



University of St.Klement Ohridski-Bitola
Faculty of Tourism & Hospitality-Ohrid,
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DESTINATION MANAGEMENT FOR SMALL SCALE CITIES
FOR SUSTAINABLE TOURISM DEVELOPMENT.
THE CASE OF VIA EGNATIA CITIES

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Ohrid
Aug 2021

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

**Destination Management for Small Scale Cities
for sustainable tourism development.
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**Thesis Submitted for the degree of Doctor of Tourism
at**

**University of St.Klement Ohridski, Bitola
Faculty of Tourism & Hospitality
Ohrid, North Macedonia**

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Acknowledgements

First, I would like to express my gratitude to all members of my supervising committee, Professor Sasho Korunovski, for his valuable advice and academic supervision since my studies to North Macedonia. His intellectual guidance has always motivated me to complete this Thesis.

I am grateful to Professor Angela Krstanoska for her continuous constructive support and scholar encouragement during my research studies. I am also thankful to the academic and administrative staff of the Faculty of Tourism & Hospitality in Ohrid who have greatly supported me in scientific and administrative matters, respectively. My sincere thanks to professors Cvetko Andreevski, Liljiana Batkoska, Ivanka Nestoroska, Gabriela Rakicevik, Simona Martinoska, and Gordana Rechkoska.

I want to give my special thanks to academic staff of the Faculty of Tourism & Hospitality in Korca “Fan Noli”, the International University of Greece in Thessaloniki and the Hellenic Open University who have greatly supported me and helped me in scientific matters, respectively.

I wish to express my thanks to friends from North Macedonia, Albania and Greece for their help and cooperation in various matters relating to the completion of my Thesis.

Finally and most importantly, I want to thank my family, Theodora Karavasili, Peter and Alexander Kiriakou for their continuous support and motivation. My sincere gratitude to all of them.

Evangelos Kiriakou,

Somewhere between Via Egnatia Cities

Edessa, Thessaloniki, Bitola, Ohrid, Korca

Aug 2021

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The city is built with the aim of attaining happiness

(Aristotle)

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Table of Contents

ACKNOWLEDGEMENTS	5
LIST OF TABLES	14
LIST OF FIGURES	16
LIST OF ABBREVIATIONS	18
ABSTRACT	19
ABSTRACT IN MACEDONIAN.....	20
ABSTRACT IN GREEK.....	22
ABSTRACT IN ALBANIAN	24
CHAPTER 1 : INTRODUCTION.....	27
1.1 Overview:	27
1.2 Definition of the Research Issue - Background and context	27
1.3 Research Objectives and Questions	28
1.4 The objective of the Study.....	29
1.5 Research questions	29
1.6 Significance of the study.....	31
1.7 Research Justification	32
1.8 Summary	33
CHAPTER 2 : THEORY AND EVIDENCE ON DESTINATION GROWTH...34	
2.1 Overview:	34
2.2 Background Evidence	34
General Impact of Tourism.....	34
Factors that affect the sustainability of a tourism destination	38

2.3 Destination Development	41
Conceptualizing Destination	41
Destination Attributes	46
Destination Image	48
Destination Attachment	50
Destination Personality	51
Destination branding	52
Management of the destination brand identity and image	54
2.4 Destination Management Approaches	56
Conceptualizing Destination Management	56
Destination Management Role	64
Who is behind Destination Management	66
Destination Management Systems	68
Destination Management Benefits and Challenges	71
2.5 Summary	72
CHAPTER 3: THE CONCEPTUAL FRAMEWORK OF SUSTAINABLE TOURISM DEVELOPMENT AND HYPOTHESIS	73
3.1 Introduction	73
3.2 Background of destination management for small scale cities	73
Cultural Destination Management	78
Cultural heritage tourism and sustainable development	79
3.3 Via Egnatia a destination network for small scale cities	82
3.4 Regions of Edessa, Ohrid, Korce along the Via Egnatia corridor	90
3.5 Summary	93
CHAPTER 4: THE RESEARCH PROCESS	94
4.1 Introduction	94
4.2 Mixed Methods Research	94
4.3 Research Questions	94
4.4 Research Philosophy	96
4.5 Research Design Type	97
4.6 Quantitative research approach	98
4.6.1 Data Collection	99
4.6.2 Data Sampling	100

4.6.3 Model specification and its justification	101
4.6.4 Data analysis	102
4.7 Qualitative research approach	102
4.7.1 Sampling and data collection	103
4.7.2 Finding the Participants	104
4.7.3 Interviewing Pre-process	104
4.7.4 Documentary Materials.....	104
4.7.5 Content and process of interviewing.....	105
4.7.6 Thematic analysis and coding process	107
4.7.7 Problems encountered through interviews	107
4.8 Generalisability, Reliability and Validity	108
Quantitative Research Method.....	108
Qualitative Research Method.....	108
4.9 Summary	110
 CHAPTER 5: DESTINATION MANAGEMENT SYSTEMS & SUSTAINABLE DEVELOPMENT – VIA EGNATIA SMALL-SCALE CITIES QUANTITATIVE ANALYSIS AND RESULTS	
112	
5.1 Introduction	112
5.2 Research Hypothesis	112
5.3 Demographic characteristics	114
5.4 Reliability Analysis.....	121
5.5 Hypotheses testing	122
Research hypothesis 1.....	122
Research Hypothesis 2.....	124
Research Hypothesis 3.....	128
Research Hypothesis 4.....	132
Research Hypothesis 5.....	143
Research Hypothesis 6.....	144
Research Hypothesis 7.....	146
Research Hypothesis 8.....	153
Research Hypothesis 9.....	160
Research Hypothesis 10.....	160
5.6 Perspectives over the tourism impact per origin	162
5.7 Summary of results.....	183
5.8 Summary	186

CHAPTER 6: DESTINATION MANAGEMENT SYSTEMS AND SUSTAINABLE DEVELOPMENT – VIA EGNATIA SMALL-SCALE CITIES QUALITATIVE ANALYSIS AND RESULTS.....	187
6.1 Introduction	187
6.2 Demographic Profile	188
Gender	189
Age	189
Education	190
Work Experience	191
Destination Management Pillars	191
Sustainable Management	192
Socio-Economic sustainability	195
Cultural Sustainability	194
Environmental Sustainability	193
Networking	196
6.3 Summary	198
CHAPTER 7: CONCLUSIONS AND POLICY IMPLICATIONS, SUSTAINABLE TOURISM SYSTEM DEVELOPMENT – THE MULTI-DIMENSION, CITY-SUSTAINABLE DESTINATION MANAGEMENT MODEL	199
7.1 Introduction	199
7.2 Contributions Arising from the Research Questions	199
7.2.1 Research Question One.....	200
7.2.2 Research Question Two	201
7.2.3 Research Question Three	202
7.2.4 Research Question Four	204
7.2.5 Research Question Five	205
7.2.6 Research Question Six	205
7.2.7 Research Question Seven.....	207
7.2.8 Research Question Eight.....	209
7.2.9 Research Question Nine.....	211
7.2.10 Research Question Ten	213
7.3 Research Methodology	216
7.4 Limitations of the study	217
7.5 Contributions and Implications for Destination Management	218
7.6 Application of the Model.....	220

7.7 Avenues of Future Research	222
7.8 Management policy and practical implications	223
7.9 Summary	226
REFERENCES	229
APPENDIXES	246
Appendix A – Questionnaire I	246
Appendix B – Questionnaire II - Interview	271
Appendix C – The Model Phryctoria v.1.00	277

List of Tables

Table 1 Destination Management – Spatial Approach	58
Table 2 Destination Management – Economic Approach	60
Table 3 Destination Management – Managerial Approach	61
Table 4 Destination Management – Systems Approach	62
Table 5 Destination Management – Network Approach	63
Table 6 Are you fluent in English?	114
Table 7 Please state your identity.	115
Table 8 Questionnaire-I, Gender.....	116
Table 9 Questionnaire-I, Age.....	117
Table 10 You live/work in a place nearby	118
Table 11 How long do you live in the Via Egnatia corridor?	119
Table 12 Cronbach' Alpha.....	121
Table 13 Case Processing Summary – Factors of Travel	123
Table 14 Chi-Square Tests – Factor of Travel.....	123
Table 15 Paired Samples Statistics – Factor of Travel	123
Table 16 Paired Samples Correlations – Factor of Travel.....	123
Table 17 Paired Samples Test – Factor of Travel.....	124
Table 18 Descriptive Statistics – Satisfaction factors.....	125
Table 19 Case Processing Summary – Satisfaction factors	126
Table 20 Chi-Square Tests – Satisfaction Factors	126
Table 21 Paired Samples Statistics – Satisfaction Factors.....	127
Table 22 Paired Samples Correlations – Satisfaction Factors	127
Table 23 Paired Samples Test – Satisfaction Factors	127
Table 24 Descriptive Statistics – Factors of Via Egnatia Cities Importance	130
Table 25 Case Processing Summary – Factors of Via Egnatia Cities Importance	131
Table 26 Chi-Square Tests– Factors of Via Egnatia Cities Importance	131
Table 27 Paired Samples Statistics– Factors of Via Egnatia Cities Importance.....	131
Table 28 Paired Samples Correlations– Factors of Via Egnatia Cities Importance ..	132
Table 29 Paired Samples Test – Factors of Via Egnatia Cities Importance	132
Table 30 Satisfaction from the effects of tourism on the life quality	133
Table 31 Satisfaction from the effects of tourism on the life quality	134
Table 32 Satisfaction from the effects of tourism on the life quality	139
Table 33 Satisfaction from the effects of tourism on the life quality	139
Table 34 Satisfaction from the effects of tourism on the life quality	140
Table 35 Satisfaction from the effects of tourism on the life quality	141
Table 36 Satisfaction from the effects of tourism on the life quality	142
Table 37 Satisfaction from the effects of tourism on the life quality	143

Table 38 Tourism factors regarding their contribution to the quality of life	144
Table 39 Descriptives - Satisfaction from tourism on the quality of life.....	145
Table 40 Satisfaction from tourism on the quality of life	145
Table 41 Robust Tests - Satisfaction from tourism on the quality of life.....	146
Table 42 Factors of Travel Importance.....	148
Table 43 Factors of Travel Importance.....	155
Table 44 Quality of Life	161
Table 45 Quality of Life	161
Table 46 Quality of Life	162
Table 48 Demographic information of Interviewees	188

List of Figures

Figure 1 Proposed Research Model	30
Figure 2 Destination Sustainability.....	41
Figure 3 Crucial Factors of Destination Management.....	74
Figure 4 Ancient Via Egnatia	83
Figure 5 Ancient Via Egnatia Cultural Traveler.....	84
Figure 6 Ancient Inscription of the Via Egnatia Traveler	84
Figure 7 Ancient Via Egnatia	89
Figure 8 Are you fluent in English?.....	114
Figure 9 Please state your identity.	116
Figure 10 Gender	117
Figure 11 Age	118
Figure 12 You live/work in a place nearby.....	119
Figure 13 How long do you live in the Via Egnatia corridor?.....	120
Figure 14 Ancient Via Egnatia as key factor of the area attractiveness	121
Figure 15 Living in the Via Egnatia Corridor.....	146
Figure 16 Factors of Travel Importance-Location.....	149
Figure 17 Factors of Travel Importance-Accessibility.....	149
Figure 18 Factors of Travel Importance-Value for Money	150
Figure 19 Factors of Travel Importance-Experience	150
Figure 20 Factors of Travel Importance-Culture	151
Figure 21 Factors of Travel Importance-Natural Characteristics	151
Figure 22 Factors of Travel Importance-Attractions	152
Figure 23 Factors of Travel Importance-Facilities	152
Figure 24 Factors of Travel Importance-Interaction with Locals.....	153
Figure 25 Factors of Travel Importance-Location.....	156
Figure 26 Factors of Travel Importance-Accessibility	156
Figure 27 Factors of Travel Importance-Value for money.....	157
Figure 28 Factors of Travel Importance-Experiences	157
Figure 29 Factors of Travel Importance-Culture	158
Figure 30 Factors of Travel Importance-Natural Characteristics	158
Figure 31 Factors of Travel Importance-Attractions	159
Figure 32 Factors of Travel Importance-Facilities	159
Figure 33 Factors of Travel Importance-Interaction with locals	160
Figure 34 Quality of Life	162
Figure 35 Q.21. Satisfaction from the effects of tourism on the quality of your life.	163
Figure 36 Q.22. Attractiveness of living environment?.....	164
Figure 37 Q.23. Sustainable tourism means.	164

Figure 38 Q.24. Positive impacts and sustainability in tourism industry	165
Figure 39 Q.25. Sustainability, Branding, Marketing and Experiences	166
Figure 40 Q.26. Opinions regarding environmental attributes	167
Figure 41 Q.27. Opinions regarding economic attributes	169
Figure 42 Local Society, Destination and Tourists.....	170
Figure 43 Q.29. Opinions regarding the support for sustainable tourism development in the area.....	171
Figure 44 - Q.30. What are the main drivers for sustainable tourism?	173
Figure 45 Q.31. What are the main barriers for sustainable tourism? Please select one or more answers.	175
Figure 46 Q.32. Please rate the following statements regarding Health & Safety	176
Figure 47 Q.33. Please rate the following statements.....	178
Figure 48 Q.36 Cultural Values & Traditions - What those values and/or traditions mean for you?	179
Figure 49 Q.37. Sense of Belonging – Rate the efforts for improving local community values and identity?.....	180
Figure 50 Q.38. Sense of Belonging - Rate the question statements.....	181
Figure 51 Q.41. Local Products as a potential culture tourism opportunity	182
Figure 52 Q.42. Local Policies	183
Figure 55 Interviewees’ age.....	190
Figure 56 Interviewees’ professional qualification.....	190
Figure 57 Interviewees’ job experience in years number	191
Figure 58 Destination Management Pillars.....	192
Figure 59 Sustainable Management.....	192
Figure 60 Socio-Economic sustainability	196
Figure 61 Cultural Sustainability	195
Figure 62 Environmental sustainability	194
Figure 63 Networking	197
Figure 64 Explanatory Sequential Model	217
Figure 65 Model of Sustainable Tourism Destination, Management and Development System.....	219

List of Abbreviations

The following abbreviations are used throughout the thesis:

DMO	Destination Management Organization
DMMO	Destination Management & Marketing Organization
DMC	Destination Management Companies
DMS	Destination Management Systems
GTSC	Global Tourism Sustainability Council
GHG	Heat trapping gases, are carbon dioxide, methane, nitrous oxide
EU	European Union
ICT	Information and Communication Technology
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNDP	United Nations Development Program
UNWTO	World Tourism Organization
RQ	Research Question
SPSS	Statistical Package for the Social Sciences
WTO	World Tourism Organization

Abstract

Effective destination management even for small scale cities is key factor for sustainable tourism development. The selected geographical area in south eastern Europe, Balkans, is focused on three destinations with a great history and culture transformations related to the ancient Roman road of Via Egnatia. Tourism and travel, activating societies of the destinations, but they have a significant and wider, economic, social, cultural and environmental influence. Destination management is the driving force for destinations over cultural corridors well-known since older times. Pilgrims became modern tourists, new countries and boundaries affect the sustainability status of each destination separately. Model of destination management as sustainable tourism development tool implies small cities in a connectivity using tangible and intangible cultural heritage through the complementarity containing competitive advantage for their image, attributes, equity, personality, attractiveness in the direction of improving the citizens' quality of life and the visitors' quality of experiences. Research contains findings in 3 different countries, in 3 different small cities, 3 different systems but in one cultural heritage corridor of Via Egnatia over centuries as a strong connection bond providing an occasion challenge of co-development using an innovative model of destination management for sustainable tourism development. The related anticipated implications of such results on the advancement of the knowledge domain of the destination governance could add to the communities much more than only economic prosperity such as long-term education systems and connections with organizations with cultural, environmental or social background on the way to sustainability. The aim of this research project was to determine the impact of quality management systems on the operational performance of DMO's in the area. The results show how systems have impact on the internal functions of marketing, operations and human resources management in the local society and implication to the market as simple destinations or as parts of complementary thematic routes.

Keywords: Destination management, Sustainable tourism development, City Branding, Cultural heritage, Tourism governance

Abstract in Macedonian

Ефективното управување со дестинациите, дури и за малите градови е клучно за одржлив развој на туризмот. Избраната географска област во Југоисточна Европа, Балканот, е фокусирана на три дестинации со голема трансформација на историјата и културата, поврзани со древниот римски пат Виа Игнација. Туризмот и патувањата, активирањето на општествата за дестинациите, имаат значително и пошироко, економско, социјално, културно и еколошко влијание. Управувањето со дестинациите е движечка сила за дестинациите покрај културните коридори, добро познати од постарите времиња. Ациите станаа модерни туристи, новите земји и граници влијаат на статусот на одржливост на секоја дестинација посебно. Моделот на управување со дестинации како одржлив инструмент за развој на туризмот влијае на малите градови во поврзувањето, користејќи материјално и нематеријално културно наследство преку комплементарност што содржи конкурентна предност за нивниот имиџ, атрибути, еднаквост, личност, атрактивност, во насока на подобрување на квалитетот на животот на граѓаните и квалитетот на искуствата на посетителите. Истражувањето содржи наоди во 3 различни земји, во 3 различни мали градови, 3 различни системи, но во еден коридор за културно наследство преку Виа Игнација, низ вековите познат како силна врска што претставува причина за предизвик за заеднички развој со користење на иновативен модел на управување со дестинации за одржлив развој на туризмот. Поврзаните очекувани импликации на таквите резултати врз унапредувањето на знаењето во управувањето со дестинацијата, може да им додаде на заедниците многу повеќе работи отколку економски просперитет, како долгорочни образовни системи и врски со организации со културна, еколошка или социјална позадина на патот кон одржливост. Целта на овој истражувачки проект беше да се утврди влијанието на системите за управување со квалитет врз оперативните перформанси на ДМО (DMO, Организација за Менаџмент со Дестинации) во областа. Резултатите покажуваат како системите влијаат врз внатрешните функции на маркетингот, работењето и управувањето со

човечките ресурси во локалното општество и импликацијата на пазарот како едноставни дестинации или како делови од дополнителни тематски правци.

Клучни зборови: Управување со дестинации, Одржлив развој на туризмот, Брендирање на град, Културно наследство, Туристичко управување

Abstract in Greek

Η αποτελεσματική διαχείριση προορισμού, ακόμη και για πόλεις μικρής κλίμακας είναι κλειδί για την βιώσιμη τουριστική ανάπτυξη. Η επιλογή της γεωγραφικής περιοχής της Νοτιοανατολικής Ευρώπης, στα Βαλκάνια, εστιάζει σε τρεις προορισμούς με μια μεγάλη ιστορία και πολιτισμικούς μετασχηματισμούς που σχετίζονται με τον αρχαίο ρωμαϊκό δρόμο της Εγνατίας οδού. Τουρισμός και ταξίδια, ενεργοποιούν τις κοινωνίες των προορισμών, αλλά έχουν σημαντική και ευρύτερη, οικονομική, κοινωνική, πολιτιστική και περιβαλλοντική επίδραση. Η διαχείριση προορισμών είναι η κινητήρια δύναμη πάνω σε πολιτιστικούς διαδρόμους γνωστούς από παλαιότερα χρόνια. Οι προσκυνητές έγιναν σύγχρονοι τουρίστες, νέες χώρες και όρια επηρεάζουν την κατάσταση βιωσιμότητας κάθε προορισμού. Το μοντέλο διαχείρισης προορισμού ως εργαλείο αειφόρου τουριστικής ανάπτυξης, συνδέει μικρές πόλεις χρησιμοποιώντας άυλη και απτή πολιτιστική κληρονομιά μέσω της συμπληρωματικότητας που περιέχει ανταγωνιστικό πλεονέκτημα για την εικόνα, τα χαρακτηριστικά, την ισότητα, την προσωπικότητα, την ελκυστικότητά τόσο προς την κατεύθυνση της βελτίωσης της ποιότητας ζωής των πολιτών όσο και την ποιότητα των εμπειριών των επισκεπτών. Τα ευρήματα σε 3 διαφορετικές χώρες, σε 3 μικρές πόλεις, σε 3 συστήματα, αλλά σε έναν διάδρομο πολιτιστικής κληρονομιάς της Via Egnatia ο οποίος εδώ και αιώνες αποτελεί έναν ισχυρό δεσμό σύνδεσης που παρέχει μια ευκαιρία πρόκλησης από κοινού ανάπτυξης χρησιμοποιώντας ένα καινοτόμο μοντέλο διαχείρισης προορισμού για βιώσιμη τουριστική ανάπτυξη. Οι σχετικές αναμενόμενες επιπτώσεις τέτοιων αποτελεσμάτων στην πρόοδο του τομέα της γνώσης για την διακυβέρνηση προορισμού θα μπορούσαν να προσθέσουν στις κοινότητες πολύ περισσότερα πράγματα από την οικονομική ευημερία, όπως μακροπρόθεσμα εκπαιδευτικά συστήματα και συνδέσεις με οργανισμούς με πολιτιστικό, περιβαλλοντικό ή κοινωνικό υπόβαθρο στο δρόμο προς την βιωσιμότητα. Στόχος αυτού του ερευνητικού έργου ήταν να προσδιορίσει τον αντίκτυπο των συστημάτων διαχείρισης ποιότητας στην επιχειρησιακή απόδοση των DMO στην περιοχή. Τα αποτελέσματα δείχνουν πώς τα συστήματα επηρεάζουν τις εσωτερικές λειτουργίες του μάρκετινγκ, των λειτουργιών και της διαχείρισης

ανθρώπινων πόρων στην τοπική κοινωνία και τις επιπτώσεις στην αγορά ως προορισμών ή ως μέρη συμπληρωματικών θεματικών διαδρομών.

Λέξεις-κλειδιά: Διαχείριση προορισμών, Αειφόρος τουριστική ανάπτυξη, City Branding, Πολιτιστική κληρονομιά, Τουρισμός

Abstract in Albanian

Menaxhimi efektiv i destinacionit edhe për qytetet në shkallë të vogël është thelbësor për zhvillimin e turizmit të qëndrueshëm. Zona e përzgjedhur gjeografike në Evropën Juglindore, Ballkanin, është përqendruar në tre destinacione me një histori të madhe dhe transformime të kulturës në lidhje me rrugën antike Romake të Via Egnatia.

Turizmi dhe udhëtimet, duke aktivizuar shoqëritë e destinacioneve kanë një ndikim domethënës dhe më të gjerë, ekonomik, social, kulturor dhe mjedisor. Menaxhimi i destinacionit është forca lëvizëse për destinacionet mbi korridoret kulturore të mirënjohura nga kohërat më të vjetra. Pelegrinët u bënë turistë modernë, vendet e reja dhe kufijtë ndikojnë në statusin e qëndrueshmërisë së secilit destinacion veç e veç. Modeli i menaxhimit të destinacionit si mjet i zhvillimit të qëndrueshëm të turizmit nënkupton qytetet e vogla në një lidhje duke përdorur trashëgiminë kulturore të prekshme dhe jomateriale përmes plotësueshmërisë që përmban përparësi konkurruese për imazhin, atributet, barazinë, personalitetin, atraktivitetin e tyre në drejtim të përmirësimit të cilësisë së jetës së qytetarëve dhe cilësinë e përvojave të vizitorëve.

Hulumtimi përmban gjetje në 3 vende të ndryshme, në 3 qytete të vegjël të ndryshëm, 3 sisteme të ndryshme, por në një korridor të trashëgimisë kulturore të Via Egnatia gjatë shekujve si lidhje e forte, lidhje që ofron një sfidë të rastit të bashkë-zhvillimit duke përdorur një model inovativ të menaxhimit të destinacionit për turizëm të qëndrueshëm.

Implikimet përkatëse të parashikuara të rezultateve të tilla në avancimin e fushës së njohurive të qeverisjes së destinacionit mund t'u shtojnë komuniteteve shumë më shumë gjëra sesa prosperiteti ekonomik, siç janë sistemet arsimore afatgjata dhe lidhjet me organizatat me sfond kulturor, mjedisor ose shoqëror në rrugën drejt qëndrueshmërisë.

Qëllimi i këtij projekti kërkimor ishte të përcaktonte ndikimin e sistemeve të menaxhimit të cilësisë në performancën operationale të OMD-ve (Organizatave të Menaxhimit të Destinacionit) në zonë. Rezultatet tregojnë se si sistemet ndikojnë në

funksonet e brendshme të marketingut, operacioneve dhe menaxhimit të burimeve njerëzore në shoqërinë lokale dhe implikimet në treg si destinacione të thjeshta ose si pjesë të rrugëve plotësuese tematike.

Fjalët kyçe: Menaxhimi i destinacionit, Zhvillimi i qëndrueshëm i turizmit, Shënjë Identifikuese e Qytetit, Trashëgimia Kulturore, Qeverisja e Turizmit.

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

Chapter 1 : Introduction

1.1 Overview:

Chapter 1 introduces an overview to this research study. It presents the study issues, and its structure. Also it explains the logic plan for this work. The research questions are outlined and the methods are also presented. Finally the overall outcomes are described and the chapter is summarized.

1.2 Definition of the Research Issue - Background and context

Destination management is one of the fundamental instruments of growth strategies that enable destinations to enter new markets, increase existing market share, as well as achieve competitive advantage. Because of strong competition in worldwide markets, many destinations are trying to grasp the importance of different types of destination management in order to enhance the quality of their offer, improve their performance and survive in the market even to post pandemic era (Gowreesunkar et al, 2021).

The importance of destination management topic has been raised among authors due to its practical relevance. Nowadays even small scale cities are introducing destination management tools to apply more effective and attractive processes, to perform better in the market, and to ensure positive reputation in the visitors' perception.

While small cities apply destination management tools they understand that there are a lot of factors between cultural, social, natural and economy ecosystem contribute to overcome problems while trying to achieve competitive position in the market. This is because, nowadays, destination management is one of the most important tools, and is considered as a necessity for survival on the way of destination sustainability. Thus, encouraging destination management in small scale cities remains a key initiative in order to stimulate destination growth.

Destination management systems play a significant role in any country, in any region in any city which contributes to economic growth, employment and reduction

of poverty especially in transition countries according to future perspectives of Agenda 2030. These are some reasons why destination management process is considered a motivator of development, especially in the developing areas. Promotion of the destination attractions and destination activities it is not enough today to enhance complex competition and productivity growth on several sectors while the balance between quality of community life and quality of visitors experiences is expected. Furthermore just promotion activities are not the appropriate way to sustain local resources without understanding the changes in the market reflecting to the local environment

1.3 Research Objectives and Questions

The interest on this specific topic has been aroused by the dearth of comparison studies regarding the opinions of tourists, individuals from the local community and local tourism authorities about tourism destination management in small-scale cities and its impact on sustainable development.

According to the existing literature in tourism and destination management, there has been noted an impact of a number of factors on the sustainable development of an area. Specifically, as it has been made obvious from many studies, factors mainly focus on the financial stability and performances, the promotional actions, the strategic decisions, and the existence of an organized plan with strategic alliances have a direct impact on the tourism sustainability of an area. However, sustainable development presupposes the cooperation of the different groups among the community also for natural, cultural and socioeconomic environment (UNWTO, 2007). Thus, the value of the identification of the different perceptions of each community group (individuals, businesses and tourism local authorities) and the measurement of the impact of the various factors is of great importance on the process of achieving sustainable development. Furthermore, the perceptions of local individuals and authorities regarding tourism and the development of an area differ from those of visitors. Therefore, recording the perceptions of both sides can add knowledge to the existing literature and allow specific and useful suggestions.

Under this scope, the objectives of this study are to conduct a research in order to increase the knowledge regarding the destination management for small scale cities in order to achieve sustainable development.

1.4 The objective of the Study

This study aims to investigate destination management at the level of small cities as destinations of the same cultural corridor of Via Egnatia throughout centuries and the impact on the surrounding areas according to sustainable tourism development principles. The research study aims to identify a destination management model with application possibilities on all three countries and the specific Via Egnatia cities using networking perspectives activating the balance between social, cultural, natural and economy ecosystem.

The main research question follows as “Is there any model of destination management for sustainable tourism development as application to the small-scale cities even if they are in different countries and regions?” using the examples from the Ancient Via Egnatia physical and cultural networking.

1.5 Research questions

The following are the sub-research questions that have been formulated to achieve objectives of this study:

RQ1: Is there a statistically significant relationship between tourism governance and destination competitiveness and attractiveness

RQ2: Is there a statistically significant relationship between cultural policy and behavioral intention?

RQ3: Is there a statistically significant relationship between cultural policy and destination attachment?

RQ4: Is there a statistically significant relationship between destination resources and destination competitiveness and attractiveness?

RQ5: Are there differences in country level and in terms of destination resources?

RQ6: Are there differences in country level and in terms of destination management?

RQ7: Are there differences in country level and in terms of destination competitiveness and attractiveness?

RQ8: Is there a statistically significant relationship between destination resources and the socioeconomic development of the Via Egnatia area?

RQ9: Is there a statistically significant relationship between destination management and the socioeconomic development of the Via Egnatia area?

RQ10: Is there a statistically significant relationship between destination competitiveness and attractiveness and the socioeconomic development of the Via Egnatia area?

Those research questions are summarized on the following proposed research model.

