma, and performance appraisals. They explain how to select the right tools for your organization, how to implement them correctly, and how to extract maximum value from each.



Performance Management and Measurement: A Hospitality Industry Context Price: £65.55
€77.00

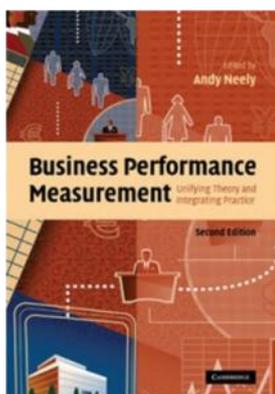
By (author): Detta Melia

Publication date: Mar 2011

ISBN-13: 9783844317077, Paperback,

Synopsis: A very important contribution to the field of Performance Management and Measurement in Hotels.... This book is a must for the discerning hotel manager. This book investigates the phenomenon of performance management and measurement in the hotel industry. The book examines the extent to which hotel operators are utilising performance management and measurement techniques and provides an understanding of approaches to performance measurement in the management hotels. A comprehensive investigation of existing performance management and measurement activity is provided. A number of key performance measurement issues are discussed.

The book also provides a unique insight into the phenomenon of Performance Management, Measurement, Critical Success Factors and Hotel Management. The book provides a comprehensive set of Models of Performance Management and Measurement and makes the case for a more structured formal approach to performance management and measurement in hotels. This book is the most wide-ranging book on this subject available.



Business Performance Measurement

Edited by: Andy Neely

Publication date: Mar 2011

ISBN-13: 9780521188760 Paperback

Price: £36.10

€42.00

Synopsis: Drawing together contributions from leading thinkers around the world, this 2007 book reviews developments in the theory and practice of performance measurement and management. Significantly updated and modified from the first edition, the book includes ten additional chapters which review performance measurement from the perspectives of accounting, marketing, operations, public services and supply-chain management. In addition to these functional analyses the book explores performance measurement frameworks and methodologies, practicalities and challenges, and enduring questions and issues. Edited by one of the world's leading experts on performance measurement and management, *Business Performance Measurement* will be of interest to graduate students, managers and researchers who wish to understand more about the theory and practice of performance measurement and management.



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- Increase the understanding and knowledge of the tourism industry among tourism researchers and managers.
- Contribute to the collection and dissemination of tourism intelligence to researchers, practitioners, politicians and educationalists.

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- Attend & Participate** in our meetings and conferences
- Link** into the global community of TTRA members countries throughout the world
- Engage** with other TTRA members worldwide via LinkedIn online social network
- Contribute and Enjoy** your quarterly TTRA newsletter

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TTRA Europe Board 2011/12

The newly elected members of the board are as follows:

- President, **Frédéric Dimanche**, SKEMA Business School, France (Term ends 2011)
- Vice President, **Isabelle Frochot**, University of Savoie, France (Term ends 2011)
- Secretary, **Ian Henderson**, TTC International, Belfast, UK (Term ends 2011)
- Treasurer, **Carlos Lamsfus**, Tourgun, Spain (Term ends January 2014)
- John Swarbrooke**, Ritz Hotel School, Switzerland (Term ends 2012)
- Peter Nash**, Tourism Ireland (Term ends 2014)
- Jarmo Rithalati**, Haaga Helia University, Finland (Term ends 2012)
- Sheila Flanagan** (TTRA Int. representative)



Events Diary

November 2011

Tourism Futures Conference
2-5 Nov | Leeuwarden, Netherlands » [Details](#)



World Non-Governmental Organisation Day
18 Nov | London, UK » [Details](#)



International Tourism Congress
23-25 Nov | Peniche, Portugal » [Details](#)

December 2011

Consumer Behaviour in Tourism Symposium 2011
1 to 3 Dec | Brunico-Bruneck, Italy » [Details](#)



World Research Summit for Tourism and Hospitality 10-13 Dec | Hong Kong, China » [Details](#)

January 2012



ENTER 2012 'eTourism Present and Future Services and Applications
24 to 27 Jan | Helsingborg, Sweden » [Details](#)

February 2012



The 2012 Athens Tourism Symposium - International Scientific Congress on Current Trends in Tourism Management and Tourism Policy
15 to 16 Feb | Athens, Greece » [Details](#)

March 2012



SETTRA Chapter 2012 Annual Conference
19 to 20 Mar | Tunica, USA » [Details](#)



Greater Western TTRA 2012 Annual Conference
22-24 Mar | Portland, USA » [Details](#)

Belgrade International Tourism Conference : Contemporary Tourism - Wishes & Opportunities (BITCO 2012)
22 to 24 Mar | Belgrade, Serbia » [Details](#)



ABSRC 2012 Venice - Advances in Business-Related Scientific Research Conference
28 to 30 Mar | Venice, Italy » [Details](#)

April 2012



TTRA Europe 2012 Conference, Performance Measurement and Management in Tourism
18 to 20 April | Bilbao, Spain » [Details](#)

June 2012



2012 International Annual Conference
17 to 19 Jun | Virginia, USA » [Details](#)

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Founded over 40 years ago the **Journal of Travel Research (JTR)** is the premier, peer-reviewed research journal focusing on travel and tourism behavior, management and development. JTR provide researchers, educators, and professionals with up-to-date, high quality research on behavioral trends and management theory for one of the most influential and dynamic industries.

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TTRA is expanding its presence on the web! Look for TTRA on the following social media sites:



Quote of the Month

"Snowflakes are one of nature's most fragile things, but just look what they can do when they stick together".

Vesta M. Kelly

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Contact the Editor: Maris Kuklis and Isabelle Frochot
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