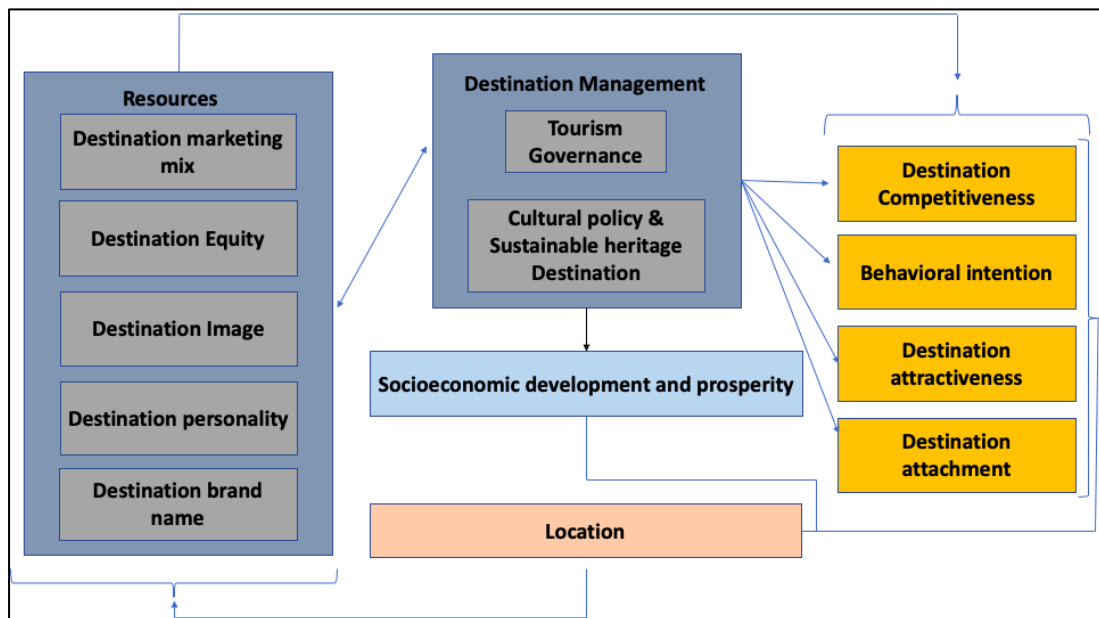


Figure 1 Proposed Research Model

After understanding destination management procedures and sustainable tourism development in small scale cities through existing literature, the research will fit the empirical data for cities in the cultural corridor of ancient Via Egnatia to understand the tourism sustainability that can be achieved through application of destinations management and the perspectives from their future networking.

1.6 Significance of the study

The study focuses on destination management procedure for sustainable tourism development and its growth through small scale cities specific capabilities. This study strives to improve the explanation regarding the relationship between sustainable tourism development and its impact in the destination performance using destination management principles. It will make a solid contribution to the destination management literature by proposing a model that is original in explaining the procedure for sustainable tourism development using local characteristics as distinctive innovation development which leads to destination benefits growth for visitors and for citizens.

It will help local authorities and stakeholders to improve their internal organization by understanding better the importance of the networking activities, which can lead to sustainability. This contribution consist in analyzing how those stakeholders can achieve growth by focusing on visitors experience and simultaneously on citizens quality of life. So the added value reflects not only by offering innovative products and services but also to the balance of social, cultural, natural and economy ecosystems. This study aims to enhance the networking of these small scale cities activities despite its challenges and specific characteristics of the different countries. It provides empirical evidence of relationship between Place, People, Product, Process and organizational innovations with the growth of destination management culture (Middleton, 2001).

This study will try to use Ancient Via Egnatia as a common cultural corridor in order to align the organizational culture need, ensuring the process of using the right resources and capabilities as well as the cities networking for sustainability on tourism

development. It will serve also future studies to extend analysis on small scale cities and destination management culture that determine the growth of tourism to the new era.

1.7 Research Justification

This research aims to enhance the understanding of the destination management operation in the direction of sustainable tourism development in a small-scale city environment in three different countries but connected through time with one historical road as referred Via Egnatia corridor.

The study initially began by focusing on the evaluation of the city destination management and development. However, a review of the literature revealed that there is a lack of a well-founded and coherent understanding not only of issues of the evaluation of small-scale city destination management effectiveness, but also of what constitutes the effectiveness of the destination management itself (Candrea and Ispas 2009). The long-term existence of this road of Via Egnatia as connection network, did it actually helps these cities and stabilize them as destinations or not?

Therefore, this study explores stakeholders' from three different cities from three different countries for their perspectives and considers the multiple influences on effectiveness under an intangible today cultural corridor of Via Egnatia. However, it is important here to clarify that this study tries to develop a holistic model for understanding of small-scale cities behavioral intention to the selected "Destination Management for Small Scale Cities for sustainable tourism development" as the topic of the research which was made based on a number of reasons.

At first destination management for small cities can be different from the usual approaches of destination management that can be applied generally. This fact along with the limited similar research enhances the choice of the particular research topic. Moreover, the absence of a comparison study about the perceptions of different group members such as tourists, individuals from the local community and local destination authorities was the main reason as well, as there are many different studies which have tried to assess perceptions about sustainable development of tourism destinations

but none which combine the views from three different destinations (Edessa – Ohrid - Korca Region) and countries which are traditionally associated for centuries using Via Egnatia the Roman road from Constantinople to Rome as a cultural corridor, under the same Byzantine civilization, in three different countries nowadays.

Finally, another reason is the recent importance of destination management for small scale cities organizations (DMO's) on the specific area as a result of the global financial and pandemic crisis and the development of new applications based on the networks and networking.

1.8 Summary

Chapter 1 remarks the foundations for the study. It provided the introduction of the study and the background followed by detailed justification for this study. The research objectives and questions were introduced and examined during this research study. The significance of the study was offered. The next chapter proceeds with a detailed description of the appropriate theoretical foundations for this study in relation to the determinants of destination management for small scale cities for sustainable tourism development.

Chapter 2 : Theory and evidence on destination growth

2.1 Overview:

This chapter is comprised by the most relevant theories related to destination management and sustainable tourism development. Firstly, the destination environment, is captured which is a complex of factors between cultural, social, natural and economy ecosystem followed by the destination management theory and human recourses. Different theories of the destination management related to small scale cities and innovation that are reviewed in this section include sustainability view, and innovative theories, in order to find out the determinants of destination development performance with particular emphasis on the culture-based and innovative perspective of the destinations over the corridor of ancient Via Egnatia which was in use for a centuries. Finally, the chapter is summarized.

2.2 Background Evidence

General Impact of Tourism

Tourism, in its current form, is an economic and social phenomenon that has attracted an increasing interest from both the societies of developed and developing countries, since it is considered one of the key areas that can lead to the development structure, to increase living standards and to expand the overall well-being. However, it is unrealistic to believe that tourism is the only solution to the problems of the countries, regions, and cities and as mentioned before it is a social and economic activity, but it has a significant economic, social, cultural and environmental influence (Igoumenakis & Kravaritis, 2004; Gherco & Trandafir, 2014).

The travelling procedure for several reasons, from ancient roman times to medieval Byzantium and then to Ottoman Empire, using roads like Via Egnatia supported the necessary networking between cities and villages. Transactions, interactions and transformations helped ancient pilgrims to be modern tourists-travelers today. Tourism is a tool to this process and reinforced societies by

rethinking, reinventing and reconnecting themselves with the real world. Modern time's digital era challenges could help destinations for their existence which is a basic principle for their sustainability. Tangible and intangible cultural heritage built through thousand years of mobility using stone roads and bridges, like Via Egnatia, could be a modern type corridor in the direction of the destinations sustainability through the idea of sustainable civilization. This civilization from Neolithic, Early Antic-Bronze and Iron Age, Antic period – Late Antic-Early Christian, Medieval – Byzantine, Late Medieval – Ottoman, XIX Century Revival, XX Century – Modern, was created from abundance of cultural heritage originating from all periods of human history (Korunovski & Marinoski, 2012). Culture transformations and interactions is a crucial part of sustainable tourism process. On the one hand destinations focused on their core balance between society and travelers and on the other side supported their networks with other destinations and travel industry. Could small destinations survive this process using specific procedures?

The success of tourism destinations in world markets is influenced by their relative competitiveness. Tourism destination competitiveness is becoming an area of growing interest amongst tourism researchers (Crouch & Ritchie, 1999). The contention is that destination competitiveness has “tremendous ramifications for the tourism industry and is therefore of considerable interest to practitioners and policy makers” (Ritchie & Crouch, 2000). Dwyer, Forsyth, & Rao (2000) reinforce this view, stating that it is “useful for the industry and governmental policy to understand where a country's / regions competitive position is weakest and strongest” and hence that it is important to know how and why competitiveness is changing. Based on that, tourism authorities have as their aim to achieve sustainable development of their area by using their advantages and stronger points in their attempt to minimize their weaknesses (Labanauskaite, Kiyak & Bagociute, 2011).

Undoubtedly tourism has a significant influence on the financial part of every region. In particular, the existence of tourism is linked to job creation, which is particularly important for the region, as well as except the economic benefits and their employees, we can also observe a significant reduction in unemployment rates due to

this phenomenon. Except the job creation, tourism influences within a very positive way a number of areas, such as services and transport. The above become more understandable, if we consider that in areas, which can be characterized as isolated, tourism is a mound for the outflow of local residents in other areas, it enhances the economy so that the local people cannot seek outlets elsewhere (Lickorish & Jenkins, 2004). However, tourism has negative implications with respect to the financial sector, as it is characterized many times by seasonality, which negatively affects the desire of people for permanent work. Moreover, many times this leads to an increase in food prices, both in mobile and stationary values and an increase in the cost of living, because of the seasonality.

The financial impact of the tourism phenomenon could be mention tax revenue, which come from the influx of tourists from abroad to the destination and also from the increase of tourist traffic that leads to higher living standards in both the individual and societal level (Ruhanen, 2013). Apart from the economic field, particularly important are the effects of tourism in the social environment. More specifically, these effects are difficult to assess as positive or negative, as they do not affect all regions in the same way. This is because, while in some areas due to tourism, the phenomenon of the local habits and customs often lacks, due to the influences of the foreign elements, while in other areas it is the main reason why tourists visit this region (Komppula, 2014). A positive, fact is the direct contact and interaction with the local foreign people. In this way, the people have the opportunity to learn about other cultures and traditions. This leads often to a greater appreciation of its own tradition and preserves in this way its cultural heritage (Andriotis, 2008). However, it is worth mentioning that it is very likely that the interaction between local and foreigners may change their social values and lead them to adopt a lifestyle completely alien to them.

Another, negative example of tourism in society is the exploitation for personal benefits. The commercialization of specific local customs of a region lose their real meaning and turn into souvenirs, leading to reduction of the main profit for the sake of profit. Especially in areas with a lot of tourist movement common adverse

events occurred, such as drug trafficking, consumption of excessive amounts of alcohol, prostitution etc. Particularly, the unpleasant events, which cause problems and it, can adversely affect the image of the local community (Azizi, Biglari & Joudi, 2011).

Also, there is a significant positive and negative impact of tourism, in the natural environment. On the positive side, we can mention the possibility of awareness of local and national authorities, which will result in the adoption of measures aimed at protecting the environment (Andriotis, 2008). In contrast, the negative impact of tourism on the environment, mainly focuses on environmental disasters occurring scenic locations like the creation of tourist facilities, or explosive noise pollution (e.g. from nightclubs) that plagues numerous tourist destinations, all of which burden and degrades the natural environment of an area (Schaumann, 2004). Also, a negative effect of tourism is the pollution of the coasts, lakes, rivers and coastal areas, due to the dropping of litter in the seas and other water areas, but also because of the existence of camps organized or not, which pollute the environment. A huge problem is also the fires, which often occur in tourist areas and are due to dropping lit cigarettes, because of the negligence of tourists. All the above have as a result a highly significant disturbance of the ecological balance, which significantly worsens the quality of life (Azizi, Biglari & Joudi, 2011).

Tourism has significant positive and negative effects on cultural level. Because of tourism, some traditions would have disappeared but remain at the forefront thanks to tourism. In contrast, the negative effects are more significant, as in these, there are many young people that are moving away from activities related to the services, as the way that they are designed, attracts to foreign rather than local people and this happens because the traditions have lost their true meanings, as they become a product of commercialization as an ultimate goal, which is for sale to tourists. In addition, it is very common that traditional symbols, objects and mementos become tourism consumption products, thus not valued as it should be by the public and are treated as goods for sale. Besides, these products are often produced in large quantities for the purpose of tourism, which essentially converts a centuries-old

tradition in to a consumer product. All these degrade the true sense of tradition, thus reducing the interest of the younger generations for it.

Another element of the above commercialization, which leads to the erosion of cultural values and traditions of the people, is the method of construction of products available to the public (souvenirs, mementos, etc.), which are compatible to their desires. The result is a loss of real value. A negative point is also the standardization of areas in such a way as to be close to the desires of tourists. This happens, as the tourists visit a destination that has nothing in common with the local identity, such as food. Thus, we are led to practices that are close to those of tourists they want but the traditional elements of reception areas they are endangered.

Finally, the common phenomenon of cultural clashes between locals and foreigners should be mentioned. This is because, due to the different cultural characteristics of individuals (e.g, religion, customs, and language) and the corresponding social contact it, is likely to create conflicts in cases where these differences cannot be accepted by one side the both parties (Sinclair, Gursoy & Vieregge, 2015). In practice, due to negative effects that tourism has in the above fields, cities might consider focusing on alternative types of tourism using small scale destination management implementations in order to reduce these negative effects.

Factors that affect the sustainability of a tourism destination

The main factors that are related to the sustainability of an area are the following:

a) The efforts made by businesses and local authorities to support the competitiveness of the local tourism product

These efforts are evident in many areas and include the organization of alternative tourism activities, the services and the infrastructure for specific or new tourism products, professional training in the field of services, supporting the diversification and specialization of the tourism product.

b) The EU policy

It is a fact that after 1990, the EU tourist policies and initiatives support sustainable tourist development, especially at a local level. Such developments are apparent in: development of special and alternative Form tourism; tourist development programs in the countryside linking tourism to other production sectors; training programs for the unemployed; programs for the protection off the environment and cultural heritage. One of the geographical areas where such policies have been implemented is south Eastern Europe using cross border cooperation programs (Amir et al., 2015).

c) Governmental / Regional / City tourism policy

Two parameters must be evaluated in parallel and are the connection of this policy with the policies of the European Union (one of the most interesting examples is the "Tourism-Culture") and the efforts to upgrade the country's / region's tourism product in view of the most growing international competition (Crouch and Ritchie, 1999). .

d) Certain parameters of tour-operators policy

It is a factor that indirectly contributes to the support of sustainable tourism development. However, there are two concerns, firstly the number of tour-operators (incoming & outgoing) in new or specialized tourism products and services, mainly related to the cultural, educational, scientific, ecological, sports, gastronomy tourism, etc. and secondly the effort to support business policies aimed at balanced "integration" of tourism in the local social, culture and environmental structure (Crouch and Ritchie, 1999).

e) Changes in the incentives of tourists

Tourists present different preferences and needs from time to time.

f) Local socio-professional groups and organizations

It is a factor that operates indirectly, by supporting initiatives and processes that contribute to sustainable tourism development. Some examples are: supporting

programs and activities related to specific forms of tourism programs relating to the environment and to protect human settlements in rural infrastructure; promote the production and crafts activities related to tourism; activities and infrastructure promotion of local traditions, gastronomy, culture & sports.

What is definitely beyond all of it is the correlation between supply side of the destination and demand side of the visitors. According to GTSC (Global Tourism Sustainability Council) there are four pillars application of the criteria referred to destination contribution towards the 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals (GTSC, 2020, Adams et al 2016, UN 2020). The sustainable management including management structure and framework, stakeholder engagement and managing pressure and change. The socio-economic sustainability referred to delivering local economic benefits, social wellbeing and impacts. The cultural sustainability referred to the protecting of cultural heritage and visiting cultural sites and environmental sustainability referred to the conservation of natural heritage, resource management and management of waste and emission. In city level destination management process it is probably the only way for positive results for sustainable tourism development especially in the post-era of covid-19 crisis.

Sustainability is a compound word: sustain + ability. Thus, it may seem rather incongruous and difficult to describe sustainability as anything other than an ...ability (Hay, et al, 2014). Conway (1986) remarks that the measurement of sustainability is difficult and can often only be done retrospectively like our case study with the cities along the way Via Egnatia. Essentially, sustainability especially on societal level is often a long term goal, which we may never be able to say we have “attained”. So the most important thing is to try to achieve the goals. Sustainability is manifested to humans as behaviour that produces the effect of sustenance/ maintenance/continuation (Wang et al., 2008).



Source : GSTC(2019) Destination contribution towards the 2030 Agenda for Sustainable Development

Figure 2 Destination Sustainability

2.3 Destination Development

Conceptualizing Destination

In any phase of travel and tourism process from pre-travel to post-travel, from the destination of origin to destination of transition and then travel back again, from anticipation phase to recollection phase, the center of the travel and tourism is the final destination within its experiences in any part of destination life cycle (Butler, 1980, Miossec 1976, Clawson and Knetsch's, 1966).

According to UNWTO (2007) destination is one of the most frequently used terms in the analysis of tourism. Destination is a physical space with or without administrative and / or detailed boundaries in which the visitor can spend at least one night. It is the complex system (co-installation) of products, services, activities and experiences in the tourism value chain and basic unit of tourism analysis (UNWTO,

2007). Beritelli P, et al (2015) conceived destination not only as a complex system but also as a dynamic system of interdependencies activated by visitors. Cities from the early ages were the nuclear point of human civilization that attract visitors, permanent residents, short-term visitors and residents and long term residents. The destination term containing the city but the city is definitely a destination.

According to the classics, the city is the epicenter of a civilized coexistence. City as a destination is no simple task. While number of visitors is increasing and destination opportunities changing the face of the city, local resident needs must be covered and this is the key element of sustainability. The city according to Aristotle the famous teacher of Alexander the Great is built with the aim of attaining happiness and the city is a political community (κοινωνία πολιτική) – a community of people who share something in common. In the usage of Aristotle's time, the concept of the common (κοινόν) was perceived as the opposite of the private (ἴδιον) (Jinek, 2018) as Aristotle analyzed on the City and the Political.. The world's cities are also some of the world's greatest tourism destinations according Taleb Rifai, General Secretary of WTO (2012). Tourists are drawn, in growing numbers, to the vibrancy, excitement and diversity on offer in cities worldwide even the small-scale. The socio-economic impact of these visitors is extraordinary. Various types of visits contribute to the local economy and support development of the cities and beyond. Preferences and expectations change, so do cities, with tourism triggering constant investment in infrastructure, promotion and conservation, benefiting tourists and local residents alike.

City is a destination which incorporates various stakeholders and can create networks to create larger destination, city as a destination is primarily an integrated community of people with a natural-cultural-socio-economic environment (Butler, 1980, UNWTO, 2007). The conversation about destinations is a long term process because destinations are not corporations. The destinations as local established communities, cities or regions, they are already complex networks. More and more cities recognize these differences and have teams of motivated people working toward shared goals. Shared leadership with a common vision, strategy and collaboration is

needed to implement those ideas that really resonate when getting things done in groups and systems.

The second challenge is a system issue too. There is a necessity to recognize that the tourism development system involves many more actors than just tourism sector companies. That means that tourism is not operating on a standard basis. Bigger isn't always better. Hardest isn't always stronger than softer. Destination management needs to truly behave in a way that proves of the recognizing that tourism takes place with the consent of the destination community.

On the other hand, many times tourism authorities plan or are working to improve the quality of life of the destination community residents, without tracking the resident sentiments, without consultation procedures. Destination management under sustainable tourism development principles need to understand a lot of factors not only to the market but also to destination community.

Traveler behavior is also crucial as resident attitude and cultural background is crucial too. If destination management is designed for sustainability this is not enough for change, without enabling the change it, won't lead to the best outcomes (Morrison, et al 2013). People and communities are complex. Many times the travelers or hosts really want to do the right thing but they don't. "Nudge" policies, needed to take over destination management using formal and non formal education, structured encouragement, clear legislation through consultation in achieving better outcomes. (Thaler et al, 2008). Destinations need to realize that community sustainability is far more mission-critical further than tourism sustainability.

Especially during the period of crisis, covid-19, the destinations have recognized they need to take an active role in the delivery of the destination experience. Without a destination management tool it is not sufficient to produce any integrated policy from a great promotional campaign to an annual strategy to extend destinations experiences (Day,J., 2012).. As a result, the need of destination management is adopting product and destination development strategies. Although covid-19 era works as an accelerator to adopt, destination product and services,

development incorporating sustainable tourism principles into their development plans. Thus covid-19 is giving a role to the destination system to adopt sustainability as they become more involved in to the policies of implementing solutions. Destinations recognize their role and in the process they could be important catalysts and facilitators.

UNWTO (2017) adopted year 2017 as Year of Sustainable Tourism helping to overcome the challenges of sustainability in tourism. Destinations required specific set of skills great collaborators and stakeholder capacity to do it. Destination management system could help lead this process and make the whole team stronger with new thinking which prompts action even if new dimension to the sustainable tourism conversation. One thing is for sure that the destination is a spotlight on sustainable tourism for development.

The concept of a city as tourism destination does not match only with specific geoadministrative coordinates, but also with socially perceived coordinates, which can have different sensitiveness levels: a tourism destination is a complex system, and can be considered as a social construct based on individual and group emotional thoughts about a wide area around (Lawson and Baud-Bovy, 1977).

City as destination is the social and cultural identity of the place, formed by narratives, and its being used as a part of providing experience that the visitors are looking for (Govers et all, 2007). The management of these narratives about the place is generally outside the complete control of whoever has the responsibility to communicate and promote the area. Destination management starts as a set of common efforts to encourage representing destination as brand, primarily, without confusing visitors destination, is not only depending on the visitors' experience, but in other factors as "hospitality, safety and security, sanitation, traffic and visitor management [...] as being part of the infrastructure and environment" (European Commission, 2000). At the same time residents asking for their rights not only in the field of economy but also to the quality of their social life. In other words, sustainable tourism destination is ecologically sustainable, economically Viable as well as

ethically, and socially equitable. Sustainable destinations fit into the two related dimensions: Environment and Society. (Marchiori, E. & Cantoni, L. 2012).

Destination residents are responsible for the use of the environment and simultaneously responsible for a continuous content generator portrayed today in the digital context for attracting visitors creating destination visiting perspectives. Destination is the important "unknown" for the prospective travelers who do not have previous experience and they need encouragement in order to face their own limitations during their decision making and, therefore, use the information and reputation of the destination to guide their travel decisions. (Passow et al., 2005).

If a city and its area as tourism destination is considered to be a complex organization that acts as a hub with respect to other players and stakeholders within the destination itself. (Sigala, M. and Marinidis, D. 2009) then the classic definition by Burkart and Medlik (1974, p. 46): "tourism destination is a geographical unit visited by tourists being a self contained centre", fits exactly the one of the most influential definitions of a tourism destination given by Goeldner and Ritchie (2003) and states that "tourism destination is a particular geographic region within which the visitor enjoys various types of travel experiences".

At the same line within this classic approach is the one given by Framke (2001,), which states that "tourism destination is a geographical area, which contains landscape and cultural characteristics and which is in the position to offer a tourism product, which means a broad wave of facilities in transport – accommodation – food and at least one outstanding activity or experience. But Seaton and Bennett (1997), focused on intangible characteristics and not only on the physical features of a place. City as a destination network described by Nicholls (2009) in two different approaches: the relational conception of place, and the territorial conceptions of place. The social relations in distinct locations as Ancient Via Egnatia corridor by the structured cohesion of relations in particular destination sites and the different aspects of these interactive relations by highlighting the contingent interactions of diverse (Cultural, Social, Natural Environment).

Different geographical players and different functions improve relation dynamics. These environments of destinations therefore favor a network structure that is both internally well structured and open to contacts with multiple other destinations in the vicinity. Such a network is strong enough to convince motivators to mobilize their valuable resources to open enough to circulate innovative ideas between diverse groups (Massey, 2004).

The destination management is the overview process for internal and external interaction of each destination. A town, city or urban region has a potential which stems from its own natural form, sense of place, sense of history, spirit and ethos. Nowadays, more and more cities, in addition to the primary demands of life, are facing an increasing expectation of the city for tourism activity. However, while the increasing tourism activity is an important economic backbone at the same time they are responsible for a sustainable development strategy in order to keep up the level of attractive image and in environment and quality of life expectation for services and facilities.

Destination Attributes

Destinations are comprised of various attributes that significantly affect visitors at different stages. According to Buhalis (2020) the tourism system is based on three regions, namely: the place of origin where travellers come from, the transit region which represent the transportation space, and the destination region, where travellers finally go.

The discussion and communication between the opinion leaders involved in the management of tourism destinations can be employed as a basis for auditing destination region performance (Crouch, 2010). The beautiful landscape, the cultural exchange, the shopping opportunities, the architecture aesthetic, the facilities infrastructure, safety and activities reflect to the performance of destination attributes determines visitors' satisfaction and future behavior, such as revisits and word-of-

mouth publicity (Crouch, 2011) . Today the multiplier effect from e-word-of-mouth reviews is more powerful than ever.

Since small-scale cities are potential destinations for 365 days of tourism using the daily life environment means that some new evidence could identify how competitiveness attributes to nature and culture may be better assessed and incorporated in the destination identity. Cities of Via Egnatia for a long time ago but operated as hubs, not only offering access to natural, religion and cultural spots but also to entertainment, chance for shopping, accomodation and gastronomy. Also these cities were main access points for the rural area and villages around them as recources of raw materials.

These destination attributes, which are a mixture of the different elements a structure built over time, that attracts visitors, to a destination, are crucially important for several reasons. Specifically, the ability of a destination to attract visitors depends on its perceptive ability to provide benefits to each individual visit. First line information like gas station personell or taxi drivers or the citizen with a friendly face could be an important factor. For some "strange" travellers who travel on foot, or bicycle or motorbike in most of the cases of small scale cities there is the hosting personality of the "local hero" (Liu, 2010). Visitors' experiences at the destination are a more influential driver of future behaviour because these experiences determine customer satisfaction and memorable experiences (Shuib, et al 2015). This memorable visit experience creates loyalty and the "must's" of each area which support the destination visit repeatitiveness (Chi, 2009, Kozak, 2001)

The small-scale city is a human scale and destination management could control more effective the destination attributes if according Shuib, et al (2015) the innovation, the Interaction, the involvement and the meaningful brought by the destination attributes make experiences particularly memorable. This set of destination attributes satisfying the visitor and support this pleasant memory of the destination as subconscious process which operates as predictor of positive behavioural intention and confirm the results for revisit intention (Chandralal, 2013)

According to Crompton, (1979) the image of the destination is “the sum of beliefs, ideas and impressions that a person has of a destination”; and this image significantly affects visitors’ behaviors. There are various aspects of attributes of destinations in relation to the destination image that has been studied. Although the image of the destination is one of the strongest influences on future behavior, visitors’ experiences at a destination affect the formation of tourists’ image of the destination.

The environmental, economic and social attributes need to meet the demand side or better to encourage the proper segment of the market. Destination management composed of organization, marketing, quality of service and experience, information and research, human resource management, finance and venture capital, visitor management, resource stewardship, and crisis management is using and improve or develop these attributes (Zehrer 2016). Finally the destination policy, planning and development, philosophy and values, vision, positioning/branding, development, competitive, collaborative analysis, monitoring and evaluation, and audit drives to the qualifying and amplifying elements consisting of location, safety/security, cost/value, interdependencies, awareness, image, and carrying capacities.

Natural and cultural attractions are often included as core attributes (Peterson, 1994). These small-scale cities such as cities of Via Egnatia, due to their illustrative ability in representing the scope of human activity, and the diversity of artistic expression of the indigenous inhabitants within tourism destinations supporting the destination image.

Destination Image.

The image of a destination is a key concept to understand people’s destination selection process as well as behavioral intentions. An organic image is created from non-commercial sources and is formed by the cultural inputs, that is, by general knowledge and by word-of-mouth information. According to Gartner (1993), awareness implies that a given destination image exists in the mind of potential tourists, and if a destination wants to be successful, it must achieve firstly awareness and then a positive image.

Destination image is defined as “the sum of beliefs, ideas and impressions that a person has of a destination” and emphasizes an individual’s knowledge of and feelings towards, a particular destination (Fakeye & Crompton, 1991). Destination image is a very critical aspect of a destination marketing campaign, as it shows a great impact on influencing tourists' destination choice, visiting experience, perceived value and behavioral intentions. According to Cai (2002), “destination brand image is a set of perceptions concerning a place that translates the existing associations in the tourist's memory”. Moreover its maintained that a destination’s overall image mediates the relationship between its brand associations and tourists’ future behaviour.

Destination image ambassadors, support the visual appeal of images and nowadays what prevails, is the social media networks which are an excellent example of this image-forming agent. Self-motivation, as one of the key influences that guides the development of a destination image, which drives the destination choice and image formation. Sometime visitors, the only thing they want is hi-speed wireless connection to upload a live story from a destination point to their network. Only the independent visitors had a significant impact on the potential visitor because people are likely to consider information as unbiased when compared to traditional advertising . Destination image could use the "grey" advertisement from travel journalist's articles in order to bring more positive results than an "obviously" payed advertisement.

Brand ambassadors accordin Morant et al (2021) are also co-creators of brand image because they can publish information about a destination that will influence other users’ perceptions (Jabreel et al., 2017). The new term of influencers support these actions of looking as "non-payed" posts to a wide populations in social media. Content is the king and photo-text-video-3D-360 photos-drone-augmented reality are tools to build for the destination, an aesthetic character, a story telling and a natural narrator of the location. The repetition of this storytelling narrative using the above means conveys visual perceptions and strengthens the destination brand identity (Camprubí & Planas, 2020).

Nowadays the dispersion of ICT means through of which the induced tourism image of a destination is created focuses more on the role of these destination image ambassadors than happen previously through tourism agents' relational networks and particularly on the effects of the links with external actors such as tour-operators on the destination's induced image.

Destination management must at least control, count and measure, these reviews and also pre-create high quality contents ready to reflect the destination image all year round supporting the sustainable development idea. The use of residents' daily life as part of this process could supply the need of demand in the level of information.

It is obvious that the lack of collaborative links among internal and external actors would affect the coherence of the supplied tourist products and the satisfaction with the tourist experience (Camprubí et al, 2008).

Small-scale cities giving also the sense of originality and the value of distinctive and authentic life cycle and the approach to the induced destination image formation process focusing on the destination's relational network physical and virtual, internal among the area and external to the world (Moustaka, & Constantoglou, 2021)

Destination Attachment.

Attachment is a psychological concept that refers to the special and positive bonding or relationship between individuals and a specific object. (Veasna, et al, 2013). Attachment research has been undertaken in many areas, especially destinations and brands with destination attachment a popular topic of study since it is strongly linked to destination marketing based in local culture identity and tourist-visitor satisfaction (Veasna et al., 2013). Rooted in attachment theory, destination attachment describes the positive relationship and emotional bonding between individuals and a specific tourism destination (Veasna, et al., 2013). This positive connection reflects one's subjective demonstration of the importance of a destination to an individual and how close the tie is between the two (Lewicka, 2008).

Destination competitiveness and destination attractiveness are subjects that have received much focus, due to the lack of a universal model or index of indicators involved and the great need to identify the importance of these factors and attributes (Mikulincer, & Shaver, 2011). Based on the literature, competitiveness and attractiveness indicators vary depending on numerous characteristics tailored to a specific destination. Past studies were focused on measuring competitiveness factors that are significant to a destination. Lesser focus was provided to capturing specific tourists' attractiveness factors. The literature according Theodhori & Qirici (2014) shows that the perspective of a tourist or visitor may help Destination Management and Marketing Organizations (DMMO) and Destination Management Companies (DMC) make better decisions concerning destination networking, market strategy and market positioning of destinations opposed or complemented to its competitors (Schaumann, 2004).

Destination Personality.

In investigations of destination brand, it is suggested that brand should reflect the emotional experience or emotional connection of tourists to the destination. Considerable empirical evidence supports that the emotional side of brand is seen as brand personality, which reflects self-expression (Keller, 1993). With respect to destination brand, Ekinci and Hosany (2006) identified three dimensions of personality associated with a destination: sincerity, excitement, and conviviality. In a related effort to identify destination personality dimensions, Kim (2013) identified five personality dimensions consistent with Aaker's (1991) original work and two additional dimensions which were named uniqueness and family orientation.

Destination personality founded that sincerity and excitement personality traits were associated with an urban destination (Apostolopoulo & Papadimitriou, 2014). As it is adopted from brand personality, the core concept of destination personality is to evaluate the personalities of the traveler and destination ambassadors (Ekinci & Hosany, 2006).

Since similarity is essential to the destination personality concept as it is to brand extension, when applying brand extension to the tourism domain, perceived fit

can be measured through destination personality. Perceived fit in the destination context can be constructed by measuring and comparing destination personality between an emerging destination and the existing brand.

Residents personify a city's local culture, they represent the personality of the place. Destination management use non-formal education methods for residents and other stakeholders to aim in preserving the aspects of their city they value, making their cities appealing and viable to live. Visitors also especially after the pandemic-era of Covid-19 seem to behave as temporary residents moreover, as city's diversity and richness used as source of inspiration for its branding strategy.

Small-scale cities diversity and richness, human scale, personality, history, values, residential composition and urban assets are defined as a multiplex system, where its components overlap with each other reflecting the image of that place (Lynch, 1960). The destination personality of a city has a powerful factor and residents should be considered as the key factor in building the destination personality for that is credible, compelling and sustainable in the minds of the stakeholders (Jojic, 2018)..

Destination branding

City Branding itself is the process of distinguishing and diversification, where local organizations, cultural and facilities, groups join and construct a place images, helping in producing tourist sites with the common aim to attract visitors and investors to a particular local area. Destination branding can be defined as a way to communicate this destination unique identity (Campelo et al., 2014).

However, branding does involve promotion, most importantly, it goes beyond it. A destination is an entity which contains various material and non-material elements, to represent it (Florek, 2005). Merrilees, Miller and Herington (2009) define place branding "as the ways in which communities, cities, regions and countries market their entity". Destination branding for a city looks like similar to corporate umbrella brands (Rainisto, 2003). The destination includes tangible and intangible sub-brands such as historical sites or natural reserves as well as characteristics such as culture, customs, history and local story telling.

Brand identity is crucial for generalization of desirable characteristics is attractive to demand side meet the perspectives. Defining a target market or segment is crucial because some aspects of a destination may seem positive to one segment while non-desireable to another (Fan, 2006). Based on the brand identity, visitors should develop a relationship with a particular brand by generating a value either involving benefits or giving credibility to a particular destination brand (Konecnik & Go, 2008). Generally, tourism destinations emphasize points of parity associations such as high-quality accommodations, good degustation places, and well-designed parks, pedestrian and other public spaces (Baker, 2007). Small-scale city destinations use more wide area of ephasizing supporting their socio-economic environment using all the city using a location such a historical center, or a natural site, or a central square as a reference spot giving the identity to all. Furthermore, both city branding have multidisciplinary roots, they both have a high level of intangibility and complexity, which need to take into account social responsibility, both dealing with local identity in a long-term or sustainable development. (Anholt, 2008).

Tourism is the main backbone for political and economic progress and social development, helping in exposing domestic entities to the international market, but also encourages interaction between hosts with guests. Branding can bring positive and profitable associations and networks. This paradigm could also be used to understand how often the process of cross-selling takes place. Using networks as brands like Via Egnatia could support the cross-selling of networked experiences following this road. There are plenty of international examples used to upgrade the destination branding value participating in other physical or virtual networks. In fact, destination branding is creating a positive city image and not just logos and slogans, but the “actual authentic identity” that visitors perceive as a series of positive experiences.

Nowadays, succeeding in attracting wider recognition is part of the sustainable development agenda of small-scale cities; need to differentiate in order to receive better position in the market. However, city branding plays an important role in this

struggle of recognition creating an identity and a city brand for cities or places rich in cultural and natural heritage..

Management of the destination brand identity and image

In the era of globalization, countries, regions, cities, even small scale cities, compete with each other for attention, respect and trust of potential visitors, investors, tourists, media, governments and others. A positive and strong brand provides a crucial competitive advantage in this arena. From nation brand to city brand there is no doubt that destination brand while the topic of product branding first appeared in the psychology literature in the 1940s, today the branding of tourism destinations is necessary for destination management since late 1990s (Pike, 2020).

While in front of the travellers eyes there is wide choice of available destinations at the same time they are exposed to more media noise than ever before in history (Pike, 2020). Even the pandemic-era of covid-19 when mobility between destinations almost stopped more than ever the daily life became busier, more digitally and travel decision-making time is decreasing. Highlighting the significance of destination branding, Morgan and Pitchard (2000) argued that the battle for visitors in the tourism industry is not a matter over the price but over the hearts and minds, indicating that branding will be the key to success. But branding need management process.

Consequently, a trustworthy destination brand that can help simplify decision making, reduce perceived purchase risk, create and deliver value propositions is invaluable (Pike, 2020). A destination that stands today in front of globalization and simplifies the visit decision making using win-win methods for the visitors and destination community represents a source of competitive edge. Therefore, effective branding is mutually beneficial for both visitors and destination.

Richie and Richie, resulted in the definition of destination branding as “the set of marketing activities that (1) support the creation of a name, symbol, logo, word, mark or other graphic that readily identifies and differentiates a destination; that (2) consistently convey the expectation of a memorable travel experience that is uniquely associated with the destination; that (3) serve to consolidate and reinforce the emotional connection between the visitor and the destination; and that (4) reduce visitor information costs and perceived risks, all with the intent purpose of creating an image that influences visitors’ decisions to visit the destination (Kavaratzis & Hatch, 2013).

Many destinations were becoming substitutable in markets crowded with rival places offering similar features and benefits. So destination management needed to turn branding in the quest to differentiate their destination offering or developing the distinctive characteristics from competing destinations offering similar features and benefits or to complement each other in order to be attractive to new markets or segments (Yusof & Ismail 2015). That means that even small-scale destinations can be branded following complementary philosophy than strictly competitive among them.

Wheeler et al. (2011) suggested that brand identity, should reflect values and meanings expressed by wider local community of the destination and those values and meanings are derived from the elements of social, cultural, historical, geographical and economical and therefore may enhance visitors positive experiences among the benefits for locals and generally quality of life for those who live and work in the area. However, branding a city destination is not simply developing brand slogans and logos as most of the destinations are doing but a holistic process represents something unique, different and beneficiary for the destination and for the visitors (Pike, 2020). So destination management in practice support the branding represents a collective view of the location using the natural, cultural and socio-economic environment of the community and the wider area.

2.4 Destination Management Approaches

Conceptualizing Destination Management

UNWTO (2007) Destination management is the co-ordinated management of all the elements that make up a destination resources. Destination management takes a strategic approach to link these resources, sometimes very separate or opposite entities, for the better management of the destination. This unify management could help efforts with regards to promotion, visitor services, training, business support and identify any management gaps that are not being addressed. According Buhalis (2020) destination management has to put destination in the tourism system which is based on three regions, namely. The place of origin where travellers, investors come from, the transit region which represent the transportation space such as roads, railway, airroutes or sea ways, and the destination region, where travellers finally come. Also destination management could refer to the after visit services understanding the stages dreaming, planning, booking, experiencing and sharing. Destination management is complex.

Tourism destination management, is a crucial tool especially in a time of economic depression and a decline in tourist turnover, caused by intense competition or pandemics such as COVID-19. This destination management follows the administrative logic of each country. National, regional and local destination management means different level of approach. All levels of destination management nowadays after the engagement of the visitors to permanent evaluation process through reviews means quality management for the destination which can only be done by innovative and integrated destination management body, all with the support of local authorities, local service providers and local inhabitants (Tomas et al, 2019).

The main raw material for the destination management is the destination. And destination sometimes confused with a resort or a hotel in the middle of nowhere. Destination according UNWTO (2007) is a physical space with or without administrative and / or detailed limits at which the visitor can spend the night. It is the complex (co-installation) of products, services, activities and experiences in the

tourism value chain and basic unit of tourism analysis. A destination incorporates various stakeholders and can create networks to create larger destinations. A destination is primarily an integrated community of people with a natural-cultural-socio-economic environment.

So destination term is change to more sustainable way. From the classic definition by Burkart and Medlik (1974) “tourism destination is a geographical unit visited by tourists being a self contained centre” and then to one of the most influential definitions of a tourism destination is the one given by Goeldner and Ritchie (2003), which states that “tourism destination is a particular geographic region within which the visitor enjoys various types of travel experiences”, now the destination meets the challenge of sustainability and Agenda 2030. This is a crucial fact for the small-scale cities which are integrated destinations with local authorities they represent them and the challenge is the collaboration internally and externally to be more effective both to citizens quality of life and to visitors quality experience.

There a lot of approaches for destination management. Small-Scale cities could support these approaches because local authorities have the responsibility of a wide range of actions as the main public body and the most closer at the destination. The literature for these approaches is as :

<i>SPATIAL APPROACH</i>	
<i>Both physical entity (a geographical location with spatial, physical properties), but it is also a more intangible socio-cultural entity (made up of history, its people, its traditions and way of life)</i>	<i>Seaton, Bennett, 1997</i>
<i>Geographical unit visited by tourists being a self-contained centre</i>	<i>Burkart, Medlik, 1974</i>
<i>An area (region or place) that possesses several natural resources or man-made attractions that attract tourists</i>	<i>Gonçalves, Águas, 1997</i>

<i>Area with different natural and/or human made features, which attract non-local visitors (or tourists) for a variety of activities</i>	<i>Murphy, 1985</i>
<i>Geographical area, which contains landscape and cultural characteristics and which is in the position to offer a tourism product, which means a broad wave of facilities in transport – accommodation – food and at least one outstanding activity or experience</i>	<i>Framke, 2001</i>
<i>A particular geographic region within which the visitor enjoys various types of travel experiences</i>	<i>Goeldner, Ritchie, 2003</i>
<i>A place where travellers choose to stay awhile for leisure experiences, related to one or more features or characteristics of the place – a perceived attraction of some sort</i>	<i>Leiper, 2004</i>
<i>A certain geographic area which contains tourism products that motivate visiting tourists and encourage tourism activities</i>	<i>Koestantia, et al. 2014</i>
<i>Traditionally treated as a well-defined geographical area but it can also be viewed as a product or a brand</i>	<i>Tan, et al., 2013</i>

Table 1 Destination Management – Spatial Approach

(Source: Zemla, 2016)

The economy undoubtedly plays vital role also for destination management effectiveness from demand and supply side

<i>ECONOMIC APPROACH</i> <i>Demand side approach</i> <i>A tourism destination “reflects the feelings, beliefs and opinions that an individual has on destinations and see the ability to ensure satisfaction with his holiday special needs”</i>	<i>Hu, Rithie, 1993</i>
<i>A destination is not just something that actually exists; it is also what is thought to exist, a mental concept in the minds of its tourists and potential tourists</i>	<i>Seaton, Bennett, 1997</i>

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

<i>Destination is a function of tourists' choice – a place or region where tourists choose to go</i>	<i>Flagestad, 2002,</i>
<i>Destination can be a perceptual concept, which can be interpreted subjectively by consumers, depending on their travel itinerary, cultural background, purpose of visit, educational level and past experience</i>	<i>Buhalis, 2000.,</i>
<i>The destination as a geographic area (place or region) is determined by guest's needs concerning accommodation, catering and entertainment, and not primarily by local conditions and situations</i>	<i>Pechlaner, 1999,</i>
<i>Defined as a region where tourists choose to travel outside of their place of residence</i>	<i>Mariutti, et al., 2013,</i>
<i>A tourist destination is a situation or place where a tourist himself takes into account travelling there and visiting its attractions with his own special motivations. This situation in terms of geography can range from a limited historic or archaeological site to the geographical area of a country or even a set of countries</i>	<i>Izadi, Saberi, 2015,</i>
<i>Supply side approach</i> <i>Destination represents a spatial unity of the tourism offer, possessing the appropriate elements of the offer, being market-oriented, as well as tourist-oriented, existing independent of administrative boundaries, requiring management. It provides the fundamental institutional framework for formulating a concept of tourism development in which the focus is shifted from the accommodation facility to the entire surrounding area together with its economic structure (town, region, zone, country)</i>	<i>Elmazi, et al., 2006</i>
<i>Geographic area where there is a concentration of</i>	<i>d'Angella, Sainaghi, 2004</i>

<i>small/medium-sized companies sharing a homogeneous background</i>	
<i>Destination can be regarded as a combination (or even a brand) of all products, services and ultimately experiences provided locally</i>	<i>Buhalis, 2000</i>
<i>The geographic area to which a tourism policy applies</i>	<i>Goeldner, Ritchie, 2003,</i>
<i>An area which is separately identified and promoted to tourists as a place to visit and within which the tourist product is co-ordinated by one or more identifiable authorities or organisations</i>	<i>Capone, Boix, 2003</i>
<i>A particular geographic region within which the visitor enjoys various types of travel experiences</i>	<i>Goeldner, Ritchie, 2003</i>
<i>The geographical region which contains a sufficient critical mass or cluster of attractions so as to be capable of providing tourists with visitation experiences that attract them to the destination for tourism purposes</i>	<i>Bornhorst, et al., ,</i>
<i>A target area in a given region for which a significant offer of attractions and infrastructure of tourism are typical. In a broader sense these are countries, regions, human settlements and other areas that are typical with their high concentration of tourists, developed services and other tourist infrastructure, the result of which is a great long-term concentration of visitors</i>	<i>Vajčnerová, et al.,</i>

Table 2 Destination Management – Economic Approach

(Source: Zemla, 2016)

Management approach using the management procedures as:

MANAGERIAL APPROACH	
<i>Destination is the central tourism product that drives all others. It is one product but also many</i>	<i>Seaton, Bennett, 1997,</i>
<i>Mosaic of different elements (products) with different life</i>	<i>Gonçalves, Águas, 1997,</i>

<i>cycles.</i>	
<i>Area which consists of all services and offers a tourist consumes during his/her stay.</i>	<i>Bieger, 1998,</i>
<i>Amalgam of tourism products offering an integrated experience to consumers</i>	<i>Buhalis, 2000,</i>
<i>Destination can be regarded as a combination (or even a brand) of all products, services and ultimately experiences provided locally</i>	<i>Buhalis, 2000,</i>
<i>A destination can be regarded as the tourist product that in certain markets competes with other products</i>	<i>Bieger, 1998,</i>
<i>A collective producer in a firm-like structure co-ordinating complementary services according to needs and preferences of target market-segmented and marketed as one unit under one brand</i>	<i>Flagestad, 2002,</i>
<i>Because the markets linked to the products are quite stable, destinations may be seen as strategic business units from the management point of view</i>	<i>Bieger, 1998,</i>
<i>Process-oriented units of competition, which must be able to provide products and offers for defined target groups and guest segments</i>	<i>Pechlaner, 1999,.</i>

Table 3 Destination Management – Managerial Approach

(Source: Zemla, 2016)

Systems approach as :

SYSTEMS APPROACH	
<i>Tourism firms creating economic and jobs effects are part of a bigger totality, where it is not the service offer of single firms but all service offers together, that are the sale argument. This totality is in the literature called a destination. Destination can be described as a system containing of three resource bases: the attraction bases, the</i>	<i>Framke, 2001</i>

<i>facility bases, and the market base</i>	
<i>A place considered as a system of actors that co-operates in order to supply an integrated tourist product</i>	<i>Capone, Boix, 2003</i>
<i>System containing following subsystems: entrepreneurial systems, public self-government systems, other systems</i>	<i>Elmazi, et al., 2006</i>
<i>Defined as an area bound to no administrative limitations within which tourist aspects are interrelated and integrated in a systemic manner that drives travel motivations, visits, and the industry mechanism</i>	<i>Koestantia, et al., 2014</i>

Table 4 Destination Management – Systems Approach

(Source: Zemla, 2016)

And network approach as :

<i>NETWORK APPROACH</i>	
<i>Destination typically consist of a number of individual enterprises offering “their” product in a relatively non-coordinated way</i>	<i>Flagestad, 2002</i>
<i>A place considered as a system of actors that co-operates in order to supply an integrated tourist product</i>	<i>Capone, Boix, 2003</i>
<i>A group of tourist attractions, infrastructure, equipment, services and organisations concentrated in a limited geographical area</i>	<i>Bordas, 1994</i>
<i>Destinations are considered as complex systems, represented as a network by enumerating the stakeholders composing it and the linkages that connect them. (...) A tourism destination shares many of these characteristics, encompassing many different companies, associations, and organisations whose mutual relationships are typically dynamic and nonlinear</i>	<i>Baggio, et al., 2010b</i>

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Table 5 Destination Management – Network Approach

(Source: Zemla, 2016)

One of the most detailed definitions within this classic approach is the one given by Framke (2001), which states that destination is a geographical area, which contains natural and cultural characteristics and it can offer an attractive product, which means a series of facilities in transport – accommodation – gastronomy and activities or experiences. Seaton and Bennett (1997), were focused not only on the tangible characteristics of the place but also on intangible local identity, is worth underlining while new approaches which is much more connected with the achievements of economic geography and economics are appeared.

Destinations are described as a set of activities and factors of attractiveness situated in a specific place (site, locality, destination) [which] can provide a well-constructed and integrated tourism offer, that represents a distinctive system of tourism hospitality enhancing local resources and culture. (Zemla, 2016) Finally destinations as networks follow are places defined by the visitor which he moves freely in or with the people of destination. Beritelli et al, 2015 underlined that destination is "nothing less and nothing more than a network".

According to Beritelli & Reinhold (2015) a destination comprises of one or more spaces, to which relevant numbers of visitors travel and where visitors spend their time and money. A destination is defined by numerous visitor flows and not only as one territorial area defined by political or administrative boundaries. From the visitor and demand perspective a destination is an area that provides facilities, services and a menu of attractions and activities which allows a holistic holiday experience for a stay of a couple of days or more. From the locals and supply perspective a destination is a locality offering a set of products, services more as experiences, critically influenced by the role and attitude of interdependent service providers and their willingness to co-ordinate and co-operate.

Management means procedure of continuous planning, organizing, leadership, control and feedback. So destination meets management corresponding to the values,

the vision and finally the sustainability of the destination. The concept of Destination Management articulated in the early 70's as a comprehensive and static system has failed, at least in the last three decades. The failure cycle is described by the impossibility of traditional destination management procedure to reconcile three different logical systems: territorial, business and travel experiences (Beritelli et al, 2015). A destination value system is composed as a set of four different networks: the marketing and promotion level, experience design level, partnership configuration and sales & distribution. The need for a vision as described "Destinorama" as Beritelli et al describe (2015) from the words destination and orama (which means vision) could supported from a small scale city system which could be manage more effectively if investing in the improvement of human capital, through formal and non- formal education, the networking or internetworking which is necessary as a factor of sustainable development.

Destination Management Role

The role of Tourism Destination Management is to manage and support the integration of different resources, activities and stakeholders through appropriate policies and actions. It therefore implies both governmental and operational responsibilities (planning, organizing and controlling business activities), which should generally be performed by the public sector (Manente & Minghetti, 2006).

The issue of Tourism Destination Management has emerged in the last two decades, as a consequence of the steady growth of tourism, both in demand and supply, and has developed in response to emerging trends in the tourism market. In fact, on the demand side, global tourism is facing a wide range of changes: from the relative increase in tourist flows, to the increasing diversification of tourists' incentives and needs. On the supply side, the need to meet the expectations of hosts in line with visitors and specific market segments implies the evolution and innovation of supply. In this context, the emerging issues are mainly the problems of compatibility between safeguarding local natural and cultural resources, as well as their community identity and tourism use and the need to reach a consensus among

the various supply and coordinating actors. These changes have brought to light the urgent need for private and public tourism operators to manage tourism flows and organize their destination from a coherent, integrated and qualitative perspective (Manente, 2014).

The impetus with which the motivations and needs of visitors are increasing and varying translates into a complex distribution of tourist demand and therefore requires greater diversification of supply and the individualization of the tourist product as a whole and its many components, contributing to the experience of visitors. This is especially true if the tourist product is under destination management, which can normally offer many attractions and be sold to different customer types. In addition, globalization of the market, coupled with the rapid evolution of services and infrastructures, makes the competitive environment quite volatile and creates the need for networking in combination with the adoption of destination management policies.

Thus, due to recent developments and in order to meet the new challenges for the future, destinations that wish to maintain or gain a competitive position in the tourism market cannot be sold as a single tourist product but must offer those products required by the sector of tourism demand. In addition, they must define tourism development strategies in order to create value for all involved, given that each of them benefits from tourism and contributes to its costs in different ways, has different and different interests and goals and, therefore, the costs and benefits for the stakeholders are subjective (Manente, 2014).

How to tackle all these new challenges successfully is by applying an effective tourism destinations management approach: destinations that want to implement a management system must first of all be aware of the fact that it is a system and then define and understand the factors, interfaces, interactions and the competitive environment. Given these elements, destination management is a key strategy for both mature and emerging destinations in order to satisfy an increasingly demanding consumer, ensure sustainable growth and positive impact, and then gain or gain a strong position in the global tourism market (Beritelli & Laesser 2012, Beritelli & Reinhold, 2015).

Understanding this approach and the opportunities it provides a priority for public / private organizations and tourism providers' at all territorial levels. However, despite the recognized theoretical significance of this concept, its dissemination, understanding and use by tourism operators is still low.

Is destination management culture a crucial factor for changing destination attributes? Tourism organizations are not fully aware of their role in the creation and management of local supply, their influence on the destination image and subsequently on the customer experience according Manente & Minghetti (2006). In addition, there is limited awareness of the importance of their interactions in product organization and subsequently the determination of the competitiveness of the market destination. Sheldon (1997) asserted: Destination management system are perhaps the most important technological tool for the future of tourist destinations.

Who is behind Destination Management

Local authorities, private stakeholders or both? Especially after 2011 the questions for rethinking partnerships in destination management affected because of austerity times (Hristov, 2013). So the market it is not possible to self-regulate to keep destination management alive because needed expensive resources.

At first one of the forms of destination management aimed at putting the responsibility for delivery of tourism management and planning in the hands of multiple independent, non-governmental bodies (Coles, Dinan and Hutchison, 2012). Then the crisis came and the public status of these organizations came again in the conversation. Transition in governance of the tourism from local authorities to a mix model containing private stakeholders could hence be seen as a consequence of both - global economic trends which led to closing the public purse for tourism, and importantly, a reflection of the neo-liberal obsession underpinning the direction of the Coalition Government. The Coalition's agenda looked for a reduce of the level of public intervention in tourism planning and development. Is that functional for small cities? Especially at small-scale cities the main initiatives for development and management taken by local authorities which remained as representatives of the destination.

In addition to localizing and developing strong DMOs, the local authorities were having a strong agenda for local small enterprise partnerships such as cooperatives and associations. This sub-regional system has relation with local development agencies and stimulates local development as a driving force for sustainability.

Encouraging local development, defining local economic, culture & environmental priorities, along with driving inward investment and the creation of local jobs were among the key responsibilities under the remit of local authorities governance (Mellows-Facer and Dar, 2012).

Destination management bodies expected to be mainly public and less private in order to have transparency to their transactions but that means sector-led and limited freedom from central control. On the other side these bodies were seeking stakeholders working closely with the new tourism body on a local level, and contributing to the integration of destination management into wider internetworking strategies (Penrose, 2011).

Destination management systems are expected to have greater leadership and voice in issues going well beyond marketing and promotion. An important issue to be considered, however, is how local bodies may function together. Stakeholder involvement is a key issue and as advocated by OECD (2012), managing the diversity and interests of stakeholders clearly needs further attention.

On the other hand the phenomenon of free-riders is a major market failure and it can be argued that, 'free-riding' is probably the key point in question when the destination management organizations are completely private. While when the destination management body reflects to the total tourism businesses the collective investment in destination marketing and promotion allocating resources to various natural, cultural and socio-economic assets to support DMO effectiveness. So the most important question is how to include these less interested to be involved, entities to the new model of destination management.

So for the case of small-scale cities the participative and collective destination management needs to throw the barriers for a successful collaboration deal imposing certain regulations a way of fostering stakeholder responsiveness because there are many tourism businesses also see themselves as being in direct competition with their immediate neighbors, rather than with other destinations (Kyriakidis et al., 2009) thus additionally limiting the opportunities for collective investment in destination promotion.

The answer for local communities is behind the question if they are looking at a tree instead of the forest. The sustainable development means responsibility and acknowledge of networks importance as the example of Via Egnatia road network which support the long-term existence of these small-scale cities over its axis.

Co-operative behaviour is multi-dimensional and fluid when business act with public goods and in the public domain (Beritelli, 2011) The nexus between government, businesses and civil society is thus becoming central to management and development of destinations.

The public sector may still be playing a critical role in destination management across the world (Pechlaner et al., 2006). The landscape of destination management is altering and this process of transformation is a consequence of large to small scale influences taking place in local, regional, national and even international contexts thus bringing into the spotlight the importance of rethinking existing governance structures of destinations (Buhalis D., 2020, Pike, 2020)

Destination Management Systems

Destination Management Systems nowadays related to the digital management of tourism destinations. From late 90's Sheldon (1997) argued that the aim of DMS is to produce unbiased and comprehensive information about the destination. As a consequence they referred to DMS as Destination Information Systems that in any

case were systems supporting the function of the destination management or DMOs. This emergence of DMS as an 'info-structures' enables a destination to distribute and develop information about destination resources, products and services, as well as to facilitate planning, management and marketing the destination as a tourism entity or brand (Buhalis and Spada 2000).

DMS are based on digital platforms. They're based on content management systems which are intended to drive local authorities and stakeholders to cooperate among themselves. This is instrumental to manage a local supply side system, a destination, as a network in order to find the demand (Magdy, 2011)

In fact, DMS are based on a network approach as far as local entities of interest (local authorities, hotels, restaurants, museums, art galleries, natural sites managers, NGO,s). This need works from the early 90's when web platforms expand the meaning of information between destinations. The story of Tiscover in Austria and others provides example of DMS effectiveness and evaluation which have been studied mainly from a marketing perspective, ignoring the management role of the system (Wang et al 2008, Wang, 2008).

DMS is a multiple stakeholder system that combines local and international parties. The views of such various stakeholder groups on effectiveness need to be considered when identifying what needs to be assessed in DMS effectiveness evaluation in order to approach a holistic understanding.

It is worth mentioning here that the evaluation of DMS effectiveness is a complex issue. The various stakeholder groups and many internal and external factors contribute to the effectiveness of such systems, as well as the complexity of the relations in the destinations' parts and the possibility of conflicts between the various system stakeholders.

All of these aspects make it difficult to understand and identify DMS effectiveness factors. Accordingly, this drives DMS effectiveness evaluation to be a difficult concern. Given such complexity, the evaluators of DMS effectiveness might

neglect some important factors, if they do not well understand what constitutes and influences the effectiveness of DMS.

Effectiveness of destination management related to the procedures which are acknowledge travelers as information creators and co-creators of the contents contained by networks which support travel planning and persons who share their experiences in community based technologically in supported networks are ubiquitous meaning that the information can be found before, during and after the trip. Even the small-scale destinations could use this ICT systems to control their resources. Google maps is one example of the most useful tool today to explore the destination as traveler and a low cost tool for the destination to upload new contents and measure the visitors reactions.

This concept of destination is also affected by this traveler network conception. Physical and virtual elements both contribute to the creation of value and also make the analysis of the whole value system more difficult (Pechlaner & Tschurtschenthaler, 2003).

Nowadays, continuous development and innovation process are the major challenge part of the tourism organizations managers. These are particularly evident in Balkan tourism, which is traditionally structured in small units as happen to Alps because of geography (Pechlaner & Tschurtschenthaler, 2003, Pechlaner & Raich, 2005).

These challenges include:

- Professionalization of destination management organizations (upgrade communication, technical entrepreneurial skills, improvement of the networking flow, strengthening of dialogue)
- Holistic approach thinking and acting, in addition to operative tasks
- Human resources development & acknowledgement in the organizations

- Interaction & cross-linking, with all supply sector in order to create integrated services, products & offers
- Innovative experiences development.

Destination Management Benefits and Challenges

Small-scale cities are in front of challenges to use these systems as connection hubs between the local society information offer and the rest of the world. Human capital and human resources needed to support this information flow. The way of information used by these networking collaborations could support the existence of this DMS as sustainable tourism development tool.

Small Scale Destinations must stay competitive destinations need perfectly management, locally legitimized and accepted, as destination management organizations, and these must turn what was once basic administration into a true strategic development of the destination. Stakeholders cluster governance offers a range of tools for the efficient and effective control and management of the organization, including the ability to measure its efficiency and implement certain structures and common basic standards.

Generally, private, profit-oriented enterprises have clear and measurable goals, such as value adding and goal profit. On the contrary, destination tourism organizations are mostly nonprofit, but are expected to achieve the highest benefit possible for their own members or stakeholders of the destination while it is possible to have incomes from tickets, public space rentals or sponsorship. At the same time all these stakeholders expect to increase their own performance through the destination management organization actions. Measuring these actions is extremely difficult in terms of efficiency. Therefore, cluster governance in nonprofit organizations should focus more on the effectiveness of the organization (Siebart, 2006).

Difficulties for realizing effective performance of the organization as well as strategic planning produce problems of legitimization. Finally these tourism

organizations because are financially dependent on public resources hence also on administration and politics. However, public bodies, especially under common EU directives are also the same entities that attach ever more importance to an efficient application of funds (Siebart, 2006). Other stakeholders, such as members or the local population, rarely represent homogeneous requirements, which significantly limits the overriding tourism organizations' entrepreneurial freedom of action.

The implementation of cluster governance gives destination management organizations the opportunity to practise with transparency its dealing with its members, but also with guests, in order to foster and present the values of the destination recognizing the future role of DMO's as central protagonists and partners of destination management. Small-scale cities have the advantage of limited number of stakeholders to include in the local DMO which seems sometimes extremely difficult because the relations between the parts who know each other very well is not always focusing on the solution but remain to the problem.

Therefore, the coordination of these requirements requires a high degree of communication and intention to dialogue. Its a matter of long term trust building (Kotzias, 2020).

2.5 Summary

Chapter 2 remarks the literature for the study. It provided the introduction of the study and the background also followed by detailed justification for this study. The next chapter proceeds with a detailed description of the appropriate theoretical foundations related to small-scale cities as destinations over Via Egnatia corridor.

Chapter 3: The conceptual framework of sustainable tourism development and hypothesis

3.1 Introduction

Chapter 3 of the thesis presents a systematic review of literature to be familiar with the topic based on the main contributors in this field. The discussion of the existing literature led to defining research hypothesis, which are tested to answer the main research question. This chapter generates a research framework developed by the researcher based on the derived hypothesis. It identifies and examined the shortcomings in the existing literature review and establishes a foundation for developing research hypothesis and conceptual model upon which this study is based for further investigation. It consists of background of destination growth, description and analysis of the destination management process, the relation between the cities and the destination management and the networking as well as sustainability activities and subsidies for destination development. Driving and hampering factors toward introduction of sustainable tourism development are also included. Finally, the chapter is summarized.

3.2 Background of destination management for small scale cities

In the literature, cities have to do with the number of residents which is generally estimated over 100.000 inhabitants. Small scale cities have lower population (10.000-100.000) but they behave as integrated systems because they could support all needed functional as a typical city has. That means self governance with leadership, city regulations, local taxation, and administrative buildings to support the government workers. Also the city has a center, historical and commercial, manufacturing and workers system, market for products and services, commerce, religious installations, military power and surrounded by agricultural fields. From time to time the city improves through informal agreements a kind of heredity and societies that live in these even small scale cities could support as pillars, civilizations.

City is coming from the ancient word center, kentro which means place with various activities, place for transactions, market place. Small scale cities mean small scale societies which are towns or cities and the areas surrounding them. Especially the older ones played a vital role for their area. Cities work as factors of stability suffering between the history they produce and the history they could “consume”. Small is successful according because could be more flexible on the rapid changes (Salazar, 2004).

Although cities for the Mediterranean world are compact resident systems with centers, self governed with its own history in time. Many Balkan examples, cities were part of road networks which helped them to stabilize their position in the times and in the space determining by their existence, acknowledged today as sustainability. These small scale cities with various number of population along time follows the history and they have huge roots which many times are complicated as hands interactive each other with their neighbors cities. Many of these cities self-improved to destinations as part of the world to support the primordial need of the humans to travel.



Figure 3 Crucial Factors of Destination Management

The small cities cultural values as destinations especially for those which are linked to each other for more than 3000 years is not a simple reputation game. It is a strategic management result which starts as geophysical need of connecting and continues as geopolitical need of co-existence. Via Egnatia roman road was not only a military roman road but also a cultural corridor for intangible culture habits transportation using cities as points of different interests. Finally even today when only ruins of ancient Via Egnatia exists all the other elements are still there constructing a net which is useful to touch but easy to trap and more easy to destroy. This net has the ability to restore itself using passion.

The culture background of the cities is acknowledged today as one of the main factors according UNWTO (2019) for the destination sustainability. Why? Because while the tourism sector means for the cities more jobs and future perspectives, the culture background could exceed networking factors, under the spirit of sustainability (WTD, 2019). Even for small cities it is important to find solutions under destination management framework to stay alive in the world market using their own flexibility and old routes of networking. From Ancient times to Byzantine era and then to modern Mediterranean world cities and communities reinforce transportation using networking actions and commerce transactions on the roads such as Via Egnatia. One city next to other city developing networking meant that sustainable development was assured. This culture was cultivated through constant and continuous movements. Cities have developed the appropriate infrastructure to support this network. Management was not only concerned with city matters but also with the interconnected roads with other cities and regions. Travelling to this world was something not only possible but also desirable (Casson, 1994).

World Tourism Day during 2017 was announced for sustainability as a tool of development. Small cities and communities have a special role towards tourism development till 2030 according to UNWTO (Report, 2011). The area of southern Mediterranean Europe is predicted as a great challenge destination attracting number of tourists more than the population of the area.

Destination management is a subject of growing importance as destinations compete to provide the highest quality of experience for visitors; and to manage the impacts of tourism on host communities and environments. More and more travelers looking for distinctive destinations for alternative vacations and especially near nature and authentic culture with safety and wellness for their own health, physical and mental (Buhalis, 2020)

Today destination management is one of the most crucial factors for the destinations sustainability connecting communities with people and other communities all over the world. Small-scale cities are importance players have vital role not only for themselves but also for the surrounding area or the thematic network they participate. On the other hand destination management technology needs intelligent human resources which is a great challenge for small scale cities to keep them alive.

World tourism needs destinations and the tourism market requires innovative services and products (Weiermair 2003, for Pechlaner et al. 2006). The market situation involves constantly creation-supply and smart consumption-demand of innovative products and services. This fact activates all stakeholders in tourism destinations. At the same time distinctive, alternative, unique experiences play a vital role not only for the present but a way for the sustainability process. Therefore, it's important goal to develop and implement an effective innovation process in tourism destination even if it is a small-scale. The destination management technology today could be a part of innovation background on the way sustainable development using a combination natural, cultural, social and human resources focused in smart specialization and proper distribution of the recourses.

The question for tourism sector remains. Who is responsible for innovation and who is responsible to solve problems? Who represents the destination? What is destination? Is it possible for a small city to play a role in destination management and how? Public or private sector, or both of them? Who is going to emphasize the networking and collaboration goals? Usually cities and regions they accept tourism as

an opportunity for economic growth and employment in the region, and less as an opportunity for improvement of the quality of life of the local population. Regions and big cities were using procedures and strategies to attract tourists and increasing number of visitors spending huge budgets annually.

More and more cities, even small-scale, understand that the digital revolution gave them great tools to define themselves as destinations using concepts could take different shapes. There are various types of complexity, and destination management as an ongoing process gives different views and structure knowledge. One of them is called back to the roots, means looking what was before and connecting by another way in the future. According to Butler model (1980) is used for rejuvenation. This idea support the transformation from geographic and administrative region to destination management without barriers management of the 3rd generation committed to the satisfaction of the visitor experience (Beritelli and Laesser, 2012).

Agenda 2030 focuses more on the sustainable development. Sustainable tourism destination management means destination offer using local products and services understanding tourism as 365 days without seasonality and focus more on essential experiences while respect the residents quality of life. Definitely this means management and deep understanding of human resources importance, the value of training, formal and non-formal, and active local human community.

The performance of the destination management means that the local community, people and stakeholders, local authorities' representatives and professionals were focus on tourists and visitors. Understanding the tourism phenomenon is more than a relation between hotels, restaurants and agencies. What are visitors looking for at the level of satisfaction at the level of destination distinctive experience? Is there any gap? Is there any collaboration difficulty? Are there different standards of products & services development? Which is the model for small scale destinations as cities & their regions?

Cultural Destination Management

Cultural Heritage Management is defined as "the comprehensive protection, in a systematic and interdisciplinary manner, and through participatory processes, of cultural heritage material and of the values that this heritage expresses as a result of its connection to the wider community" (Poulios et al., 2015). Destination management concerns both the tangible and intangible cultural heritage as well as values and is achieved through the formulation and execution of specialized studies that follow a specific strategy and methodology and define specific tools and techniques. The key objective of cultural destination management is to provide comprehensive and systematic protection as well as dynamic management of cultural heritage. This means that a specific adopted plan from local stakeholders is needed, with a specific strategy, methodology, tools and techniques adapted to the needs and particularities of the wider destination area and therefore its cultural heritage. At the same time, an interactive response means that it must be 'sustainable and long-term viable, responsive and adaptable to the ever-changing broader social, economic, political, cultural and technological conditions and challenges' (Buhalis D., Amaranggana A. 2013).

At the same time, cultural destination management provides for the study, research, recording and documentation of the heritage, as well as its interpretation, evaluation, preservation and preservation. Protection policies, as already mentioned, are also provided for promoted, including policies for financial management and exploitation. Financial sector of destination management also refers to the tourist exploitation of cultural heritage.

Since culture is a social good, its management is understood as a social function aimed at its social and economic development. It contributes, on the one hand, to improving the citizens' quality of life, visitors' quality of experiences and ensuring social cohesion between differences, and on the other hand to economic benefits as culture is a 'potential source of wealth'. In addition, education, long term or short term through culture as well as recreation, entertainment and experiences are important benefits that society derives from sound destination management.

In this way, the connection of society with culture is achieved and strengthened, and its active participation in destination management, through representation and cooperation with the relevant bodies, contributes even more in this direction.

Finally, interdisciplinary and multi-dimension cooperation is required to achieve the above. The "traditional" specialties, that is, archaeologists, architects, historians and art historians, who traditionally undertake the destination management parts, preservation and promotion of cultural heritage, have to work with newer, more modern and very different specialties, like destination managers and developers, travel journalists, environmental designers, which may come from the financial or tourism sector, as the general conditions dictate (Poulios et al., 2015).

Cultural heritage tourism and sustainable development

It is generally recognized that tourism has become an international economic, social and cultural activity, contributing to globalization. Many people want tourism, some for enjoyment, relaxation, adventure or even education - and some for the benefits they expect to derive from it. Tourism contributes to a better intercultural understanding among nations, and these actions are also thought to reduce political tensions and contribute to peace. But many communities that accept tourists are scared and doubtful of tourism as it can damage their social habits, affect their natural environment, and harm their cultures, beliefs and idioms. Destination management actions are the only way to involve their communities to the way of sustainability.

The importance of tourism as an income generator is now widely accepted as financial planners and even finance ministers make many decisions that encourage the expansion of tourism, often without a full appreciation of what this means for the continued preservation of cultural heritage.

At the same time, the last quarter of the 20th century has seen a renewed interest in the preservation of cultural heritage in its broadest sense. New efforts have been undertaken, both internationally and nationally, to preserve ancient historical

buildings and sites, local traditions and folk expressions, traditional villages with traditional architecture and other aspects that reflect the global cultural diversity.

The main purpose of this presentation is to consider the factors that must be taken into account to ensure that tourism development and destination management of cultural heritage sites is economically, environmentally and socially sustainable. This means that:

Tourism contributes to heritage conservation

It is privileged in societies that host people

It is important and pleasant to the visitor

The tourism industry has been particularly interested in heritage conservation efforts, as it finds in the cultural heritage a very valuable resource for a continuous diversification of tourism supply. Indeed, in the design of raw materials from the abundance of cultural heritage accumulated throughout the history of the world, tourism somehow goes back to the beginning, when travel was primarily an activity of learning and discovery, but it was little accessible. Ancient Via Egnatia cities is a good example. Indeed, an often overlooked dimension of cultural heritage tourism is that it is seen by many travelers as one of the few remaining antidotes to the cultural standardization process currently underway alongside economic globalization. There is a support to the view that tourism and cultural heritage where can establish a mutually sustainable and beneficial relationship under the spirit of universality. This relationship is unique, since the preservation of sites, buildings and cultural heritage sites finds its full justification, as well as a significant portion of the financial resources required, to make those areas accessible to people through tourism.

In other words, sustainable tourism is a key element of ensuring the ability to support and preserve cultural heritage. In return, sustainable and well-preserved sites and heritage objects can provide an endless source of tourism raw materials to return to its origin and become sustainable in the long run.

In spite of the increasing pressure from a large part of the population who wants to travel, compare and learn about other cultures and visit their structure heritage, it is necessary for destination management:

-To reinforce conservation efforts on cultural heritage sites so that they can be visited by high numbers of tourists and to support local society actions

-To introduce better regulations for visiting existing cultural heritage sites and to enforce them strictly; and

-to identify new, less promoted, cultural heritage sites and develop them to be accessible to tourists so that demand can be better distributed, thereby reducing the pressure on existing sites.

Cultural heritage sites and museums, as well as tourism, are now strongly targeted at the middle classes around the world, whereas in the earlier part of the century and before, tourism and heritage appreciation were exquisite activities. This is, of course, a very positive modern destination development, which goes hand in hand with general social and economic development and with the democratization of society. What is the use for nations/regions/cities of maintaining and investing money in their heritage if their citizens cannot enjoy it? If it does not contribute to their collective self-respect and cultural enrichment? If it cannot be presented to other peoples in an effort to improve intercultural understanding? In this respect, it can be stated that cultural heritage has value and is maintained only if used, and if used reasonably, sustainably. Small cities through destination management could play a vital role. Alone or networking is a question? Could history roads and routes like Via Egnatia give solutions?

Tourism is among the main reasons for cultural heritage improvement. In fact, experience shows that heritage sites and paths that remain un-networking and closed to tourism and visits by the general public tend to fall into decay. Abandoned, plundered and deteriorated roads and cultural interconnections, climatic or political conditions and other phenomena act disastrously on them, the surrounding nature

wraps them up and contributes to their destruction; a low level of maintenance and the absence of local community loses all respect for their cultural and symbolic value given their abandonment. Destination management tools could reverse the direction to improving cultural heritage as a part of sustainable development process?

3.3 Via Egnatia a destination network for small scale cities

The humans started traveling for climate and survival reasons using the landscape and the nature signs. In the literature, according to classics (Pausanias), "Periegesis" is a set of travels using paths, roads and walkers with their dogs and their donkeys. Using their sticks to help their walking, explored the world visiting cities and villages.

These first travelers created their own paths, driving new routes to the Mediterranean world, according each area geomorphology (Casson, 1994). Together with the carriages evolution the need for speed and all weather safety support the idea for stable constructions as the stone-paved roads especially under the territories of the same empire. The needs for the military mobility was the main reason for building these roads to pre-existing paths, but during the peaceful periods these roads were used from pilgrims, merchants and various others travelers.

This mobility helps the essential, for this primary tourism process, and necessary background using roads from ancient times like Via Egnatia the roman military road which connects Byzantium and Rome, Asia and Europe. The speed of this mobility supports the need of hubs and the role of the first mansions supported by the small cities. These cities provided the basics and operated totally as intermediate stations. A safe place to sleep and rest, a place to eat local food and drink water or wine for the traveler and safe place for the horse or the donkey. Ancient travelers used these small cities as hubs, as part of network for their own purposes transforming stories, legends and news from one part of the world to other supporting at the same time the small cities as destinations. Cities with citizens, human communities, ready to produce and sell products, to offer services not only to the local people but also to

the visitors and why not to host them during socio-cultural events. Historical centers of the cities, in many cases fortified, they used as central markets, with houses for inhabitants and guesthouses. These city centers played many times the role of city protection and for that reason many cities they had stone walls (Pickard, 2001). Especially along way Via Egnatia there are districts or settlements using the name Varos which mean fortified city or city near the wall (Zarkada Ch., 1988).).

These cities had also their own network to support their wider area on both sides of Via Egnatia with sub-roads system which works like a physical and cultural corridor (Shuhong & Dicevska 2014). The infrastructure of this road, many times, especially for the western mountain sections of the Via Egnatia, were in such a poor condition that travelers could barely pass along it and this was a reason for accidents. To solve the problems there existed a lot of stone mines along the way to support the necessary raw material for road repairs. One of these exists mines even today between Pella, birthplace of Alexander the Great and Edessa, near older station Kyrros of Via Egnatia at the site “Kaloupia” (Vakoulis, 2000).



Figure 4 Ancient Via Egnatia

One of these “accidents” according to an inscription in Ancient Macedonia happened in the city of Ancient Edessa during Roman times when a small pig fell under the wheels of the carriage of his master. The inscription which looks like

ancient funny story describes a piggy's journey from Dyrrachion – Adriatic Sea (Durres) to Korce region, passed through the city of Lychnidos (Ohrid) and the city of Heraclea (Bitola) following the Via Egnatia to Edessa in order to meet his master friends, as probably a gastronomy gift, for the purpose of participation in the ancient cultural event of phallophoria, a festival of Dionysus in which a phallus was carried in procession something like a today's carnival (Chrisostomou,2008). The inscription looks like a private souvenir, a memory photo of the time and gives a lot of travel information about the Via Egnatia cities network and cultural events. The piggy's name was "Choiros o Pasifilos" which means pig, a friend of all. Perhaps this is the reason why so much pork consumed in the Balkan countries and why simultaneously there are so many open cultural calendar events open to the public.



Figure 5 Ancient Via Egnatia Cultural Traveler

Using this example and the existence of this stele much more is understood about relation between mobility, culture, tourism and travel.

<i>χοῖρος ὁ πᾶσι φίλος, τετράπους νέος, ἐνθάδε κείμει Δαλματίας δάπεδον προλιπὼν δῶρον προσενεχθεῖς καὶ Δυρράχιν δὲ ἐπάτησα Ἀπολλωνίαν τε ποθήσας καὶ πᾶσαν γαίην διέβην ποσὶ μόνος ἄλιπτος νῦν δὲ τροχοῖο βίη τὸ φάος προλέλοιπα Ἡμαθίην δὲ ποθῶν κατιδεῖν φαλλοῖο δὲ ἄρμα ἐνθάδε νῦν κείμει τῷ θανάτῳ μηκέτ' ὀφειλόμενος</i>	<i>A pig, friend to everybody a young four-footed one here I lay, having left behind, the land of Dalmatia ,as an offered gift, at Dyrrachion I walked Apollonia yearning and all the road I crossed on foot alone steadily. But by the force of a wheel I have now lost the light longing to see Emathia and the Phallic Chariot Here now I lie, owing nothing to death anymore</i>
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Figure 6 Ancient Inscription of the Via Egnatia Traveler

Probably it's one of the first written international tourist arrival inscriptions meaning that travel in the ancient world was very close of today tourist visits. Myth and legend, very close to the destination and culture, using the cities network and road transportation creating travel stories and sharing the memorable experience. It is the tourism development that started from pilgrims and those culture events from the early human history mainly around the Mediterranean Sea (Casson, 1994). Undoubtedly till today the Mediterranean world in Europe is one the most attractive destination all over the world (UNWTO, Statistics, 2017)

This small pig gave an in-scripted traveler and almost 3000 years later, the director of the film "Before the Rain" (Manchevski, 1994) transferred to his global audience one very clear message. Time never dies. The circle is not round ... and this circle according to Theobald (2004) is the tourist movement, it develops as referred earlier as the tourist destination life cycle (Butler, 1980). Small scale cities in other words could regenerate themselves along this natural, cultural and infrastructure network of Via Egnatia providing the sustainability cycles (Hay, et al, 2014).

The same road was used by the Apostle Paul on his second missionary journey while during Byzantine times Via Egnatia mentioned by a lot of travelers and pilgrims driving them to the main city destinations. After East–West great schism, this road continues connecting destinations but the main control remains to East Roman Empire and Constantinople was the main center of east the Mediterranean World for the next ten centuries. There were several reasons for the travelers' journeys and the small cities remained as hotspots of the road network as links of a chain system.

After the fall of Constantinople and the uprising of the Ottoman Empire the Via Egnatia road was used for military reasons and during peaceful periods by pilgrims and travelers like Evlizia Tselempi's who traveled at 1668AC book Ottoman times (Maladaki et al 2019). Later geographers and travelers discovering the eastern part of Ottoman Empire used as starting points the main harbors of Constantinople (Istanbul), Thessaloniki and Dures. William Leake follows Via Egnatia in 1806AC

and Esprit-Marie Cousinery during 1820AC. August Griesbach travel notes described Via Egnatia cities at 1839AC and the first editions and lithography of small-scale cities and natural landscape were printed by Edward Lear in 1848AC. Michel Delacoulonche visited the Via Egnatia corridor during his travels in 1858AC and also the philosopher and writer Minas Minoidis traveled through Via Egnatia to Paris in 1858AC mentioned for the first time the revival need of the modern Olympic Games. Emile Isambert in 1861AC and Mackenzie & Irby in 1863AC. Johann Georg Von Han in 1868AC and Spiridon Gopcevic in 1885AC (Maladaki et al 2019). The industrial revolution in the area of Via Egnatia is established with the railroads infrastructure at the end of 19th cent. While a lot of watermills are transformed into water-driven factories at the same time the new moving pictures art helps the recording of a new uprising world for the Via Egnatia cities. Many of them were recorded at the films of Manaki Brothers who had brought the art of Cinema from Paris (Maladaki et al 2019).

These travelers mentioned in their manuscripts and later in first printed travel guides and books, the small cities as destinations of their travel trying to explore the Balkan inland. The road was also used by pilgrims on their way to Holly Mountain, to Mount Athos Peninsula which till today remains the Christian center for the orthodox and Christian world. The great geographer and pilgrim Vasili Grigorovits Barsky from Bellarus, Kiev visited the Holly Mountain Athos using the road to explore the wider area while describing how difficult it was to travel out of these safe roads (Milonas, 2009). Barsky described the 'pelegrins' (pilgrims) customs during their travel using not only the cities but also the monasteries and the other religious sites on their pathway.

Via Egnatia which was based on the roman military road supports the connection between two major poles of even today destinations, Rome and Constantinople (Byzantium). Both of them are acknowledged as primary representatives of west and east civilization of the Mediterranean world. This ancient roman route contains all in a network based on this road system which was connected with other sub-roads system and also connected with other routes like the way to

Jerusalem and the Holy Land. As this road contains a start and a finish point still today Byzantium-Constantinople is a huge city connected with other routes in the East Mediterranean world. These centers and other small scale cities were used for end-destinations or transit-destinations. During this era the travel time was 25-45 km per day. Basically mean are people walked, rode donkeys or horses. This speed supports the importance of the hubs as transition network crossing major cities, near villages and a commerce and culture network between them. Mansions and mutations, stations for changing horses, were the first organized installations to support the travelers. The means of travel and the travel duration together with the geo-weather difficulties discouraged travelers to continue without a rest. In addition this way of travel supports the traveler-checks system from city to city because of the many thieves along way and also many authorities' controls. Small cities looked in the eyes of the travelers as oasis in the desert and for that reason Via Egnatia helped the cities and the cities preserved the value of Via Egnatia.

The usage of Via Egnatia is even today visible because the modern road follows the same footsteps of the ancient and medieval road. Today there are a lot of travelers' facilities as hotels-motels, gas stations and soon electro-stations in order to help the passing of the Via Egnatia even in some hours. But until the beginning of 20th century the speed of civilization according Braudel (1993) was the same as 2000 years ago and that happened because of the low transportation speed which affected the type of the transition network. This slow speed gave the time to many of these small scale cities to adopt new culture habits to regenerate themselves in order to be sustainable and survive during centuries.

These changes of industrial period were obviously reported during the travels among the sites and cities of Via Egnatia. During 1897AC Mary Walker mentioned the natural sites and gastronomy habits of the Via Egnatia cities, while Fred Boissonas took great photo shots of the cities during 1900AC. Paul Lindberg, Michel Paillares and Albert Sonnichen were travelers during 1904-1906 with special reports not only for travel but also for the inhabitants' status. In 1915 a Catalan journalist named Gaziel followed the ancient Via Egnatia from Thessaloniki to Voden (Edessa) and

then to Monastir (Bitola) and Ahris (Ohrid). He described his travel in his newspaper article. The road, the people, the Balkan landscape were so wild while at the same time they were so peaceful and friendly and he ended with the phrase “it’s not enough for you to want a place, the place also must want you, the nature, the culture, the humans of its one city and village and the reaction with them” (Gaziel, 1917).

Via Egnatia was reused several times for military reasons. During 20th cent. the WWI and WWII, world wars took place in all the area. Especially during WWI a hidden and unknown war brought thousands of soldiers from all over the world to the area. Macedonia Front was the main military theater of actions and the remains of Via Egnatia used to carry the artillery and armies to the front line. Among the soldiers, Ho Chi Minh, the great leader of Vietnam and a lot of other soldiers from different nationalities such as French, Serbs, Russians, English, Scottish, Australize, New Zealandez, Vietnameze and Germans, Austrians and Bulgarians memorize the cities, the landscape and the culture near their establishment (Kiriakou, Korunovski et al, 2021). Today there are culture monuments very close to the corridor of Via Egnatia which remind us of the great battles during Great War, like the chapel of Prophet Elias at the top of Mt Kaimaktsalan where more than 20000 people lost their lives at same named battle.

Only after WW2 the heavy iron barriers stopped the population and mobility movements among the cities of Via Egnatia. A lot of people were blocked to stay in their place while others didn’t have the chance to visit their own birthplace. The borders opened partially in the 70’s for tourist visits and completely after ‘90s and the war in former Yugoslavia. After 2000 years and more of free mobility there were frontiers and barriers to an integrated network. This non-development status acknowledged by EU generally as a problem for all Europe frontiers and the policy of cross border cooperation established since the mid of ‘90s and it is funded continuously until nowadays creating a new era of a different cities and destinations networking looking forward to new prosperity using the EU rules, the city diplomacy and cooperation of neighbor cities on both sides of the borders.

So from ancient times to medieval era, industrial revolution period and modern times of 20th cent., people like to travel and destinations used to host them as described in a history of a small piggy “Choiros Pasifilos”. Simultaneously it’s understood that the Via Egnatia piggy story includes all five modern stages of travel: dreaming, planning, booking, experiencing and sharing. So following the visitor’s steps is not only crucial to understand the route but also to draw the guide map, the networking grid affects the destination management itself and the small scale city character as a destination too.

According to, Buhalis (2000), the tourism system is based on three regions: The place of origin, where travelers came from, the transit region which represent the transportation space, and the destination region, where travelers go. Via Egnatia as a network contains all modern tourism phases on a micro scale. The city among the other cities played different roles, as a place of origin, the city as station during transition helping the transportation process and the city as a destination as one integrated network.

Via Egnatia was the roman military road which connects today 4 countries and 3 seas. Roman road of Via Egnatia affected the surrounding areas more than 100km. The city of Korce (AL) and city of Kavadarci (NMK) are paradigms. So even today this roman road affect the areas as a natural and cultural corridor from the Black Sea to the Adriatic Sea and visa versa. Cities played through time a vital role because of their ability to support the social, natural, cultural, commercial and economical environment on the way to their sustainability.



Figure 7 Ancient Via Egnatia

3.4 Regions of Edessa, Ohrid, Korce along the Via Egnatia corridor

Edessa/GR

Edessa/Pella prefecture is located in the northern part of Greece in the geographical region of Ancient Macedonia (see Figure 7). In 2015, Edessa and Mountainous Pella a 365 days destination famous for the city waterfalls, Pozar natural spa and Kaimaktsalan ski center received 1,248,000 visitors & tourists from Greece and abroad (Region of Central Macedonia, 2016). International visits in the prefecture have increased over the past five years. Edessa provides an exemplary case for exploring the introduction of the concept of DMO for many reasons. First, Edessa considers tourism development an integral part of their local economy but at the same time understands the disadvantage as the destination is near the cross border region. Second, its Tourist Information Center (TIC) operates since 1998 and was registered as an Gastronomy Information Center inter-municipal level in Sep 2015 (Kaimak Guide, 2016). TIC (Tourist Information Center) currently collect data about tourists coming to Edessa/Pella prefecture from municipal authorities and destination travelers. The bureau also conducts surveys on various sites and events within the prefecture. However, these data are often limited (numbers of tourists, tourist origins etc), not well analyzed, and not effectively used in developing their marketing strategies. In addition, although TIC actively promoting a wide area (making brochures and promoting at tourism exhibitions) and attempting to use social media, they are struggling to develop effective marketing strategies, especially for the international market. Their limited experiences in dealing with data and marketing, and limited human resources in the organization were seen as major barriers. These facts confirm the problems suggested by the city branding survey (Edessa TIC, 2019). The bureau recognizes the shortages of these skills in the organization, and has a plan to upgrade the department as a major stakeholder for destination management organization during the next period. However, it was seen that there are many challenges associated with implementing data-driven marketing strategies as they are largely relying on central government funding and many part-time staff are temporarily transferred to the municipal enterprise body from the municipal

government. More or less same rethinking exist for many similar destinations organizations around the world (Nagai, H. et al, 2017).

Ohrid / NMK

Famous from the lake, Ohrid/Southwestern region is located in the south west part of Republic of North Macedonia in the geographical region of Ancient Macedonia part of Ancient Roman Road Via Egnatia well known to the Mediterranean world as Lychnidos (Casson, 1994) UNESCO-protected Ohrid remain the key tourist attraction in the country, complemented by traditional Balkan villages and diverse communities, and ski resorts. Ohrid, Struga, Prespa and their surroundings acknowledged as number one in top ten destinations of the country according to the Tourism Development Plans Report (CIIP, 2016). Ohrid and surroundings attracted 234,361 tourists and 830,333 overnights in 2016. This encompassed 27% of all arrivals and 34% of all overnight in North Macedonia that year (State Statistical Office, 2017).

There are travelers who arrive from all over the world using charter flights landing in Ohrid. The main reason for their choice is the lowest possible price because the market is strongly affected by the tour operators while one-day trips to Ohrid are within the demanded experiences, this is so only because of Ohrid's reputation as a top destination in the region with UNESCO World Heritage status.

From the other point of view the main limitation is the narrow geographic scope because the city and the area suffer from the boundaries of the countries affected negatively to the competitiveness of attracting high spending travelers here is based on value for money and can turn out to be unsustainable if new destinations become available to these markets. Recently a project was established related to water a TIC under municipal governance but still today is temporarily in operation. This fact underlines the strategy of attracting tourists it is only a part of an integrated destination management and needs more cooperation between governance bodies (Petrevska B., Matlievska M., 2016). Ohrid suffer from high number of visits and

simultaneously low spending to local economy (CIIP, 2016). So networking seems to be a solution to attract visitors (independent active outdoor tourists and hard adventure tourists) focusing not only on the already well-developed and mostly traditional cultural heritage attractions but on new products and attractions mainly for more individual tourists with high local impact as their expenditures are channeled mostly through packages purchased through open e-market and tend to be non-conservative in terms of looking for experiences rather than food and accommodation only.

Korce (AL)

Korce region is a multi-attractive destination which is located in the southeast part of Albania. City of Korca has been affected by Via Egnatia for thousand of years even the wider area of the road surrounded by traditional Balkan villages. According to UNWTO (2012) Korca has a region destination management organization (DMO) formed in 2009 to boost tourism development and promotion activities in Korca. Throughout the project, the DMO played a key role in the development of tourist routes—including, among others, the museums of Korca, the churches of Voskopoja, Ski Center of Bigell and the town of Pogradec, the latter situated on the banks of Lake Ohrid and included in UNESCO's World Heritage list since 1980—and their promotion through the network of tourist information centers and major tourism fairs as well as through familiarization trips aimed at tour operators. City has the university "Fan Noli" and an IT lab with wide range of private and public sector organizations at local, regional level, developing and promoting their capacities and contributing to the sustainable development in tourism, rural economies and governance. Also an incubator is established for new ideas developing

All 3 regions for thousand years were connected with the basic roman road of Via Egnatia sharing commercial, cultural and social similar characteristics.

3.5 Summary

This chapter provided a summary of the literature for the study. It provided the introduction of the appropriate theoretical foundations related to small-scale cities as destinations over via Egnatia corridor.

The next chapter, Chapter 4, presents the research process

Chapter 4: The Research Process

4.1 Introduction

Chapter 4 of the thesis presents the research methodologies that can be applied to this research study and the foundation of the developed research hypotheses and conceptual model that can be tested empirically. The selection and justification of methodologies are summarized, which is followed by justification of using mixed methods research, including both quantitative and qualitative research in order to answer the research questions. Finally, the chapter is summarized.

4.2 Mixed Methods Research

As identified in the literature review, research into destination management for small-scale cities and achieving sustainable tourism growth in these cities is still at an early stage, and there is much field for exploration studies in this area.

This study adopts quantitative and qualitative approaches to analyze this topic. Mixed methods research is a methodology for conducting research that involves collecting, analysing and integrating quantitative and qualitative (interviews) research. According to Tsartas (2006), the best approach is to “embrace the scope and richness of qualitative research while at the same time acknowledging the qualities of the more established, traditional or well-accepted approaches, both qualitative and quantitative. Various forms of quantitative approaches are indeed useful when there is a need to provide generalizable representative description as well as statistical analyses.”

4.3 Research Questions

The following research question has been formulated:

“Is there any model of destination management for sustainable tourism development as application to the small-scale cities even if they are in different

countries and regions?" using the examples from the Ancient via Egnatia physical and cultural networking. The following are the sub-research questions that have been formulated to achieve objectives of this study:

RQ1: Is there a statistically significant relationship between tourism governance and destination competitiveness and attractiveness

RQ2: Is there a statistically significant relationship between cultural policy and behavioral intention?

RQ3: Is there a statistically significant relationship between cultural policy and destination attachment?

RQ4: Is there a statistically significant relationship between destination resources and destination competitiveness and attractiveness?

RQ5: Are there differences in country level and in terms of destination resources?

RQ6: Are there differences in country level and in terms of destination management?

RQ7: Are there differences in country level and in terms of destination competitiveness and attractiveness?

RQ8: Is there a statistically significant relationship between destination resources and the socioeconomic development of the Via Egnatia area?

RQ9: Is there a statistically significant relationship between destination management and the socioeconomic development of the Via Egnatia area?

RQ10: Is there a statistically significant relationship between destination competitiveness and attractiveness and the socioeconomic development of the Via Egnatia area?

Question 1,2,3,4 investigates the relations of tourism governance, the cultural policy and destination resources with the behavioral intention the destination

attachment and the destination competitiveness and attractiveness on behalf of the small-scale cities which are examined to the study.

Question 5,6,7 asks the consideration of the destination management, resources, competitiveness and attractiveness on a country level of its small-scale city-destination belong while

Question 8,9,10 covers the destination resources, management, competitiveness and attractiveness consider in relation with the socio-economic environment and driving factors of Via Egnatia as cultural network corridor of the small-scale cities for centuries

4.4 Research Philosophy

The research on destination management for sustainable tourism development of small-scale cities of Via Egnatia has been undertaken mostly from positivist perspective. These cities are already destinations for centuries and it's proved by their existence. The cultural and socio-philosophical background of the small-scale city life supports positivism?

Positivism argues that social world exists externally to the researcher and that its properties can be measured through observation. In other words, positivist research seeks to explain social phenomena based on the approach used in natural sciences (Creswell J. 2009) Interpretivism on the other hand, argues that the world is interpreted through the classification schemes of the mind (William and May 1996, Creswell J. 2009). The clash between positivism and interpretivism reflects a division between an emphasis on the explanation of human behaviour that is the main ingredient of the positivist approach to the social sciences and the understanding of human behaviour (Lee, 1991).

This research study will follow mixed methods of research, including quantitative and qualitative research. The purpose of using both of these methods is to minimize the weaknesses, and create more comprehensive conclusions.

Even though the problem of representation exist in qualitative research, the purpose of is to capture truly the lived experiences and attitudes of the small-scale city people, the way they perceive the particular issue (McCusker & Gunaydin, 2015). With qualitative approach, it tends to understand the perspectives of participants on the cultural impact of its destination and the limits of stakeholders relations. The study adopts semi-structured interviews, which can lead the qualitative researcher into new and or unexpected areas which are raised by the interviewees (Bryman, 2004). The use of semi-structured interviews enables the researcher to capture the main variables related to cultural and social background of small-scale cities in the way of sustainable tourism development and understand them from the participants' own viewpoints. Moreover, through quantitative approach, researcher aims to prove or disapprove hypothesis by collecting data through questionnaire and most importantly, through numerical implications, the assumption is that findings are valid, and they tend to remove the research from emotional and subjective bias.

Indeed, mixed methods designs provide pragmatic advantages to explore research questions (Gunaydin & McCusker, 2015). Using both methods is time consuming and expensive; nevertheless, this study will follow mixed methods designs as it provides a broader perspective on the overall research issue.

The research questions focus on both perspectives and they require attention in relation to relationships and correlation data which are more likely to be achieved through the use of mixed methods which fit with the epistemological, theoretical and methodological frameworks analyzed previously.

4.5 Research Design Type

There is a distinction between the choice of research design and the adoption of research method. Research design is a framework for data collection and analysis, which may include experimental design, a cross-sectional design, a longitudinal design, a case study design or a comparative design. On the other hand, research method is a technique for data collection, such as self-completion questionnaire or a

structured interview schedule, or participant observation (Bryman, 2008). This research study adopts cross sectional research design, collecting quantitative and qualitative data at one point in time. So a combination of quantitative and qualitative research techniques will be used. The choice has been made in order to make the comparison between the perceptions of the different audiences easier and more reliable (Shah & Corley, 2006). Additionally, mix research methods characterized by higher validity and reliability measures than a single type study (Morse, 2003; Johnson & Onwuegbuzie, 2004; Creswell, 2009)

4.6 Quantitative research approach

A quantitative methodology was designed to address all the Research Questions.

Question 1,2,3,4 investigates the relations of tourism governance, the cultural policy and destination resources with the behavioral intention the destination attachment and the destination competitiveness and attractiveness on behalf of the small-scale cities which are examined to the study.

Question 5,6,7 asks the consideration of the destination management, resources, competitiveness and attractiveness on a country level of its small-scale city-destination belong while

Question 8,9,10 covers the destination resources, management, competitiveness and attractiveness consider in relation with the socio-economic environment and driving factors of Via Egnatia as cultural network corridor of the small-scale cities for centuries.

4.6.1 Data Collection

A quantitative research approach has been chosen to investigate the research questions and be able to statistically test hypotheses.

This research study uses data gathered from 300 participants from 3 countries around areas from 3 cities. Various reasons have contributed to design the survey questionnaire and sample selection. The questionnaire contained four sections, which included qualitative and quantitative questions relevant to the small-scale city destination for the natural, cultural and socio-economic environment, destination management, and sustainable tourism development and Ancient via Egnatia correlations. Tele- interviews were conducted mainly with destinations representatives and stakeholders or in some cases with tourism managers. Questionnaire was disseminated mainly by the students of the universities of each examined area to obtain more reliable results from the survey.

The recruitment of participants in the research took place during the last months of 2020 during Covid-19 restrictions. A pilot questionnaire tested in order to correct any possible mistakes and meet the requirements of the investigation.

All questionnaire items extracted from well-established scales with high validity that were used in previous studies. Particularly, the questionnaire will be formed based on the academic articles of

- Dinnie (2009),
- Tinsley & Lynch (2001),
- Pike & Page (2014),
- Koltringer & Dickinger (2015).

However, necessary changes were made and some questions added in order to answer the research questions. The questionnaires completed by the participants using electronic way in all of the cases and an additional information sheet will be available

in order to let them know the purpose of the research and assure them about the confidentiality of the data, their anonymity and the use of the research outcomes only for academic purposes.

4.6.2 Data Sampling

The sample of the research is primarily designed to be consisted of 300 individuals from the local community (100 from each location) and 9 interviews with local tourism authorities (3 from each location). According the research, COVID has affected the original research design and the scope of research had to be adapted just before the primary data collection. When mobility stopped and the visitors of each destination became zero there had to be an adjustment. So the findings related to visitors are mainly qualitative and related according to their digital reviews which were open presented to the traveler tools as Google Maps, Trip Advisor, Booking and AirBnB Experiences. The findings show that all the visitors stopped their activities due to COVID restrictions and measures. This disease is an unprecedented event and will certainly shape the application of this research and future development of products, services and experiences that the destination management of each destination is offering to the visitors.

All of the subjects were for English speakers since the questionnaire was not available in other language than English. Based on previous studies on similar topics, this sample size could provide with reliable information using a combination of qualitative and quantitative data collection method. However, the sample size could be a possible limitation in case of generalization of the results.

A non-probability judgmental/purposive sampling was used as a sampling method, based on certain criteria. The choice of the particular sampling method was made in order to improve the participation in the research. The specific criteria will be only the country of origin (for individuals from the local community), and the position of the persons from the local tourism authorities (managerial positions only).

The sample of participants was selected mainly from the three cities in 3 different countries which belonged to Ancient via Egnatia Corridor. It is of significant

importance to highlight that the questionnaire has gone under quality control before launching final research with the participants. The first step involved testing questionnaire where received few remarks and some technical errors.

The second step involved dissemination using social media of each university and also 9 interviews were conducted, and feedback of each interview process was provided. Most of the interviewed persons were asked to ensure that the interviewing process was conducted at satisfactory level and also were asked to give permission for videorecording or recording. As the data results shows consistency of responses compared to research analysis this is an additional proof of high validity and reliability of the data used for this doctoral thesis. Appendix A shows the questionnaire I, and Appendix B presents questionnaire II each one accompanied by a descriptive letter according collection and use their data for doctoral thesis.

4.6.3 Model specification and its justification

There are several factors that should be considered when choosing an appropriate model and estimation technique. The theoretical model proposed here is tested by the estimation of a binomial logistic regression model. This should be in accordance with the main research question of the study and the nature of the dependent variable, and independent variables. In this research study, the logistic regression is considered to be the option estimation technique, as dependent variable is dichotomous and the explanatory variables are either categorical or a mix of continuous and categorical; thus, it is more statistically robust.

Considering that logistic regression calculates the probability of success over the probability of failure, the results of the analysis are in the form of an odds ratio. The odds ratios in logit model describe the strength of the partial relationship between an individual predictor and predicted event; thus, it tells the probability that an even will occur or not, as well as the strength of association of a given variable with the outcome of interest compared to other variables (Durberry, 2017).

4.6.4 Data analysis

Statistical Package for the Social Sciences (SPSS) served as basis for the statistical analysis of the data, because it is most recommended to use in the study of correlations and logistic regression. The analysis of the data made with the statistical software for data analysis SPSS. Descriptive statistics will be used to illustrate the answers of the respondents while inferential statistics will be used to examine the relationship between the variables and the differences between the various groups of respondents.

4.7 Qualitative research approach

Qualitative research approach will also be used in this study to better answer the research question and to enable more in depth analysis. The networking and collaboration is highlighted as a term if it is used within the destination management attitude, but primarily associated to sustainable development. Moreover, there are questions on cultural and natural environment management as well as a result of sustainable development. The internal factors, related to organizational change due to the management status and human resources development are considerable as well.

Therefore, the aim is to get in depth analysis through semi-structured interviews and make distinction between destination experiences and resources, marketing and organizational status, sustainable tourism development challenges that were encountered and the correlation with cultural corridor of Via Egnatia.

In-depth interviews were the qualitative method chosen to conduct this research. A semi-structured interviews was used as a systematic and comprehensive approach to ensure that the key questions has been covered, but the researcher had the flexibility to decide on the sequence and wording of the questions, as well as to ask sub-question during the interview in order to better understand or clarify the topic exploration and elaborate issues more deeply (Ritchie & Lewis, 2003).

The aim was to explain some of the key terms of the topics at the beginning of the interview, as well as by previous email, in order to put the interviewee at ease and

encourage fuller responses. The interviewees were therefore invited to think about the destination management status according Agenda 2030 and the relative city challenge in adoption of sustainability measures for the balance of natural, cultural and socioeconomic environment. The destination representatives were very close to politicians so nevertheless, a potential disadvantage could be that some of the answers were not as spontaneous as they would be otherwise.

Consequently, nine representatives with unique characteristics and background were chosen to be interviewed based on the following criteria: Local Authorities representatives, Academics close to the theme and the city, stakeholders which are active to the destination applied policies in the last five years. Using an interpretative epistemology, the aim of this research was to explore destination "managers" detailed explanations of organizational change as a result of sustainable tourist development needed according agenda 2030. A qualitative methodology was therefore designed to address the Research Questions.

4.7.1 Sampling and data collection

The parameters of the sample and sample size are outlined. The parameters of the sample include participants who have been in their position for at least five years, have a relation with city destination management even as local authorities representative even as participant to the destination management process. This is because selecting a person that have at least five years of experience brings enough time to see positive and negative effects of tourism management, as well as challenges associated to it. By including representatives from different cities from different countries, it was possible to explore and compare different types of destination management developed, and benefits and challenges they encounter.

Bryman (2008) highlight that the research should be carried out until theoretical saturation is reached, meaning that no new or significant details have been revealed. In this research study, by the time the researcher reached 9th interview, it was apparent that there were no new insights.

4.7.2 Finding the Participants

There is an easy way to identify participants that they have involved with tourism destination management which were in the field in the last five years, from which a random sample could be drawn (Lewis, Ritchie, 2003). This is because destination management in small-scale cities is strongly related with local authorities and that fact allows the research to identify appropriate sample to address the research questions (Bryman, 2008). Sources used to identify interview participants included list of representatives from local authorities of Korce, Ohrid and Edessa. Related to snowballing sampling (David 2008), once the semi-structures interviews started, participants were asked to suggest names of potential interviewees who might meet the sample criteria. In some cases, such recommendations often confirmed potential participants identified by the researcher.

4.7.3 Interviewing Pre-process

Interviewing can use focused open ended questions to examine broader issues, as well as more structured questioning for destination management, sustainable development and applied policy information or human resources management. Nevertheless, large amount of data can be generated by interviews, which puts the research at difficulty handling material generated.

Moreover, qualitative interviewing is about developing an interview guide, listing topics which the researcher intends to cover, not necessarily asking questions word-for-word. Topics for interview guide arised from literature review, researcher personal knowledge and discussion with people with experience in certain research area. Similarly, the interview guide in this research study included mainly open questions. Appendix B.1 provides the interview guide, while Appendix B.2 provides a sample of sheet, interview.

4.7.4 Documentary Materials

In order to conduct the interviews efficiently, the researcher looked at documentary materials, the social media published data as well as their websites. More over the interview questions had an non- formal educational approach of

destination management because they referred to sustainable tourist development as part of Agenda 2030.

Destination documentation is a useful approach to analyze documents properly. Thus, taking this approach helped the researcher to learn more about the interviewee background and the small-scale city natural, cultural and socioeconomic background which led to the destination representative taking the researcher seriously. Moreover, this approach is helpful as it ensures accuracy in the research, as it enables the researcher to crosscheck the information collected during the interview.

4.7.5 Content and process of interviewing

Interviewees were emailed a short summary of the research and the key topics a week before the interview time in order to remind the meeting. Clifton and Handy (2003) emphasize that crafting questions carefully as trust relationships should be established within a short period of time.

The questioning and discussion covered the following topic areas:

- Demographic information and characteristics
- Management status and destination management perceptions
- Natural Environment management and organization involvement
- Cultural Environment management and organization involvement
- Socio-Economic Environment management and organization involvement
- Sustainable management, management structure and framework, Stakeholder engagement, Management of pressure and change
- Socio-economic sustainability, Delivering local economic benefits, Social wellbeing and impacts
- Cultural sustainability, protecting cultural heritage, Visiting cultural sites

-Environmental sustainability, Conservation of natural heritage, Resource management, Management of waste and emissions

-Destination Networking, Internal destination background, External Networking. Cultural corridor of Via Egnatia as long-standing historical and cultural connection among regions, in a future EU environment perspective

The initial contacts were made using email communication, which was followed by telephone communication in order to introduce the researcher and explain the objective of the research study. Moreover, the researcher has sent a personalized summary. The researcher has informed the participants of the interviews that all data will be reported anonymously, and confidentiality will be strictly maintained with respect to organization specific interview data. Clifton and Handy (2003) pointed that an ethical dilemma might be posed when interview participants are aware of the research purpose with the possibility to decrease cooperation. In this regard, the researcher didn't observe any unwillingness on the part of the participants.

The duration of the interviews ranged from forty (45) minutes to one (1) hour and thirty (30) minutes, with majority of interviews having duration of fifty five (55) minutes. Data collection took place from March to May, 2021. There was a timetable change of four interviews at the last minute; nevertheless, a new timing was set and the interviews were managed to be conducted also for these cases. The system used was Zoom Tele Meeting software because of Covid-19 restrictions.

There was an effort to cover all topic areas but at some cases, the richness of information provided was not at the same level. Thus, supplementary questions were asked to obtain additional information. Clifton and Handy (2003) highlight the difference between field research interviewing and survey research. Surveys tend to be inflexible structured. On the other hand, qualitative interviews tend to be more flexible and improvised. There is an interaction between researcher and interviewees. According to Clifton and Handy (2003), it is crucial to keep the conversational flow and avoid abrupt transition between topics. Thus, the researcher should not create

impression of lack of interest for a certain topic even if the interviewee goes beyond the question asked.

4.7.6 Thematic analysis and coding process

According to Bryman (2008), thematic analysis enables researchers to identify, analyze and report patterns within data. It is important to highlight that intimate knowledge of data is required for thematic analysis; thus, the data collected personally by the researcher. Then the data is transcribed and following the major themes in the interviews are identified from participants through interviews. The analyze was manual because of limit numbers of participants. The advice from Smith and Osborn (Ritchie & Lewis 2003) helped to complete analyzing interview data individually. The transcript was read twice before writing preliminary interpretations.

The next step was coding process. The researcher was already generated the group themes ready to accept the responds. It is crucial to mention that discussion themes can belong to more than one group because the division lines through natural, cultural and socio-economic environment were not every time so clear for the respondents.

Even though the process of transcription is often considered time consuming and monotonous, it is also a great method to analyze qualitative data (Riesman, 1983). Data analysis is important part as the main themes and concepts are discovered in the interview (Ritchie & Lewis 2003)

4.7.7 Problems encountered through interviews

The great challenge was to obtain the desired number and the proper participants to take part in this research study. The process of data collection lasted three months because of the busy schedule of participants, and the duration of the interview, which prevented them to keep up with the particular date and time that was scheduled. None of the participants were hesitant in videorecording while during the begining asked their permission according with terms already known by sending a

letter for the academic purposes of the interview accompanied by information about time and the semi-structured questions.

4.8 Generalisability, Reliability and Validity

The following part discusses the validity, reliability, and generalization issues in research methods used in the thesis, including quantitative and qualitative research methods

Quantitative Research Method

The study includes data from 300 participants from 3 countries around areas from 3 cities. The major validity concern in this study relates to the complexity of the proposed research model, which includes many of the important factors related to destination management and sustainable tourism development. Moreover, quality control was used testing the questionnaire during the start of collection, where few remarks about the questions and technical errors were received. The findings from the data were consistent with literature, which is additional proof of high validity and reliability of the data for this current research.

The advantages of quantitative approach are the ability to include a proper sample size, in order to increase the generalizability of the results. In this research study, the sample included 300 participants focused on local people, professionals and stakeholders from various tourism products and services which increase generalizability beyond these, to the population of local societies of each small-scale city as destination for more safe results and to cater for the exploratory nature of the study.

Qualitative Research Method

There is little consensus among authors about the generalisability of qualitative research. There was an effort to attach a list of empirically and practically relevant dimensions of destination management and governance, a cross-case analysis among small-scale cities in different countries with a similar characteristics, in the same

cultural corridor of Via Egnatia, of a set of qualitative method interviews was performed. This process allowed capturing the specificities of particular settings through a cross-case study analysis allowed to attenuate biases of single case studies, and focus for inter-case similarities and differences and thus to aid generalization attempts (Eisenhardt, 1989).

The current study aims to present the challenges, of the sustainable tourism development, faced with destination management in all small scale cities destinations. Specifically, it explains the whole process of destination management, including an attempt to guide and play a mediating role for stakeholders through a participatory approach mainly organized through the local authorities. Therefore, revealing important problems experienced in all 3 destinations of the study and preparing a common model plan for the solution of these problems are possible. The research is based on qualitative data from key stakeholders and opinion leaders.

The process of data collection took almost three months. Nine in-depth interviews were carried out to follow up on the outcomes. Although common problems such as lack of cooperation, coordination, limit budgets, qualified workforce, infrastructure, and promotion have been identified, establishing a coordination e-platform and preparing action plans seems to remain not so remote because of Agenda 2030 and EU directives for sustainable development adoption. Therefore, all efforts and attempts of destination management planning may be work as an example of sustainable destination management in general.

It is questioned whether findings can support wider inference beyond the sample or population of study. There are two types of generalizations, such as empirical and theoretical. An example of theoretical generalization would policy development based on results of specific sample. Moreover, empirical generalization has to do with application of results to other people or contexts. Empirical generalization is further divided into representational generalizability, which has to do whether sample findings can be generalized to parent population and inferential generalizability which means whether sample findings can be inferred to other

populations (Lewis & Ritchie, 2003). In the present research, there is some degree of representational generalizability from the sample to the population. Easterby-Smith et al. (2002) questions whether sufficient numbers of perspectives were included. For this case, as outlined above, interviewing process ended without more new insights were taken from last participants.

Participants were selected to include wide range of perspectives on destination management of the small-scale city level. Moreover, the researcher developed analysis of the raw data into themes and sub-themes. Also, certain comparable data were collected to ensure internal reliability. In addition, in order to distinguish viewpoints of participants from the researcher as suggested by Creswell (2009), the findings chapter reports perspectives of participants, while the discussion chapter provides interpretation of data from researcher perspective. To ensure validity of qualitative data, asked from each participant to show a site or to indicate the open process needed for confirmation of his/her opinion. According to Mishler (2010), it depends from judgment of investigator on how it is assessed validity of data, as it cannot be done through specific procedure or guideline.

4.9 Summary

This chapter provided a summary research methodologies used for this study. It described sample and data collection for quantitative and qualitative methods. This study adopted a mixed methods research. It adopted positivist paradigm to test the research hypotheses and conceptual model and as a result selected a quantitative research approach for further data collection and analysis. Moreover, it adopted qualitative approach by using interpretative epistemology, in order to explore "destination managers" detailed explanations of organizational changes as a result of sustainable tourism development process.

The next chapter, Chapter 5, presents the results and analysis

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

Chapter 5: Destination Management Systems & Sustainable Development – Via Egnatia Small-Scale Cities Quantitative Analysis and Results

5.1 Introduction

In this chapter the statistical analysis of the research related data that were collected from over 296 people with the method of the questionnaire will be carried out. This study aims to investigate the destination management at the level of small cities as destinations of the same cultural corridor of Via Egnatia and the impact to the surrounding areas according to sustainable tourism development principles. The research study aims to identify a destination management model with application possibilities on all three countries and the specific Via Egnatia cities using networking perspectives activating the balance between social, cultural, natural and economy ecosystem.

The data of the questionnaires were tabulated to shape a database and encoded with the statistical package SPSS V.26, with which the statistical analysis was performed. The presentation and description of the numerical data was performed through the methods of descriptive statistics, while the statistical inference was performed by methods of inductive statistics, e.g. ANOVA, Chi-square, Pearson Correlation Coefficient etc. Finally, in all the hypothesis testing carried out, a significance level of 95% was set.

5.2 Research Hypothesis

Taking into careful consideration the findings discussed in the literature review and in accordance with the objectives of our study, the following research questions have been formed:

Focus on Visitors

H1: The most important factors of travel / holiday for tourists are: accessibility, value for money and the experience choice from the culture and natural characteristics of attractions.

H2: Tourists in the Region are most satisfied with accessibility, value for money and choice & characteristics of culture & nature attractions.

H3: Availability of supporting infrastructure for tourism such as information services, health service, telecommunication, and public safety is considered as less important than infrastructure of tourism itself including the range, quality, food & gastronomy services and cultural & environmental recreational facilities of the visited cities in the corridor of Via Egnatia.

Focus on Local people

H4: According to the local people the economic effects of tourism contribute in greater proportions to improving the quality of their life than the social, cultural and physical impacts of tourism.

H5: People living in the Via Egnatia corridor think that the economic effects of tourism contribute in greater proportions to improving the quality of their life than the social, cultural and physical impacts of tourism.

H6: The longer people live in the Via Egnatia corridor in question (the stronger the bond is), the less satisfied they are with the effects of tourism on the quality of their life. And thus, they see their living environment (less attractive) and less competitive.

Local Authorities Representatives and Professionals involved in the region in question

H7: Tourists consider the defining supply factors of travel / holiday more important than those working around the tourism sector.

H8: Tourists visiting the Region rank these factors lower than the tourism experts themselves.

H9: Local people consider the positive effects of tourism on the quality of their life more significant than those working in the tourism industry.

H10: Locals in the Via Egnatia SE Europe Region feel the positive effects in greater proportions than those working in tourism.

5.3 Demographic characteristics

This section presents the analysis of the demographic data of the research in the form of frequency tables, pies and bar graphs.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	2	,7	,7	,7
	YES	263	88,9	89,2	89,8
	MAYBE	30	10,1	10,2	100,0
	Total	295	99,7	100,0	
Missing	System	1	,3		
Total		296	100,0		

Table 6 Are you fluent in English?

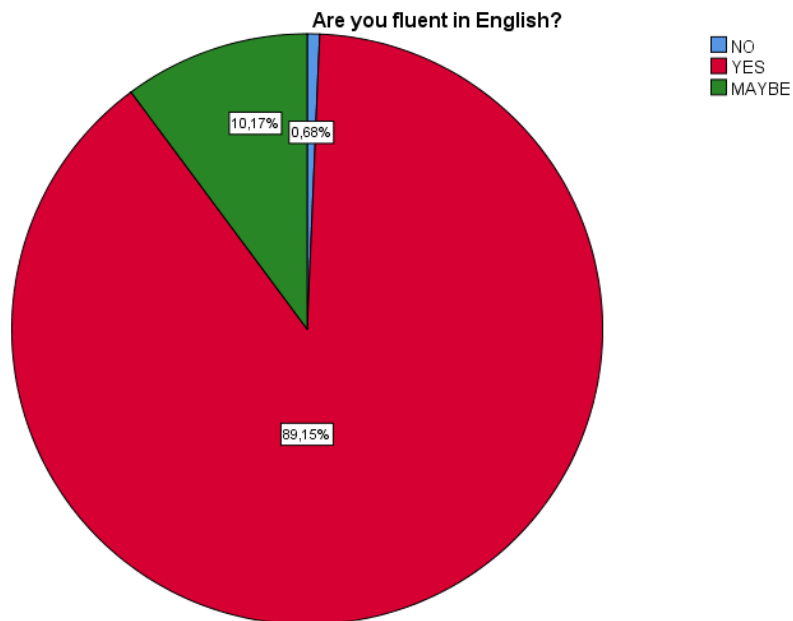


Figure 8 Are you fluent in English?

In the Figure 8 it is observed that 89.15% of the participants are fluent English speakers, 10.17% are maybe fluent while the rest 0.68% describe themselves as not fluent.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tourist/Visitor	31	10,5	10,5	10,5
	Local citizen	195	65,9	66,1	76,6
	Local Authorities	17	5,7	5,8	82,4
	Representative & Professional				
	Local business owner	52	17,6	17,6	100,0
	Total	295	99,7	100,0	
Missing	System	1	,3		
Total		296	100,0		

Table 7 Please state your identity.

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

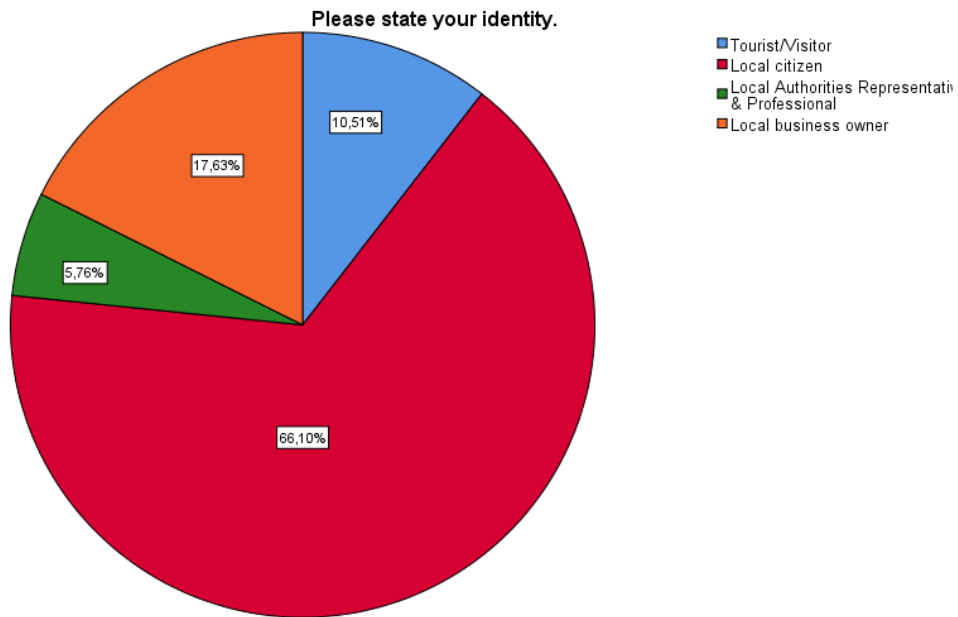


Figure 9 Please state your identity.

In Figure 9 we can observe that the 66.1% are Local citizens, the 17.63% of sample's population are Local business owners, the 10.51% are Tourists/Visitors and the 5.76% are Local Authorities Representatives and Professionals.

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FEMALE	116	39,2	39,3	39,3
	MALE	179	60,5	60,7	100,0
	Total	295	99,7	100,0	
Missing	System	1	,3		
Total		296	100,0		

Table 8 Questionnaire-I, Gender

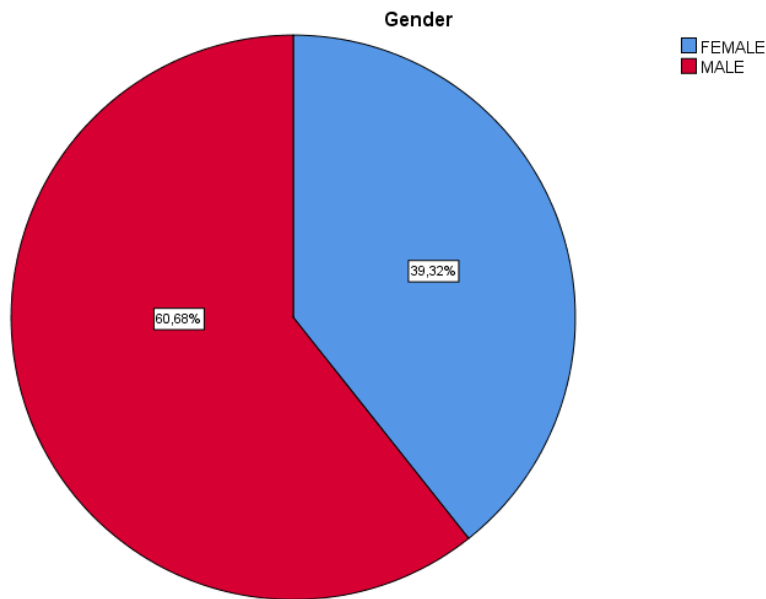


Figure 10 Gender

In Figure 10 we can observe that the 60.68% of the participants are males and the rest 39.32% are females.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24	46	15,5	15,6	15,6
	25-34	43	14,5	14,6	30,2
	35-49	164	55,4	55,6	85,8
	50-60	13	4,4	4,4	90,2
	>60	29	9,8	9,8	100,0
	Total	295	99,7	100,0	
Missing	System	1	,3		
Total		296	100,0		

Table 9 Questionnaire-I, Age

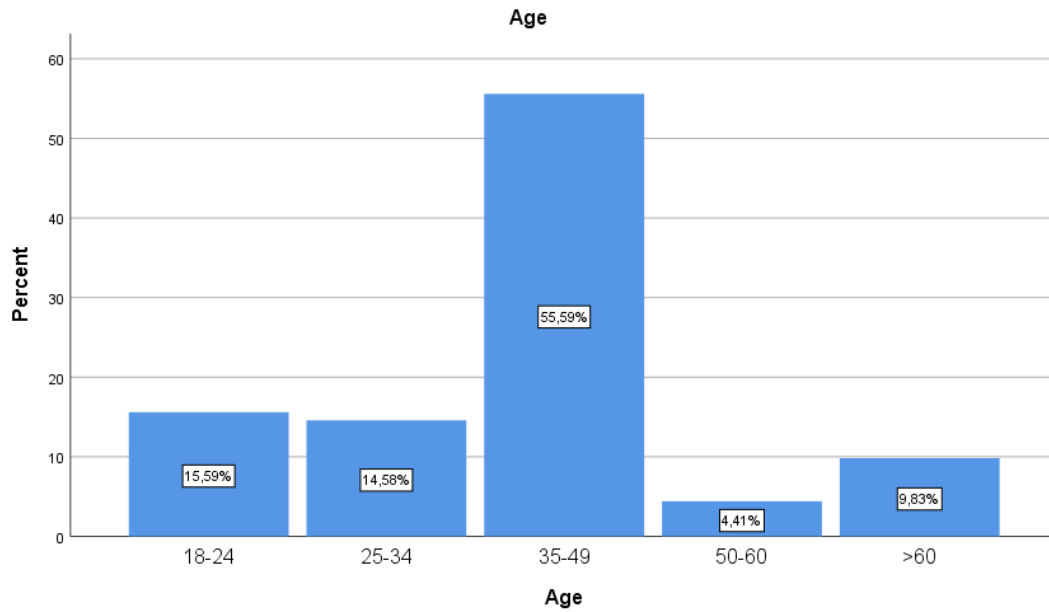


Figure 11 Age

From Figure 11 it is observed that regarding the age of the participants, the sample's percentage that falls in class 18-24 is up to 15.59%, in class 25-34 is 11.58%, in class 35-49 is 55.59%, in class 50-60 is 4.41% and in the age class above 60 is 9.83%. The age distribution is symmetric, with most instances falling into the middle age class, indicating that the age of the sample's distribution approaches normal distribution.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Edessa, GR & surroundings	100	33,8	35,6	35,6
	Ohrid, NMK & surroundings	70	23,6	24,9	60,5
	Korca, AL & surroundings	71	24,0	25,3	85,8
	Other	40	13,5	14,2	100,0
	Total	281	94,9	100,0	
Missing	System	15	5,1		
Total		296	100,0		

Table 10 You live/work in a place nearby

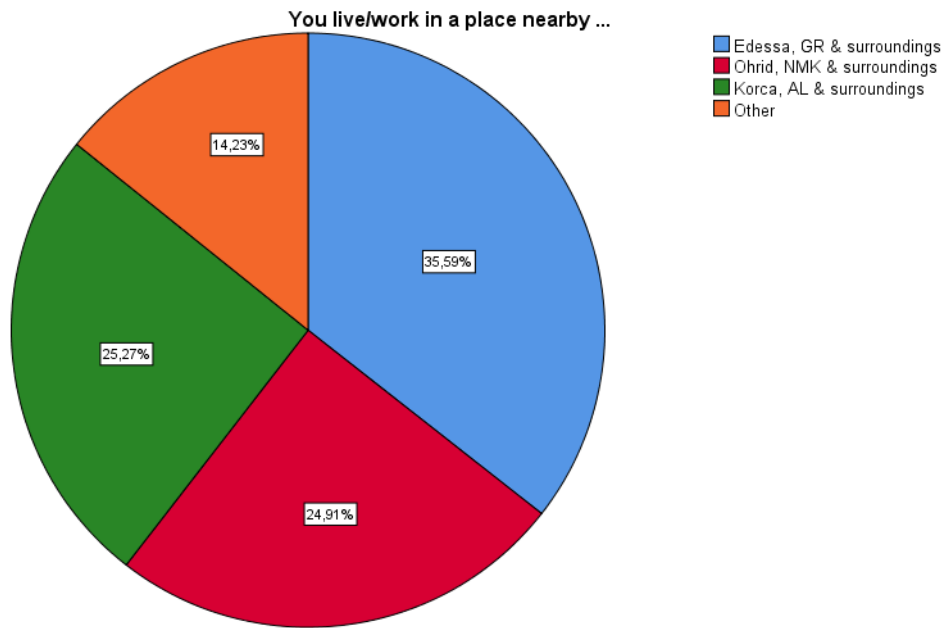


Figure 12 You live/work in a place nearby

Figure 12 shows that the 35.59% of the participants live/work nearby Edessa, GR and surroundings, the 25.27% in Korca, AL and surroundings, the 24.91% live/work nearby Ohrid, NMK and surroundings and the rest 14.23% live/work in other region. Over 85% are citizens of three cities adjacent to Via Egnatia corridor with their respective percentages not having great differences shown homogeneity of the participants' citizenship.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	All of my life	172	58,1	58,3	58,3
	Once in my life	4	1,4	1,4	59,7
	Occasionally	108	36,5	36,6	96,3
	Never	11	3,7	3,7	100,0
	Total	295	99,7	100,0	
Missing	System	1	,3		
Total		296	100,0		

Table 11 How long do you live in the Via Egnatia corridor?

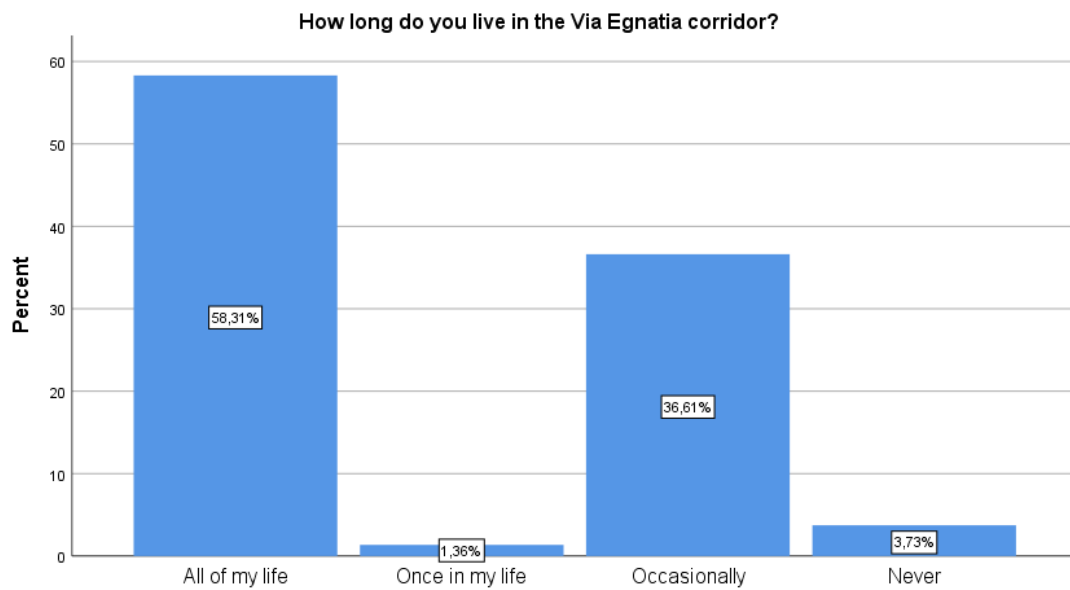


Figure 13 How long do you live in the Via Egnatia corridor?

In Figure 13 we can observe that the 58.31% of the participants live in the Via Egnatia corridor all his life, the 36.61% occasionally, the 1.36% once in his life and the rest 3.73% never in his life. The research was conducted over permanent citizens of Via Egnatia corridor since almost 95% of the total number of participants stated that they either live during all their lives or occasionally around the Via Egnatia region.

According Figure: Q6 at the same time most of the participants agree 58,31% and strongly agree 35,25% that Via Egnatia could affect to the area attractiveness only 6,10% is neutral while negative is only 0,34%

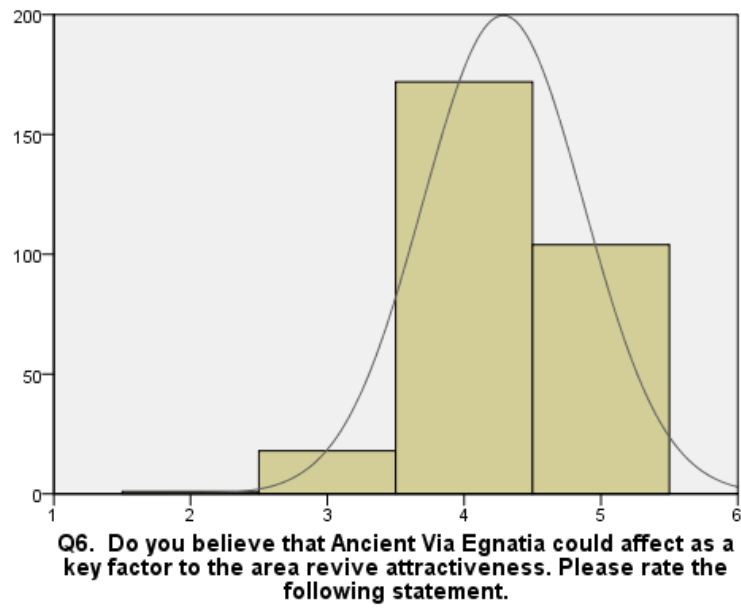


Figure 14 Ancient Via Egnatia as key factor of the area attractiveness

5.4 Reliability Analysis

The following section contains the assessment of the reliability of the measurement scales used through the application of Cronbach's Alpha index.

<i>Reliability Statistics</i>	
Cronbach's	
Alpha	N of Items
,908	170

Table 12 Cronbach' Alpha

In Table 12 we observe that the Cronbach's Alpha index is 0.908 indicating a very high reliability of the measurement scale. Thus, the selected scale leads to high research reliability.

5.5 Hypotheses testing

This section contains the statistical inference carried out aiming to validate or reject the research hypothesis, as these were presented at this chapter, through suitable hypothesis tests.

Research hypothesis 1

“The most important factors of travel / holiday for tourists are: accessibility, value for money and the experience choice from the culture and natural characteristics of attractions.”

To examine this hypothesis, two grouped variables containing median values of tourists’ responses related to important factors for travel / holiday were created. The first variable labeled as “Access_vfm_exp” is the grouping of the tourists’ responses of the question 13: “Please rate the following factors regarding the importance for a travel / holiday trip in the area” to the level of “Accessability”, “Value for money” or “Experience”, while the second variable was labeled “Culture_natchar_atract” contains the responses “Culture”, “Natural Characteristics” and “Attractions”. At first, the Chi-Squared test of independence was performed, indicating that a relationship underlies between the two variables. The results are shown at Table 14. Then, for these two variables the paired samples t-test for equality of means was performed indicating that the population showed equal means in terms of the two induced variables Table 17. Thus, the testing hypothesis cannot be accepted. Furthermore, the bivariate Pearson correlation coefficient of the variables “Access_vfm_exp” and “Culture_natchar_atract” is calculated as 0,698 as shown in Table 16.

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Access_vfm_exp *	31	100,0%	0	0,0%	31	100,0%
Culture_natchar_atract						

Table 13 Case Processing Summary – Factors of Travel

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	30,725 ^a	4	,000
Likelihood Ratio	28,932	4	,000
Linear-by-Linear Association	14,625	1	,000
N of Valid Cases	31		

a. 5 cells (55,6%) have expected count less than 5. The minimum expected count is ,10.

Table 14 Chi-Square Tests – Factor of Travel

Paired Samples Statistics

	Mean	N	Std. Deviation	Std. Error Mean
Pair 1 Access_vfm_exp	4,2903	31	,64258	,11541
Culture_natchar_atract	4,3871	31	,55842	,10029

Table 15 Paired Samples Statistics – Factor of Travel

Paired Samples Correlations

	N	Correlation	Sig.
Pair 1 Access_vfm_exp & Culture_natchar_atract	31	,698	,000

Table 16 Paired Samples Correlations – Factor of Travel

Paired Samples Test

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	Sig. (2-tailed)
					Lower	Upper			
Pair 1	Access_vfm_exp - Culture_natchar_atract	-,09677	,47292	,08494	-,27024	,07670	-1,139	30	,264

Table 17 Paired Samples Test – Factor of Travel

Research Hypothesis 2

“Tourists in the Region are most satisfied with accessibility, value for money and choice and characteristics of culture and nature attractions.”

This hypothesis was tested through the examination of tourists’ responses of question 14: “Please rate your satisfaction on the following factors”. At Table 18 the descriptive statistics are presented, showing that location and experience are the most important factors according the participants. To validate the significance of the above statement, two grouped variables were shaped containing median values of tourists’ responses related to their factors contributing mostly to their satisfaction. The first variable labeled as “Loc_access_vfm” is the grouping of the tourists’ responses of the question 14 at the level of “Location”, “Accessibility” or “Value for Money”, while the second variable was labeled “Nat_cul_atract” contains the responses “Culture”, “Natural Characteristics” and “Attractions”. At first, the Chi-Squared test of independence was performed, indicating that a relationship underlies between the two variables. The results are shown at Table 20. Then, for these two variables the paired samples t-test for equality of means was performed indicating that the population showed unequal means in terms of the two induced variables Table 21. Thus, the testing hypothesis is accepted and accessibility, value for money and choice are more important factors for tourists compared to characteristics of culture and nature attractions.

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q14. Please rate your satisfaction on the following factors. [Location]	31	4	5	4,45	,506
Q14. Please rate your satisfaction on the following factors. [Accessibility]	31	2	5	3,94	,512
Q14. Please rate your satisfaction on the following factors. [Value for money]	31	3	5	3,65	,608
Q14. Please rate your satisfaction on the following factors. [Experience]	31	3	5	4,00	,365
Q14. Please rate your satisfaction on the following factors. [Culture]	31	2	5	3,42	1,057
Q14. Please rate your satisfaction on the following factors. [Natural characteristics]	31	3	5	3,81	,654
Q14. Please rate your satisfaction on the following factors. [Attractions]	31	3	5	3,71	,588
Q14. Please rate your satisfaction on the following factors. [Facilities]	31	3	5	3,97	,407
Q14. Please rate your satisfaction on the following factors. [Interaction with the locals]	31	2	5	3,29	1,039
Valid N (listwise)	31				

Table 18 Descriptive Statistics – Satisfaction factors

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Loc_access_vfm *	31	100,0%	0	0,0%	31	100,0%
Nat_cul_atract						

Table 19 Case Processing Summary – Satisfaction factors

Chi-Square Tests

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	30,725 ^a	4	,000
Likelihood Ratio	28,932	4	,000
Linear-by-Linear Association	14,625	1	,000
N of Valid Cases	31		

a. 5 cells (55,6%) have expected count less than 5. The minimum expected count is ,10.

Table 20 Chi-Square Tests – Satisfaction Factors

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Nat_cul_attract	4,3871	31	,55842	,10029
	Loc_access_vfm	4,2903	31	,64258	,11541

Table 21 Paired Samples Statistics – Satisfaction Factors

Paired Samples Correlations

		N	Correlation	Sig.
Pair 1	Nat_cul_attract & Loc_access_vfm	31	,698	,000

Table 22 Paired Samples Correlations – Satisfaction Factors

Paired Samples Test

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	Sig. (2-tailed)
					Lower	Upper			
Pair 1	Nat_cul_attract - Loc_access_vfm	,09677	,47292	,08494	-,07670	,27024	1,139	30	,264

Table 23 Paired Samples Test – Satisfaction Factors

Research Hypothesis 3

“Availability of supporting infrastructure for tourism such as information services, health service, telecommunication, and public safety is considered as less important than infrastructure of tourism itself including the range, quality, food and gastronomy services and cultural and environmental recreational facilities of the visited cities in the corridor of Via Egnatia”

This hypothesis was tested through the examination of tourists’ responses of question 9: “Please rate the following factors regarding their importance for visiting cities in the corridor of Via Egnatia”. At Table 24 the descriptive statistics are presented, showing that Telecommunication services are the most important factor according the participants. To validate the significance of the above statement, as previous, two grouped variables were shaped containing median values of tourists’ responses related to their factors contributing mostly to the importance for visiting cities in the corridor of Via Egnatia. The first variable labeled as “Is_Hs_Ts_Ps” and is the grouping of the tourists’ responses of the question 9 at the level of “Information Services”, “Health Services”, “Telecommunication Services” or “Public Safety”, while the second variable was labeled “Rts_Qti_Fgs_Crf_Erf” containing the responses “Range of tourism infrastructure”, “Quality of tourism infrastructure”, “Food and Gastronomy services”, “Cultural recreational facilities” and “Environmental recreational facilities”. At first, the Chi-Squared test of independence was performed, indicating that a relationship underlies between the two variables. The results are shown in Table 26. Then, for these two variables the paired samples t-test for equality of means was performed indicating that the population showed unequal means in terms of the two induced variables (Table 27). Thus, the testing hypothesis is rejected and information services, health service, telecommunication, and public safety is considered as more important than infrastructure of tourism itself including the range, quality, food and gastronomy services and cultural and environmental recreational facilities of the visited cities in the corridor of Via Egnatia since their grouped means is higher.

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q9. Please rate the following factors regarding their importance for visiting cities in the corridor of Via Egnatia. [Information services]	31	2	5	3,74	1,032
Q9. Please rate the following factors regarding their importance for visiting cities in the corridor of Via Egnatia. [Health services]	31	2	5	3,71	1,039
Q9. Please rate the following factors regarding their importance for visiting cities in the corridor of Via Egnatia. [Telecommunication services]	31	3	5	3,81	,980
Q9. Please rate the following factors regarding their importance for visiting cities in the corridor of Via Egnatia. [Public safety]	31	2	5	3,71	1,039
Q9. Please rate the following factors regarding their importance for visiting cities in the corridor of Via Egnatia. [Range of tourism services]	31	2	5	3,77	1,023

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

Q9. Please rate the following factors regarding their importance for visiting cities in the corridor of Via Egnatia. [Quality of tourism infrastructure]	31	2	5	3,71	1,039
Q9. Please rate the following factors regarding their importance for visiting cities in the corridor of Via Egnatia. [Food & gastronomy services]	31	2	5	3,74	1,032
Q9. Please rate the following factors regarding their importance for visiting cities in the corridor of Via Egnatia. [Cultural recreational facilities]	31	2	5	3,74	1,064
Q9. Please rate the following factors regarding their importance for visiting cities in the corridor of Via Egnatia. [Environmental recreational facilities]	31	2	5	3,65	1,082
Valid N (listwise)	31				

Table 24 Descriptive Statistics – Factors of Via Egnatia Cities Importance

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Is_Hs_Ts_Ps *	31	100,0%	0	0,0%	31	100,0%
Rts_Qti_Fgs_Crf_Erf						

Table 25 Case Processing Summary – Factors of Via Egnatia Cities Importance

Chi-Square Tests

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	67,934 ^a	12	,000
Likelihood Ratio	51,520	12	,000
Linear-by-Linear Association	28,498	1	,000
N of Valid Cases	31		

a. 17 cells (85,0%) have expected count less than 5. The minimum expected count is ,03.

Table 26 Chi-Square Tests– Factors of Via Egnatia Cities Importance

Paired Samples Statistics

	Mean	N	Std. Deviation	Std. Error Mean
Pair 1 Is_Hs_Ts_Ps	3,7581	31	,99892	,17941
Rts_Qti_Fgs_Crf_Erf	3,7419	31	1,06357	,19102

Table 27 Paired Samples Statistics– Factors of Via Egnatia Cities Importance

Paired Samples Correlations

		N	Correlation	Sig.
Pair 1	Is_Hs_Ts_Ps & Rts_Qti_Fgs_Crf_Erf	31	,975	,000

Table 28 Paired Samples Correlations– Factors of Via Egnatia Cities Importance

Paired Samples Test

		Paired Differences				t	df	Sig. (2-tailed)	
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower				Upper
Pair 1	Is_Hs_Ts_Ps - Rts_Qti_Fgs_Crf_Erf	,01613	,24097	,04328	-,07226	,10452	,373	30	,712

Table 29 Paired Samples Test – Factors of Via Egnatia Cities Importance

Research Hypothesis 4

“The economic effects of tourism contribute in greater proportions to improving the quality of their life than the social, cultural and physical impacts of tourism.”

This hypothesis was tested through the examination of local people responses of question 21: “Please state your satisfaction from the effects of tourism on the quality of your life”. In Table 30 we can observe that the majority responded either “satisfied” or “very satisfied” from the effects of tourism. In Table 30 we can observe that the significance is under level 0.05. This fact signifies that the economic effects of tourism contribute in greater proportions to improving the quality of their life than the social, cultural and physical impacts of tourism. From the Table 34 and Table 36 it

is observed that the factors contributing more to the existence of statistical difference in the general model are the economic and cultural effects tourism.

Between-Subjects Factors

		Value Label	N
Q21. Please state your satisfaction from the effects of tourism on the quality of your life.	2	Not satisfied	2
	3	Undecided	69
	4	Satisfied	94
	5	Very satisfied	30

Table 30 Satisfaction from the effects of tourism on the life quality

Multivariate Tests^a

Effect		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	,943	776,180 ^b	4,000	188,000	,000
	Wilks' Lambda	,057	776,180 ^b	4,000	188,000	,000
	Hotelling's Trace	16,514	776,180 ^b	4,000	188,000	,000
	Roy's Largest Root	16,514	776,180 ^b	4,000	188,000	,000
Q21.Pleasestateyoursatisfactionfromtheeffectsoftourism on the quality	Pillai's Trace	1,018	24,395	12,000	570,000	,000
	Wilks' Lambda	,235	30,219	12,000	497,693	,000
	Hotelling's Trace	2,188	34,033	12,000	560,000	,000
	Roy's Largest Root	1,474	70,035 ^c	4,000	190,000	,000

a. Design: Intercept + Q21.Pleasestateyoursatisfactionfromtheeffectsoftourism on the quality

b. Exact statistic

c. The statistic is an upper bound on F that yields a lower bound on the significance level.

Table 31 Satisfaction from the effects of tourism on the life quality

Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	Q20. Please rate the following tourism factors regarding their contribution on your quality of life. [Economic effects of tourism]	42,881 ^a	3	14,294	23,950	,000
	Q20. Please rate the following tourism factors regarding their contribution on your quality of life. [Social effects of tourism]	44,965 ^b	3	14,988	57,575	,000
	Q20. Please rate the following tourism factors regarding their contribution on your quality of life. [Cultural effects of tourism]	68,192 ^c	3	22,731	25,580	,000

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

	Q20. Please rate the following tourism factors regarding their contribution on your quality of life. [Physical impact of tourism]	93,561 ^d	3	31,187	51,429	,000
Intercept	Q20. Please rate the following tourism factors regarding their contribution on your quality of life. [Economic effects of tourism]	538,230	1	538,230	901,843	,000
	Q20. Please rate the following tourism factors regarding their contribution on your quality of life. [Social effects of tourism]	506,340	1	506,340	1945,019	,000
	Q20. Please rate the following tourism factors regarding their contribution on your quality of life. [Cultural effects of tourism]	475,848	1	475,848	535,493	,000
	Q20. Please rate the following tourism factors regarding their contribution on your quality of life. [Physical impact of tourism]	486,707	1	486,707	802,609	,000

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

Q21. Please state your satisfaction from the effects of tourism on the quality of life.	Q20. Please rate the following tourism factors regarding their contribution on your quality of life. [Economic effects of tourism]	42,881	3	14,294	23,950	,000
	Q20. Please rate the following tourism factors regarding their contribution on your quality of life. [Social effects of tourism]	44,965	3	14,988	57,575	,000
	Q20. Please rate the following tourism factors regarding their contribution on your quality of life. [Cultural effects of tourism]	68,192	3	22,731	25,580	,000
	Q20. Please rate the following tourism factors regarding their contribution on your quality of life. [Physical impact of tourism]	93,561	3	31,187	51,429	,000
Error	Q20. Please rate the following tourism factors regarding their contribution on your quality of life. [Economic effects of tourism]	113,991	191	,597		

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

	Q20. Please rate the following tourism factors regarding their contribution on your quality of life. [Social effects of tourism]	49,722	191	,260
	Q20. Please rate the following tourism factors regarding their contribution on your quality of life. [Cultural effects of tourism]	169,726	191	,889
	Q20. Please rate the following tourism factors regarding their contribution on your quality of life. [Physical impact of tourism]	115,824	191	,606
<hr/>				
Total	Q20. Please rate the following tourism factors regarding their contribution on your quality of life. [Economic effects of tourism]	3862,000	195	
	Q20. Please rate the following tourism factors regarding their contribution on your quality of life. [Social effects of tourism]	3088,000	195	

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

	Q20. Please rate the following tourism factors regarding their contribution on your quality of life. [Cultural effects of tourism]	2926,000	195
	Q20. Please rate the following tourism factors regarding their contribution on your quality of life. [Physical impact of tourism]	3094,000	195
Corrected Total	Q20. Please rate the following tourism factors regarding their contribution on your quality of life. [Economic effects of tourism]	156,872	194
	Q20. Please rate the following tourism factors regarding their contribution on your quality of life. [Social effects of tourism]	94,687	194
	Q20. Please rate the following tourism factors regarding their contribution on your quality of life. [Cultural effects of tourism]	237,918	194

Q20. Please rate the 209,385 194
following tourism
factors regarding their
contribution on your
quality of life. [Physical
impact of tourism]

a. R Squared = ,273 (Adjusted R Squared = ,262)

b. R Squared = ,475 (Adjusted R Squared = ,467)

c. R Squared = ,287 (Adjusted R Squared = ,275)

d. R Squared = ,447 (Adjusted R Squared = ,438)

Table 32 Satisfaction from the effects of tourism on the life quality

Between-Subjects Factors

		Value Label	N
Q21. Please state your satisfaction from the effects of tourism on the quality of your life.	2	Not satisfied	2
	3	Undecided	69
	4	Satisfied	94
	5	Very satisfied	30

Table 33 Satisfaction from the effects of tourism on the life quality

Q20. Please rate the following tourism factors regarding their contribution on your quality of life. [Economic effects of tourism]

Tukey HSD^{a,b,c}

	N	Subset
Q21. Please state your		

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

satisfaction from the effects of tourism on the quality of your life.		1	2
Undecided	69	3,75	
Not satisfied	2	4,00	4,00
Satisfied	94	4,62	4,62
Very satisfied	30		4,97
Sig.		,152	,087

Means for groups in homogeneous subsets are displayed.

Based on observed means.

The error term is Mean Square(Error) = ,597.

a. Uses Harmonic Mean Sample Size = 7,162.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

c. Alpha = ,05.

Table 34 Satisfaction from the effects of tourism on the life quality

Q20. Please rate the following tourism factors regarding their contribution on your quality of life. [Social effects of tourism]

Tukey HSD^{a,b,c}

Q21. Please state your satisfaction from the effects of tourism on the quality of your life.	N	Subset		
		1	2	3
Undecided	69	3,48		
Satisfied	94	3,90	3,90	

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

Not satisfied	2	4,50	4,50
Very satisfied	30		4,93
Sig.		,392	,124

Means for groups in homogeneous subsets are displayed.

Based on observed means.

The error term is Mean Square(Error) = ,260.

a. Uses Harmonic Mean Sample Size = 7,162.

b. The group sizes are unequal. The harmonic mean of the group sizes is used.
Type I error levels are not guaranteed.

c. Alpha = ,05.

Table 35 Satisfaction from the effects of tourism on the life quality

Q20. Please rate the following tourism factors regarding their contribution on your quality of life. [Cultural effects of tourism]

Tukey HSD^{a,b,c}

Q21. Please state your satisfaction from the effects of tourism on the quality of your life.	N	Subset	
		1	2
Undecided	69	3,14	
Satisfied	94	3,72	3,72
Not satisfied	2		4,50
Very satisfied	30		4,93
Sig.		,652	,075

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

Means for groups in homogeneous subsets are displayed.

Based on observed means.

The error term is Mean Square(Error) = ,889.

a. Uses Harmonic Mean Sample Size = 7,162.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

c. Alpha = ,05.

Table 36 Satisfaction from the effects of tourism on the life quality

Q20. *Please rate the following tourism factors regarding their contribution on your quality of life. [Physical impact of tourism]*

Tukey HSD^{a,b,c}

Q21. Please state your satisfaction from the effects of tourism on the quality of your life.	N	Subset	
		1	2
Undecided	69	2,97	
Satisfied	94		4,15
Not satisfied	2		4,50
Very satisfied	30		4,87
Sig.		1,000	,304

Means for groups in homogeneous subsets are displayed.

Based on observed means.

The error term is Mean Square (Error) = ,606.

a. Uses Harmonic Mean Sample Size = 7,162.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

c. Alpha = ,05.

Table 37 Satisfaction from the effects of tourism on the life quality

Research Hypothesis 5

“People living in the Via Egnatia corridor think that the economic effects of tourism contribute in greater proportions to improving the quality of their life than the social, cultural and physical impacts of tourism, taking into account only participants who are local people.”

This hypothesis was tested through the examination of local people responses of question 20. In Table 38 we can observe that the factors of economic effects, social effects, cultural effects and physical impact of tourism have equal economic impact to local people according to their responses, since the test’s significance is under the significance level.

ANOVA

			Sum of	df	Mean Square	F	Sig.
			Squares				
Q20. Please rate the following tourism factors regarding their contribution on your quality of life. [Economic effects of tourism]	Between Groups		52,063	3	17,354	40,528	,000
	Within Groups		44,105	103	,428		
	Total		96,168	106			
Q20. Please rate the following tourism factors regarding their	Between Groups		57,247	3	19,082	69,623	,000
	Within Groups		28,230	103	,274		

contribution on your quality of life. [Social effects of tourism]	Total	85,477	106			
Q20. Please rate the following tourism factors regarding their contribution on your quality of life. [Cultural effects of tourism]	Between Groups	97,175	3	32,392	29,037	,000
	Within Groups	114,900	103	1,116		
	Total	212,075	106			
Q20. Please rate the following tourism factors regarding their contribution on your quality of life. [Physical impact of tourism]	Between Groups	74,116	3	24,705	24,451	,000
	Within Groups	104,071	103	1,010		
	Total	178,187	106			

Table 38 Tourism factors regarding their contribution to the quality of life

Research Hypothesis 6

“The longer people live in the Via Egnatia corridor in question (the stronger the bond is), the less satisfied they are with the effects of tourism on the quality of their life. And thus, they see their living environment (less attractive) and less competitive.”

This hypothesis was tested through the examination of local people responses of question 8: “How long do you live in the Via Egnatia Corridor” and their satisfaction related to the effects of tourism on the quality of their life. Table 39 containing the descriptive statistics from question 21 responses, signifies that people who occasionally leave around Via Egnatia Corridor have the highest level of satisfaction from the effects of tourism to their quality of life with average score of 3.83 while permanent residents presented a score of 3.74. This difference is not significant at the level of 0.05 and is considered that the tourism have the same effect on both permanent and occasional residents of Via Egnatia Corridor.

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

Descriptives

Q21. Please state your satisfaction from the effects of tourism on the quality of your life.

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum	Between-Component Variance
					Lower Bound	Upper Bound			
All of my life	107	3,74	,883	,085	3,57	3,91	2	5	
Occasionally	88	3,83	,407	,043	3,74	3,92	3	5	
Total	195	3,78	,709	,051	3,68	3,88	2	5	
Model									
Fixed Effects			,709	,051	3,68	3,88			
Random Effects				,051 ^a	3,13 ^a	4,42 ^a			-,001

a. Warning: Between-component variance is negative. It was replaced by 0.0 in computing this random effects measure.

Table 39 Descriptives - Satisfaction from tourism on the quality of life

ANOVA

Q21. Please state your satisfaction from the effects of tourism on the quality of your life.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	,402	1	,402	,799	,373
Within Groups	97,116	193	,503		
Total	97,518	194			

Table 40 Satisfaction from tourism on the quality of life

Robust Tests of Equality of Means

Q21. Please state your satisfaction from the effects of tourism on the quality of your life.

	Statistic ^a	df1	df2	Sig.
Welch	,907	1	155,295	,342
Brown-Forsythe	,907	1	155,295	,342

a. Asymptotically F distributed.

Table 41 Robust Tests - Satisfaction from tourism on the quality of life

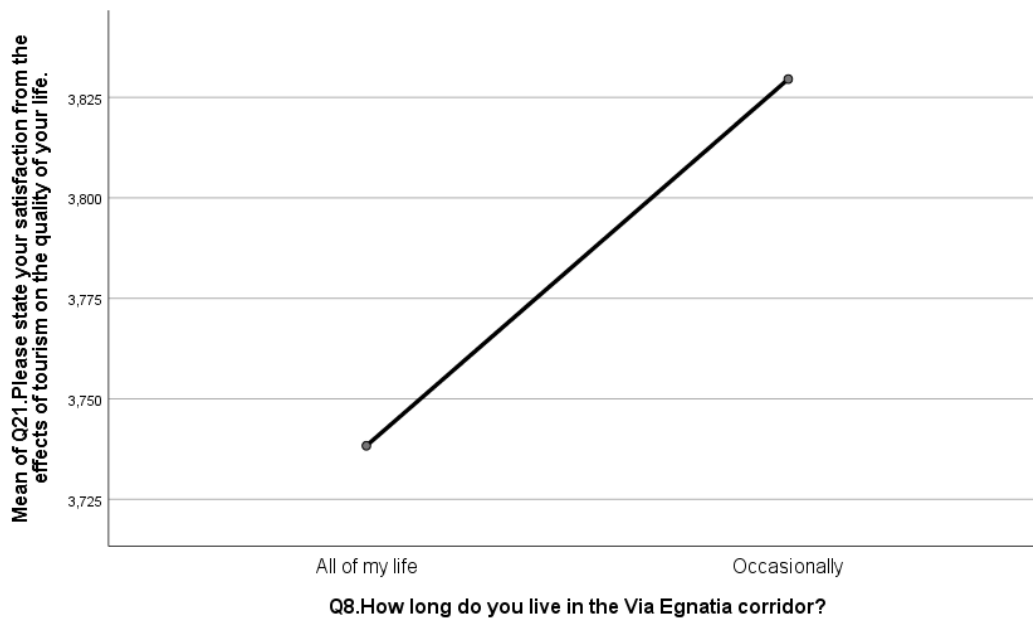


Figure 15 Living in the Via Egnatia Corridor

Research Hypothesis 7

“Tourists consider the defining supply factors of travel / holiday more important than those working around the tourism sector.”

This hypothesis was tested over the responses of tourists’ participants and those working around the tourism sector of the survey. It was examined whether the

responses of the two groups at question 13 present differences and if positive, which group classifies each factor as more important.

From the analysis of means, significant differences have been observed only on the factors of “Accessibility”, “Culture”. “Attractions” and “Facilities”. Tourism professional ranked “Accessibility” and “Attractions” more important factors than tourists did while “Culture” and “Facilities” were ranked as less important to them.

ANOVA

			Sum of Squares	df	Mean Square	F	Sig.
Q13. Please rate the following factors regarding their importance for a travel / holiday trip in the area. [Location]	Between Groups		,849	1	,849	3,143	,080
	Within Groups		21,874	81	,270		
	Total		22,723	82			
Q13. Please rate the following factors regarding their importance for a travel / holiday trip in the area. [Accessibility]	Between Groups		3,236	1	3,236	11,394	,001
	Within Groups		23,005	81	,284		
	Total		26,241	82			
Q13. Please rate the following factors regarding their importance for a travel / holiday trip in the area. [Value for money]	Between Groups		,375	1	,375	,588	,446
	Within Groups		51,697	81	,638		
	Total		52,072	82			
Q13. Please rate the following factors regarding their	Between Groups		,276	1	,276	,912	,342
	Within Groups		24,471	81	,302		

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

importance for a travel / holiday trip in the area. [Experience]	Total	24,747	82				
Q13. Please rate the following factors regarding their importance for a travel / holiday trip in the area. [Culture]	Between Groups	1,238	1	1,238	5,166	,026	
	Within Groups	19,413	81	,240			
	Total	20,651	82				
Q13. Please rate the following factors regarding their importance for a travel / holiday trip in the area. [Natural characteristics]	Between Groups	,646	1	,646	2,922	,091	
	Within Groups	17,908	81	,221			
	Total	18,554	82				
Q13. Please rate the following factors regarding their importance for a travel / holiday trip in the area. [Attractions]	Between Groups	2,386	1	2,386	8,699	,004	
	Within Groups	22,217	81	,274			
	Total	24,602	82				
Q13. Please rate the following factors regarding their importance for a travel / holiday trip in the area. [Facilities]	Between Groups	1,051	1	1,051	4,946	,029	
	Within Groups	17,214	81	,213			
	Total	18,265	82				
Q13. Please rate the following factors regarding their importance for a travel / holiday trip in the area. [Interaction with the locals]	Between Groups	,018	1	,018	,055	,816	
	Within Groups	26,609	81	,329			
	Total	26,627	82				

Table 42 Factors of Travel Importance



Figure 16 Factors of Travel Importance-Location



Figure 17 Factors of Travel Importance-Accessability



Figure 18 Factors of Travel Importance-Value for Money



Figure 19 Factors of Travel Importance-Experience

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

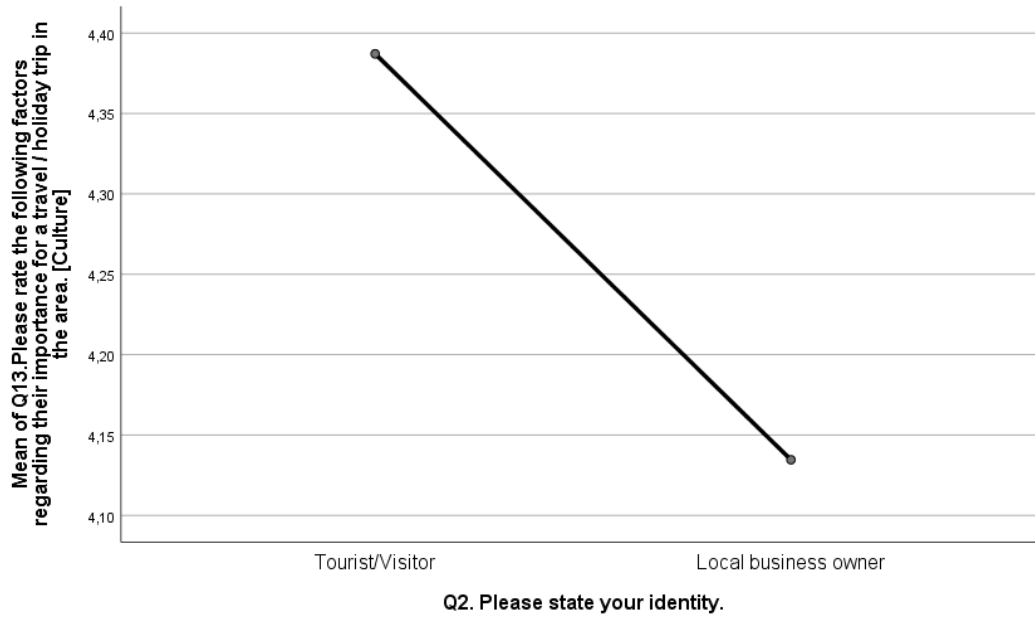


Figure 20 Factors of Travel Importance-Culture



Figure 21 Factors of Travel Importance-Natural Characteristics

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities



Figure 22 Factors of Travel Importance-Attractions

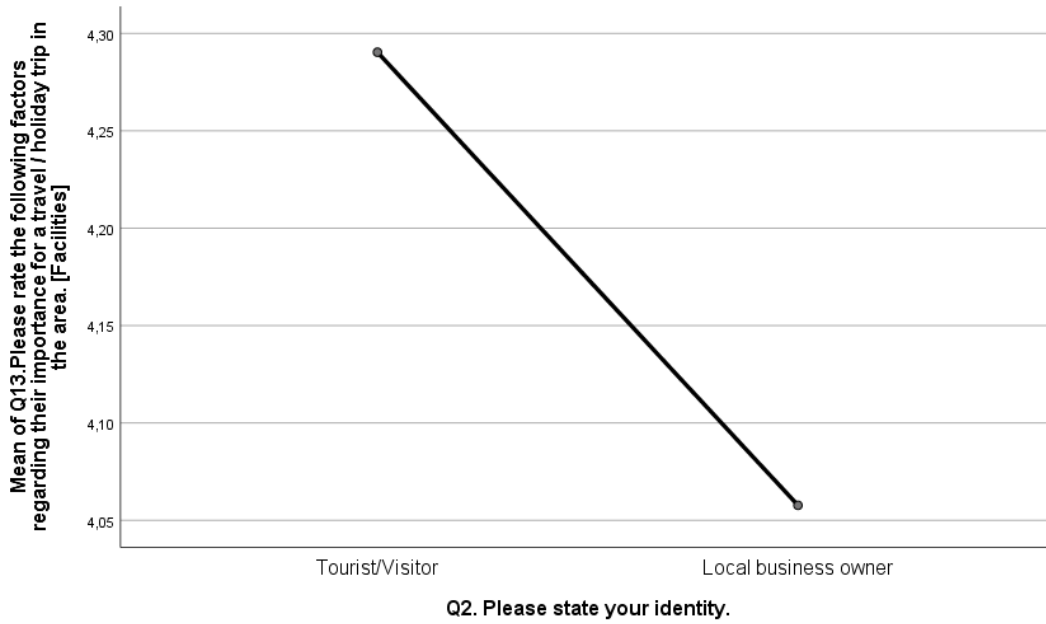


Figure 23 Factors of Travel Importance-Facilities

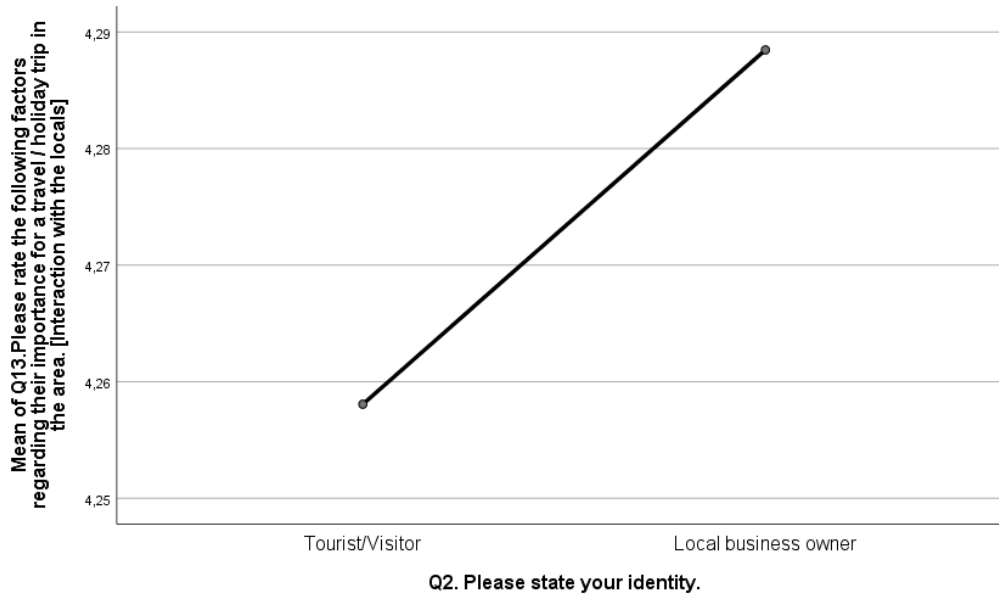


Figure 24 Factors of Travel Importance-Interaction with Locals

Research Hypothesis 8

“Tourists visiting the Region rank these factors (defining supply factors of travel / holiday) lower than the tourism experts themselves.”

This hypothesis was examined by further analyzing the responses of question 13 over the groups of tourists/visitors and participants who are Local Authorities Representatives and Professionals.

Over the analysis for the equality of means, significant differences were identified only for the factor of “Natural Characteristics”. Local authorities ranked this factor as more important than tourists did.

ANOVA

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

		Sum of	df	Mean Square	F	Sig.
		Squares				
Q13. Please rate the following factors regarding their importance for a travel / holiday trip in the area. [Location]	Between Groups	1,183	1	1,183	2,682	,108
	Within Groups	20,296	46	,441		
	Total	21,479	47			
Q13. Please rate the following factors regarding their importance for a travel / holiday trip in the area. [Accessibility]	Between Groups	,764	1	,764	1,366	,248
	Within Groups	25,715	46	,559		
	Total	26,479	47			
Q13. Please rate the following factors regarding their importance for a travel / holiday trip in the area. [Value for money]	Between Groups	,764	1	,764	1,482	,230
	Within Groups	23,715	46	,516		
	Total	24,479	47			
Q13. Please rate the following factors regarding their importance for a travel / holiday trip in the area. [Experience]	Between Groups	,569	1	,569	1,950	,169
	Within Groups	13,431	46	,292		
	Total	14,000	47			
Q13. Please rate the following factors regarding their importance for a travel / holiday trip in the area. [Culture]	Between Groups	,222	1	,222	,582	,450
	Within Groups	17,590	46	,382		
	Total	17,812	47			
Q13. Please rate the following factors regarding their	Between Groups	2,631	1	2,631	14,045	,000
	Within Groups	8,619	46	,187		

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

importance for a travel / holiday trip in the area. [Natural characteristics]	Total	11,250	47			
Q13. Please rate the following factors regarding their importance for a travel / holiday trip in the area. [Attractions]	Between Groups	,470	1	,470	1,270	,266
	Within Groups	17,009	46	,370		
	Total	17,479	47			
Q13. Please rate the following factors regarding their importance for a travel / holiday trip in the area. [Facilities]	Between Groups	,925	1	,925	1,901	,175
	Within Groups	22,387	46	,487		
	Total	23,312	47			
Q13. Please rate the following factors regarding their importance for a travel / holiday trip in the area. [Interaction with the locals]	Between Groups	,436	1	,436	,806	,374
	Within Groups	24,877	46	,541		
	Total	25,313	47			

Table 43 Factors of Travel Importance

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

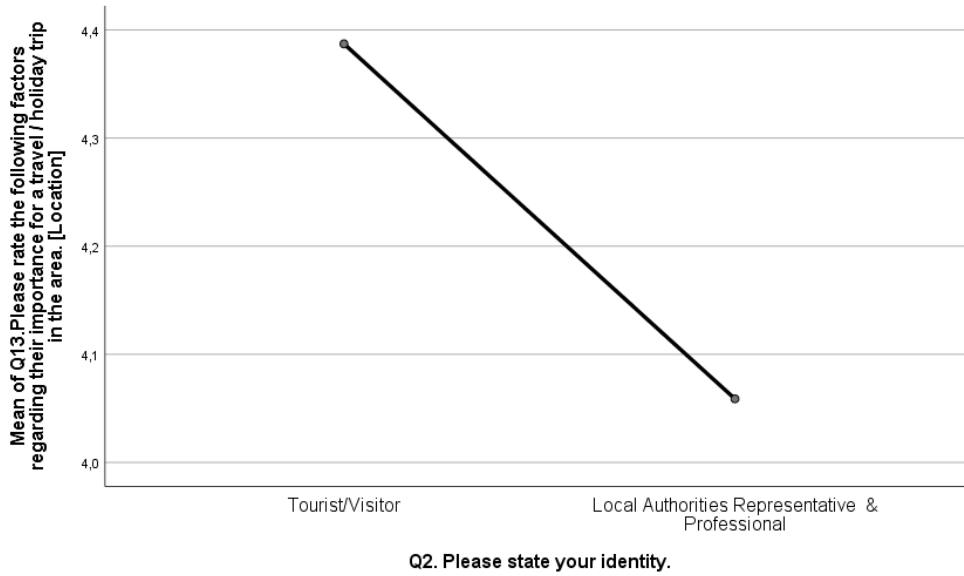


Figure 25 Factors of Travel Importance-Location

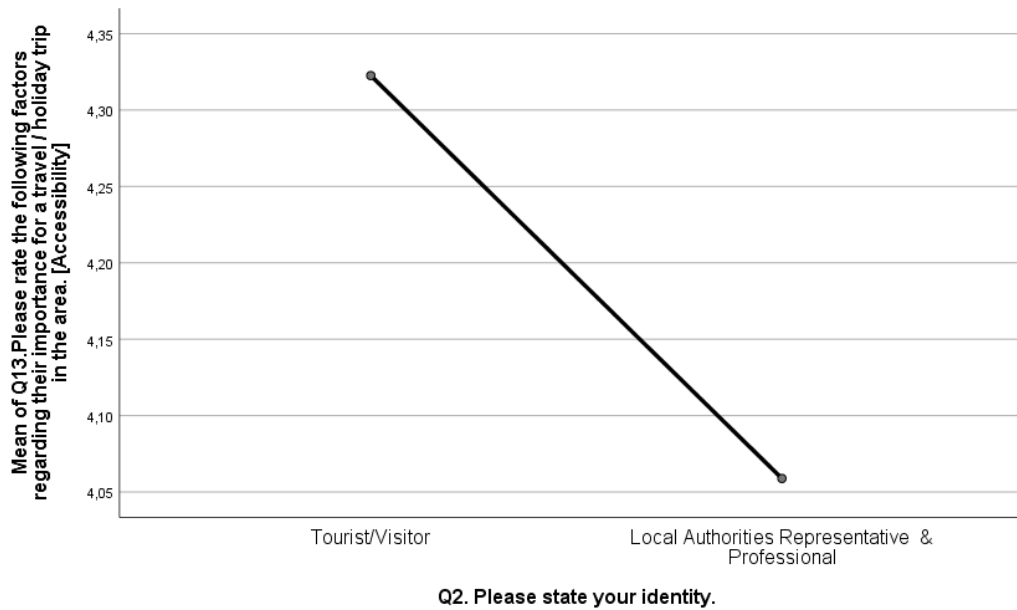


Figure 26 Factors of Travel Importance-Accessibility

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The case of Via Egnatia Cities

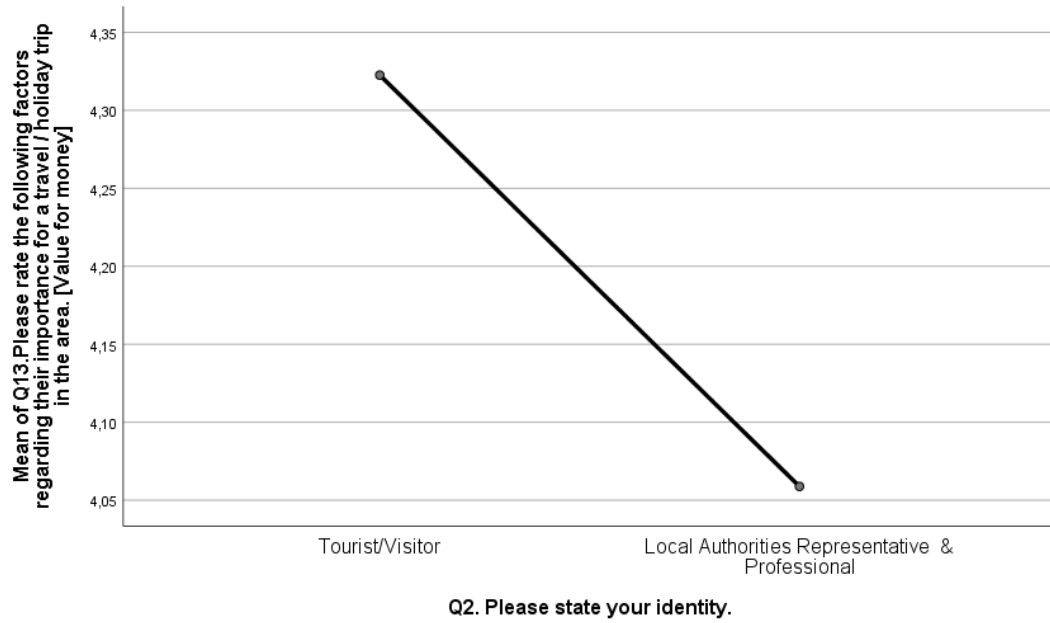


Figure 27 Factors of Travel Importance-Value for money

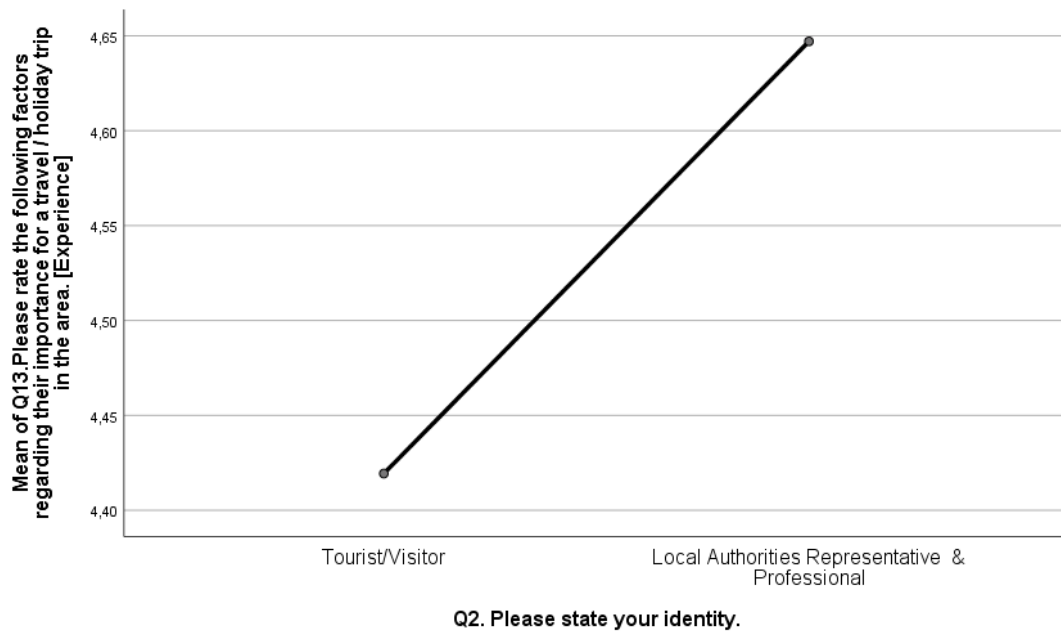


Figure 28 Factors of Travel Importance-Experiences

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The case of Via Egnatia Cities

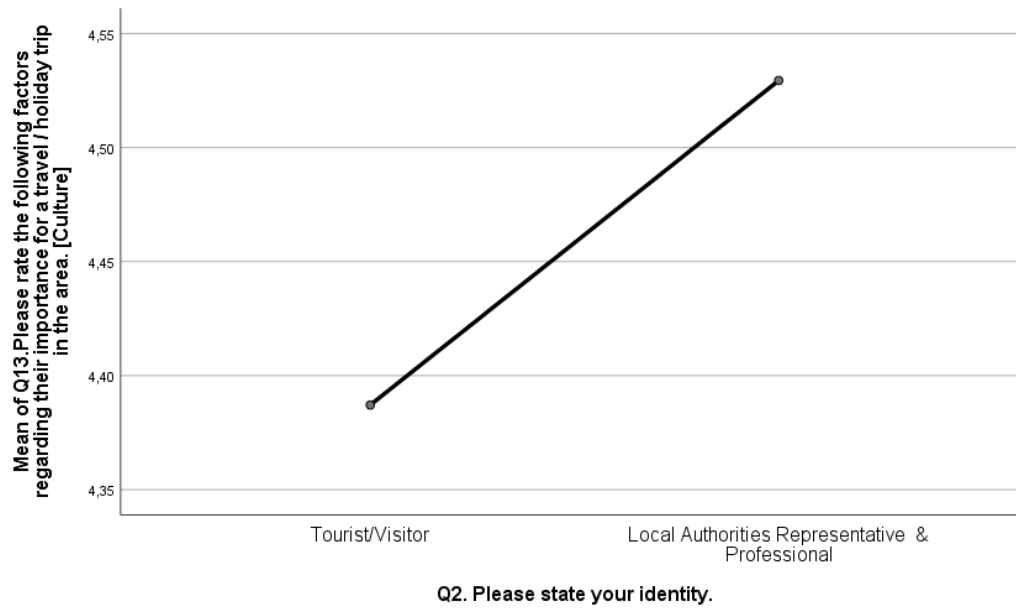


Figure 29 Factors of Travel Importance-Culture

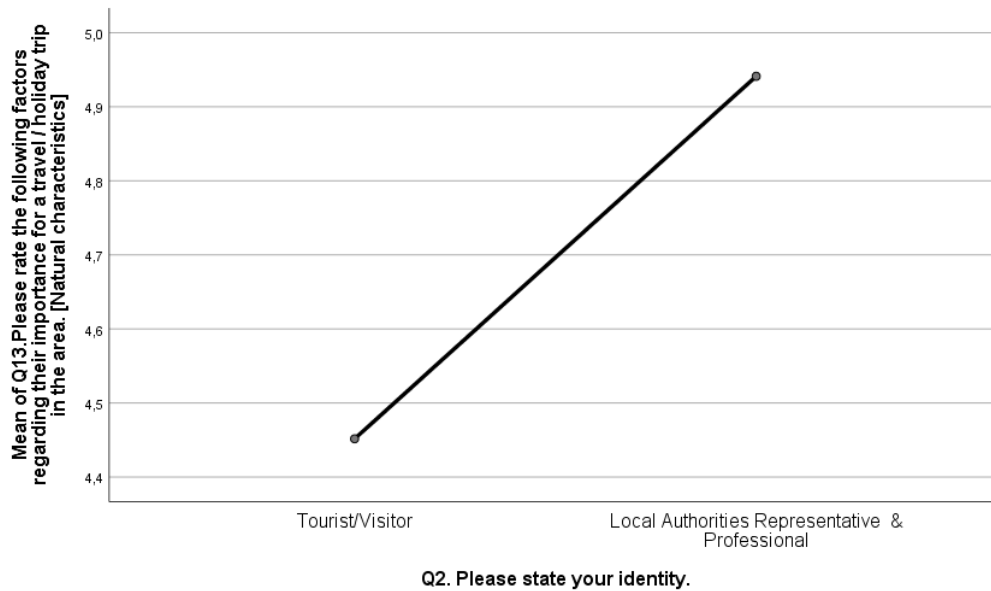


Figure 30 Factors of Travel Importance-Natural Characteristics

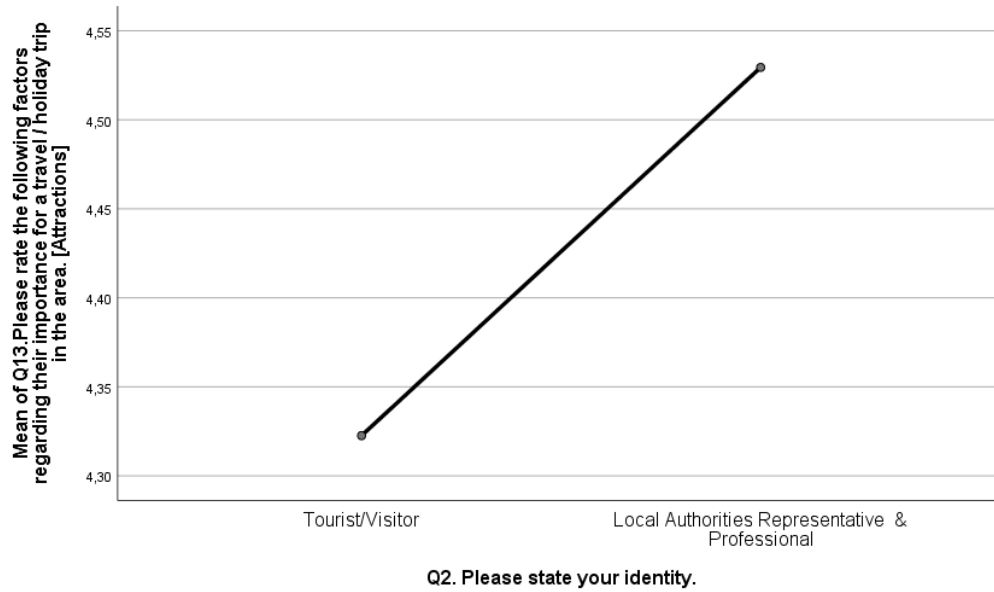


Figure 31 Factors of Travel Importance-Attractions

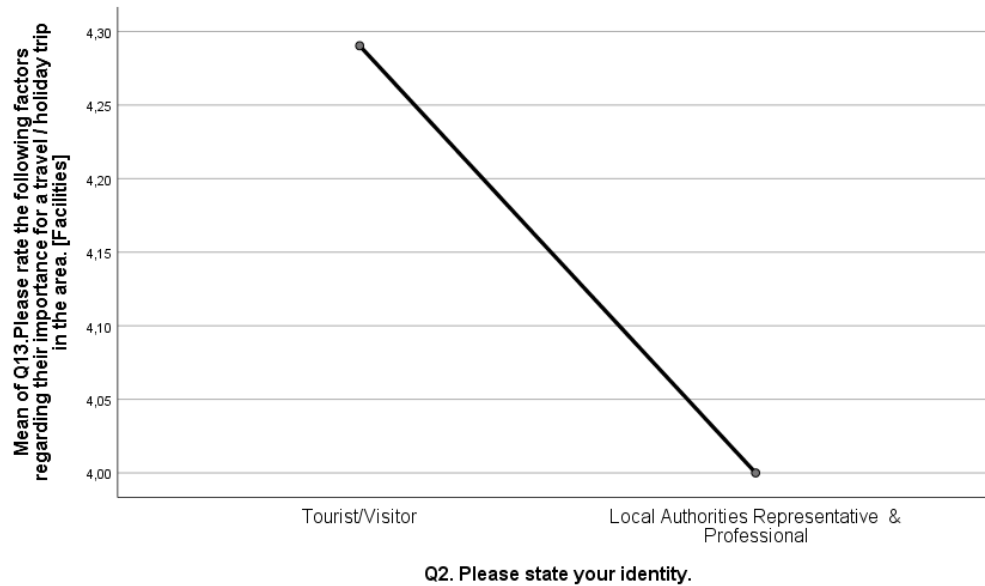


Figure 32 Factors of Travel Importance-Facilities

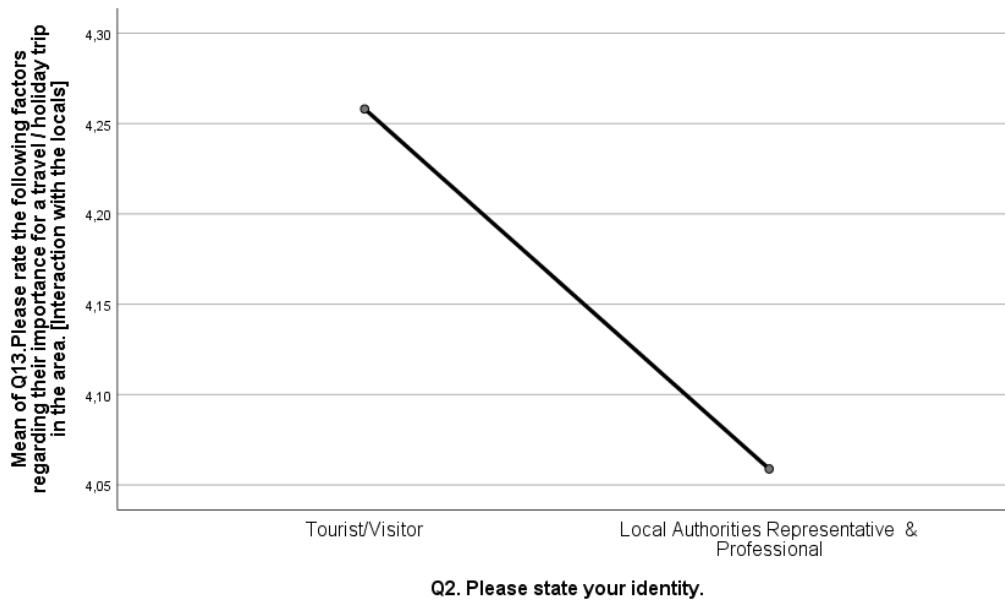


Figure 33 Factors of Travel Importance-Interaction with locals

Research Hypothesis 9

“Local people consider the positive effects of tourism on the quality of their life more significant than those working in the tourism industry”.

This research question is related to find if local people consider the positive effects of tourism on the quality of their life more significant than those working in the tourism industry, taking into account only participants who are citizens of Via Egnatia and professionals involved in the region in question. Over the analysis for the equality of means, no significant differences were between the responses of the two groups.

Research Hypothesis 10

“Locals in the Via Egnatia SE Europe Region feel the positive effects in greater proportions than those working in tourism”. This research question is related to find if Locals in the Via Egnatia SE Europe Region feel the positive effects in greater

proportions than those working in tourism, taking into account only participants who are local citizens or professionals involved in the region in question. The responses of both groups presented similar mean values with no significant differences.

Descriptives

Q21. Please state your satisfaction from the effects of tourism on the quality of your life.

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum	Between-Component Variance
						Lower Bound	Upper Bound			
Local citizen		195	3,78	,709	,051	3,68	3,88	2	5	
Local business owner		52	3,83	,760	,105	3,62	4,04	3	5	
Total		247	3,79	,719	,046	3,70	3,88	2	5	
Model	Fixed Effects			,720	,046	3,70	3,88			
	Random Effects				,046 ^a	3,21 ^a	4,37 ^a			-,005

a. Warning: Between-component variance is negative. It was replaced by 0.0 in computing this random effects measure.

Table 44 Quality of Life

Test of Homogeneity of Variances

				Levene Statistic	df1	df2	Sig.
Q21. Please state your satisfaction from the effects of tourism on the quality of your life.	Based on Mean			,601	1	245	,439
	Based on Median			,713	1	245	,399
	Based on Median and with adjusted df			,713	1	244,625	,399
	Based on trimmed mean			,641	1	245	,424

Table 45 Quality of Life

ANOVA

Q21. Please state your satisfaction from the effects of tourism on the quality of your life.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	,092	1	,092	,178	,673
Within Groups	126,960	245	,518		
Total	127,053	246			

Table 46 Quality of Life



Figure 34 Quality of Life

5.6 Perspectives over the tourism impact per origin

The following part contains the analysis of the answers to Q21 to Q42 of the questionnaire, aiming to identify variations between participants from different origins of Via Egnatia Corridor.

The responses of Q21 show that the majority of participants have positive thoughts over the satisfaction from the effects of tourism on the quality of their life.

Differences can be observed though since participants from Ohrid or Edessa have casted the “undecided” vote at high percentages while people from other regions are to their majority “Very satisfied” and people from Korca are mostly “Satisfied”.

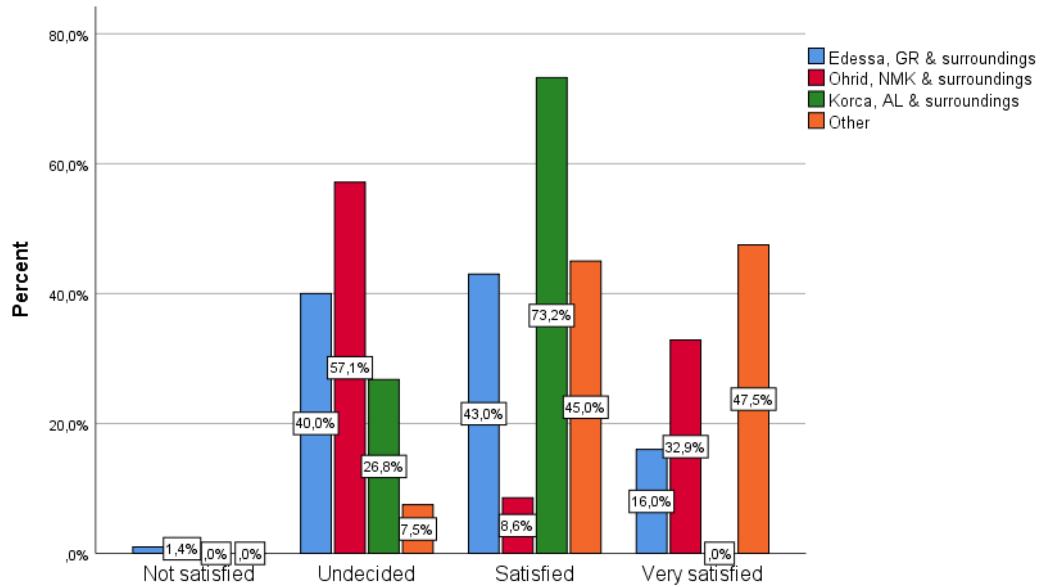


Figure 35 Q.21. Satisfaction from the effects of tourism on the quality of your life.

Having a closer look at Q22, it can be obtained that regardless the origin, participants regard their living environment at least “Attractive” while participants from Ohrid characterized their environment as “Very attractive” to a percentage of 81.4%.

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The case of Via Egnatia Cities

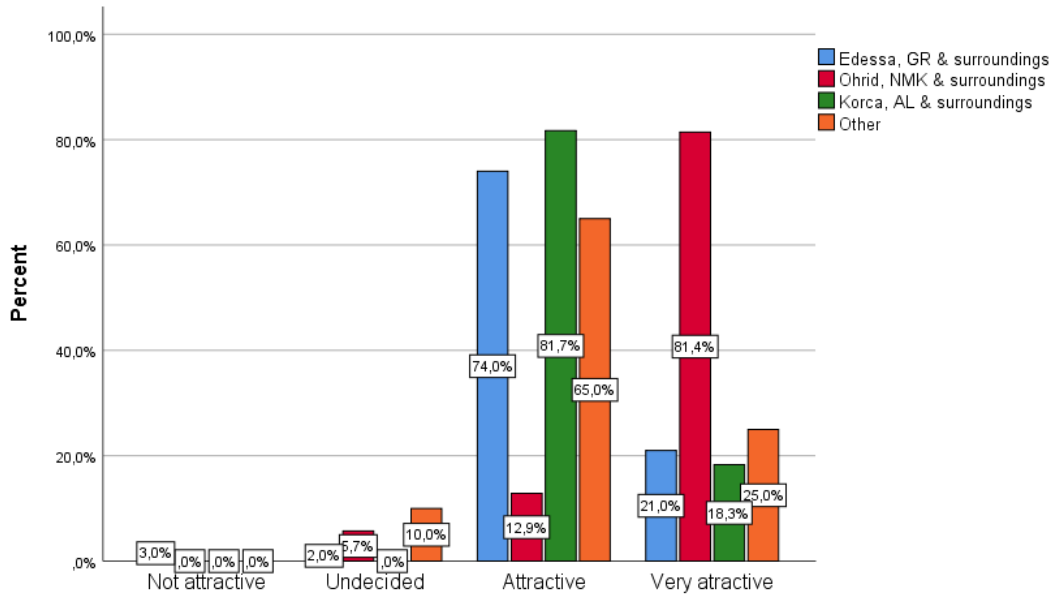


Figure 36 Q.22. Attractiveness of living environment?

As shown from Figure 37, people from the three mainly researched areas stated that sustainable tourism may be regarded as the balance of social, economic and environmental aspects of a destination, highlighting the positive impact of sustainable tourism to both socio-economic and environmental domain.

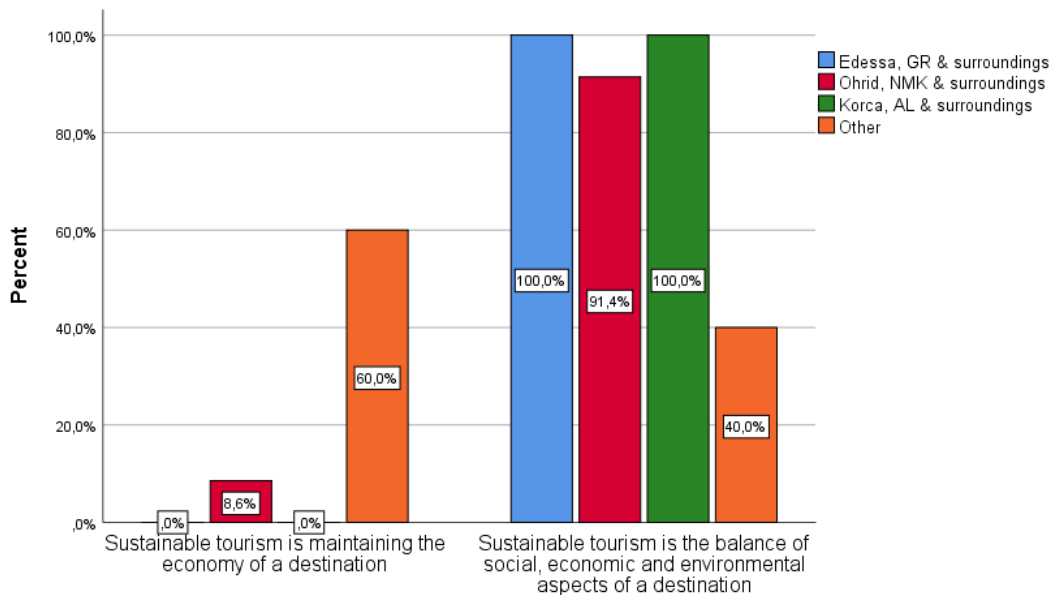


Figure 37 Q.23. Sustainable tourism means.

Figure 38 (a) indicates that instead of participants of Ohrid, it is regarded that the tourism industry has a positive impact on the development of the destination, while for the other three origins, participants from Edessa responded at their majority that they “Agree” and participants from Korca or other responded that they “Strongly agree”. In terms of sustainability the situation is analogous, since people from Ohrid and Edessa responded moderately to the question asking whether sustainability is a major topic in the tourism industry, while people from Korca or Other seem to “Strongly agree” to this statement.

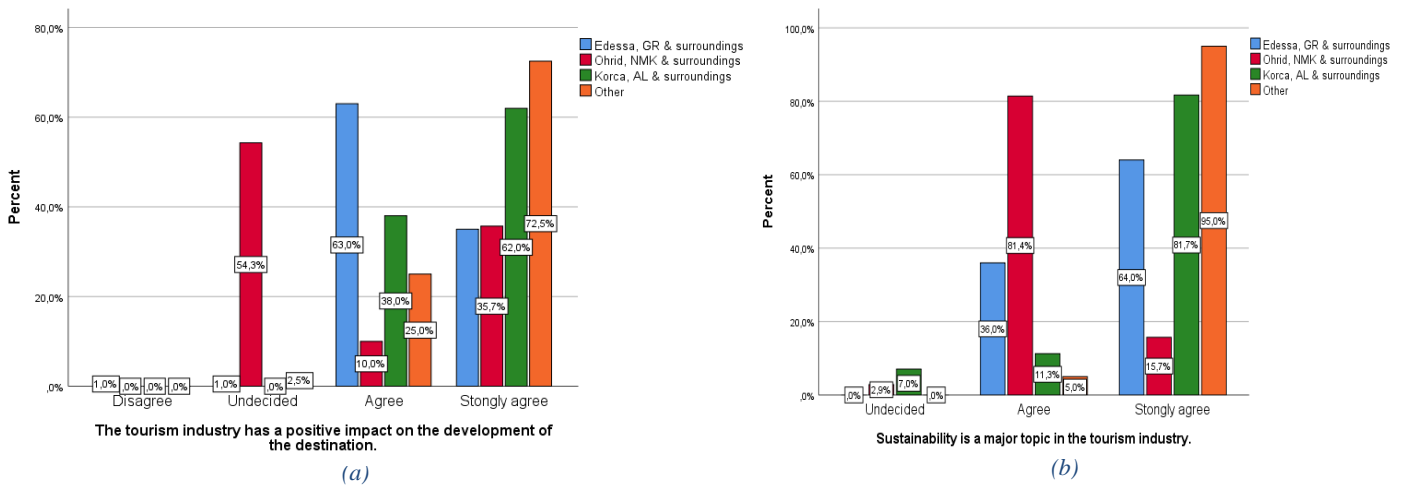


Figure 38 Q.24. Positive impacts and sustainability in tourism industry

From the set of questions Q25 it is observed that Marketing and Sustainability are important for a destination according to participants from the three main research regions, but when it comes to locals’ involvement to the marketing process, all participants instead from those that come from Ohrid chose the “Agree” option instead of “Strongly Agree”. Finally, about equal percentages chose “Agree” option to the question whether locals do have a high impact on how tourists experience a destination, except from people from Korca that voted “Strongly agree”.

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

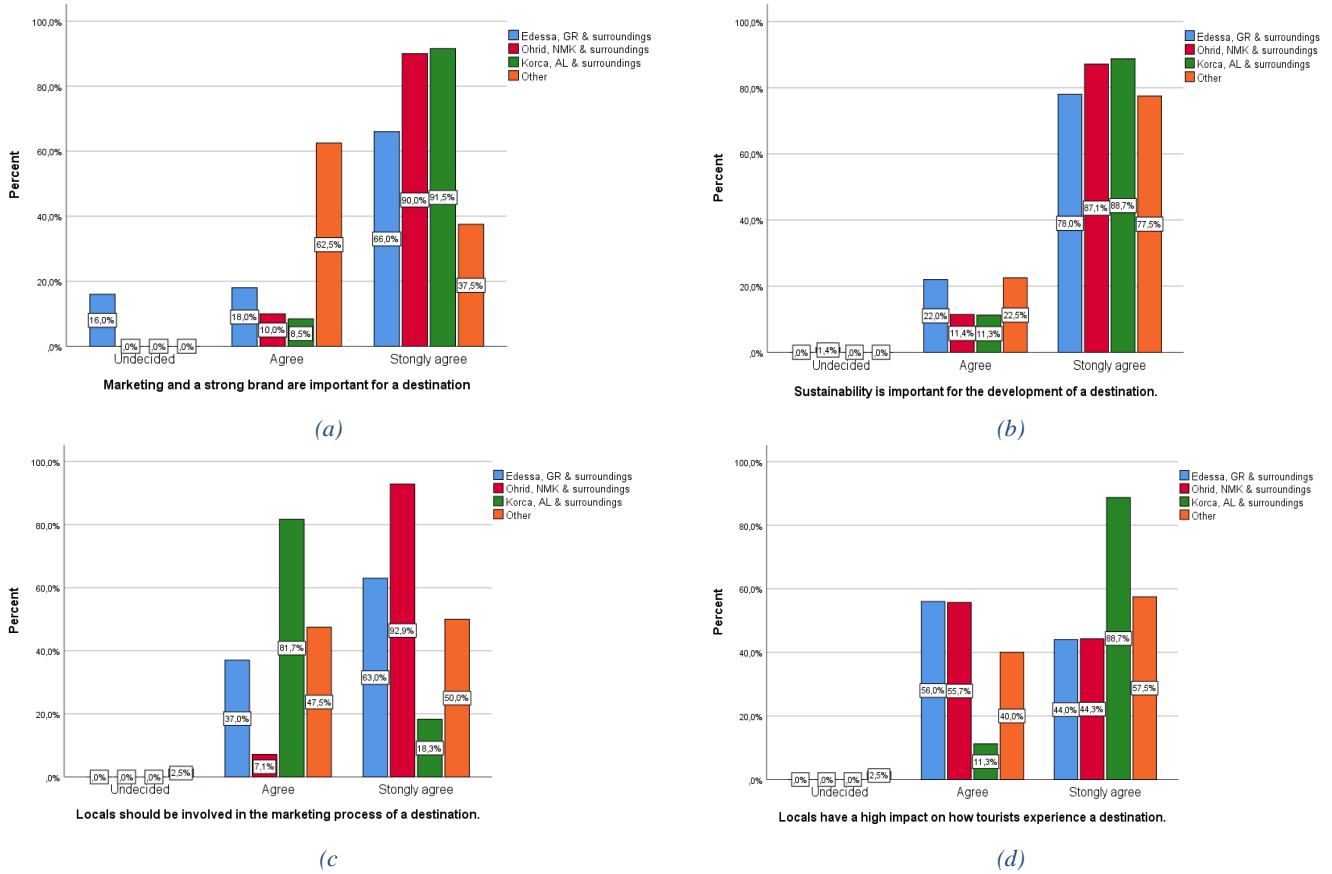


Figure 39 Q.25. Sustainability, Branding, Marketing and Experiences

In terms of economical attributes, participants from Ohrid, Korca or Other region mainly “Strongly agree” to the essentiality of natural resources to keep ecological balance, to the application of regulatory and environmental standards in order to reduce negative impacts of tourism, to the attention that needs to be given to the environment and its preservation for future generations, while people from Edessa present a more mediocre approach by separating their votes between “Agree” and “Strongly agree”. When it comes to setting limits to sustainable tourism, people from Korca presented skepticism by voting “Undecided” at 66.2%, while the other origins “Accepted” or “Strongly accepted” the statement. The protection of flora and fauna is equally important to all destinations, while the question with the highest uncertainty is the one related to the unequal pay on behalf of tourists visiting or using tourism projects. People from Ohrid or Other origin strongly agreed to this statement, while

people from Edessa mainly “Disagree” or are “Undecided” and people from Korca are “Undecided” or “Agree”.

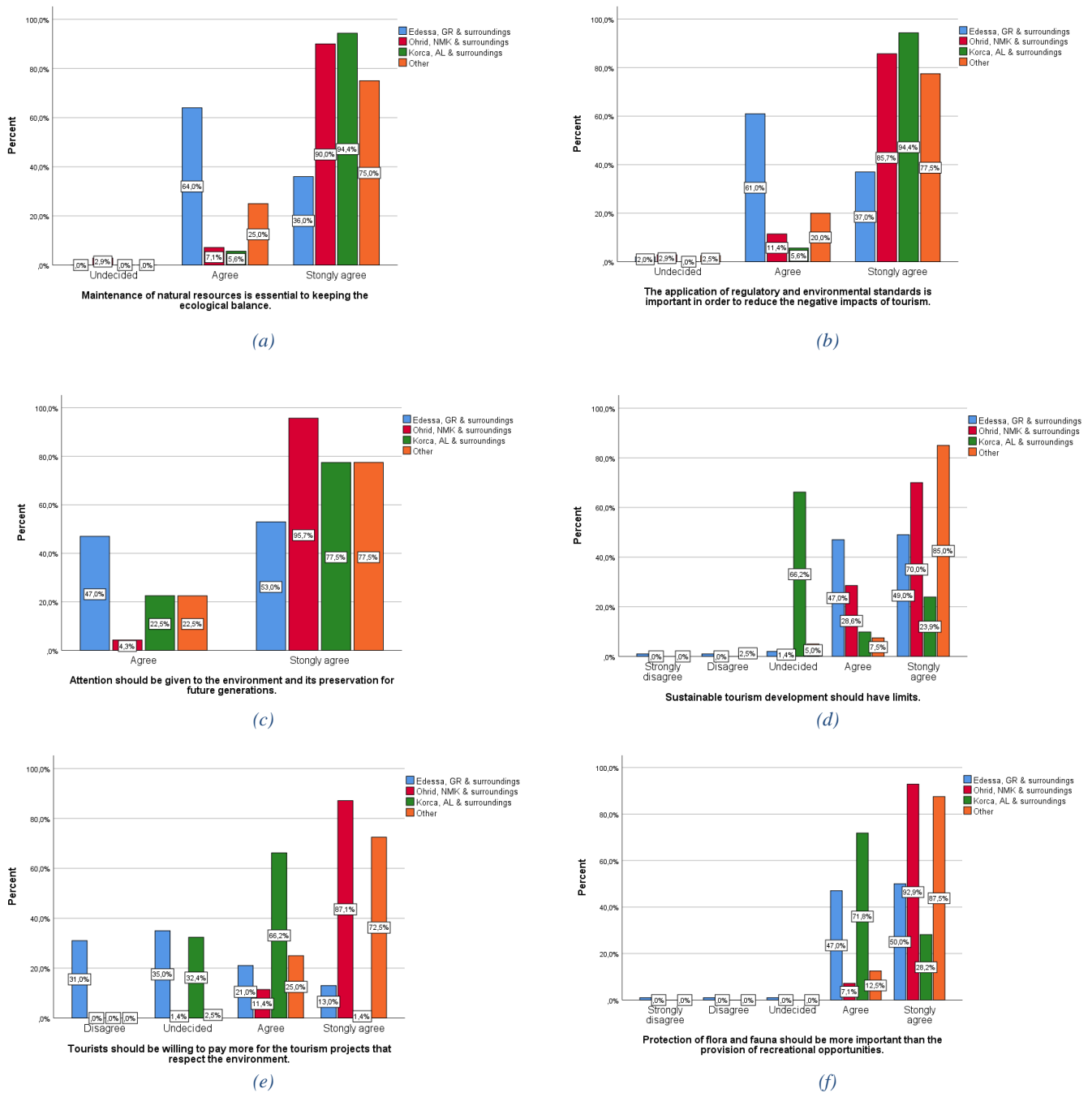
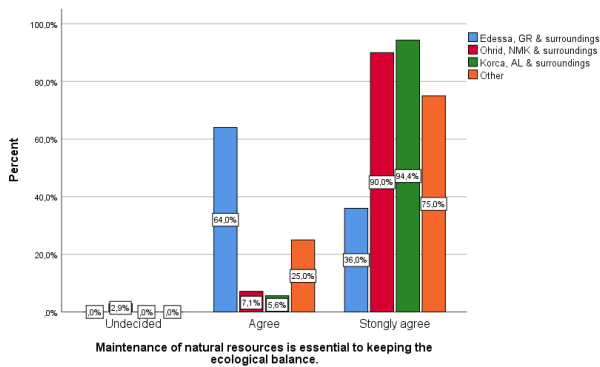


Figure 40 Q.26. Opinions regarding environmental attributes

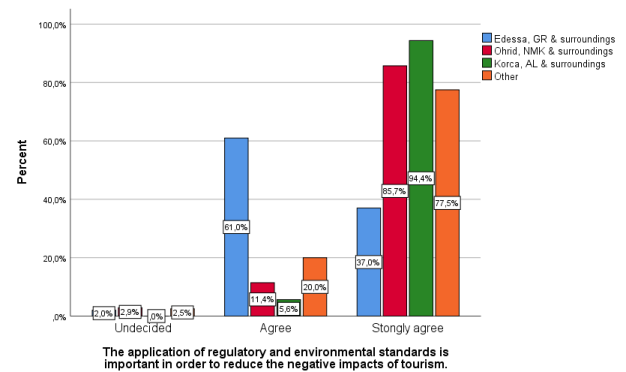
From the set of questions Q27 we can obtain that all participants support that local products should be purchased, while they also support that there must be a balance between the needs of tourists and the needs of the local community, and tourists

should be treated equally. Though, in the equality treatment part, there is a non-ignorable percentage from people coming from Edessa stating that tourists should not be treated equally. Furthermore, the analogous distribution is observed to the question “Visiting protected areas should be free”, with 18% of participants from Edessa strongly disagreeing with it.

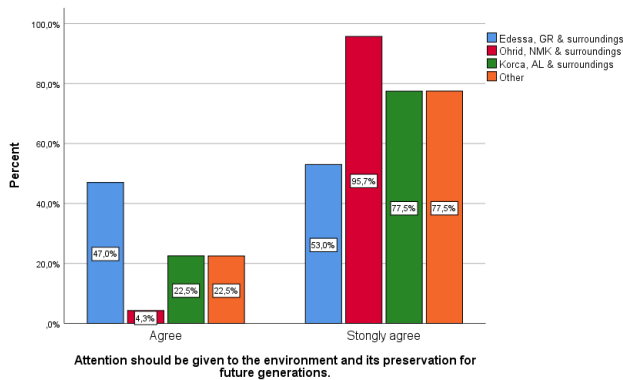
Finally, the majority of participants from the three regions at least “Agree” with the statement that “Tourism projects should be encouraged by taxes reduction and other financial moves”.



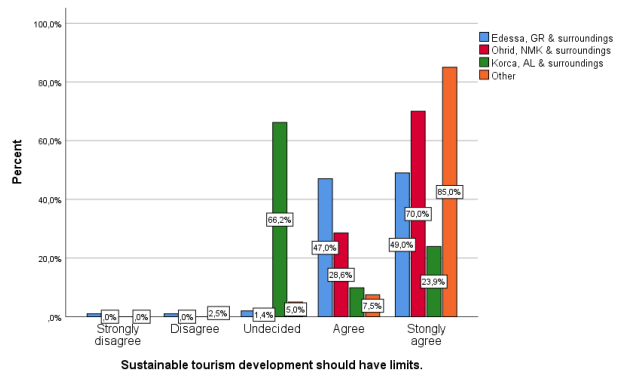
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Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

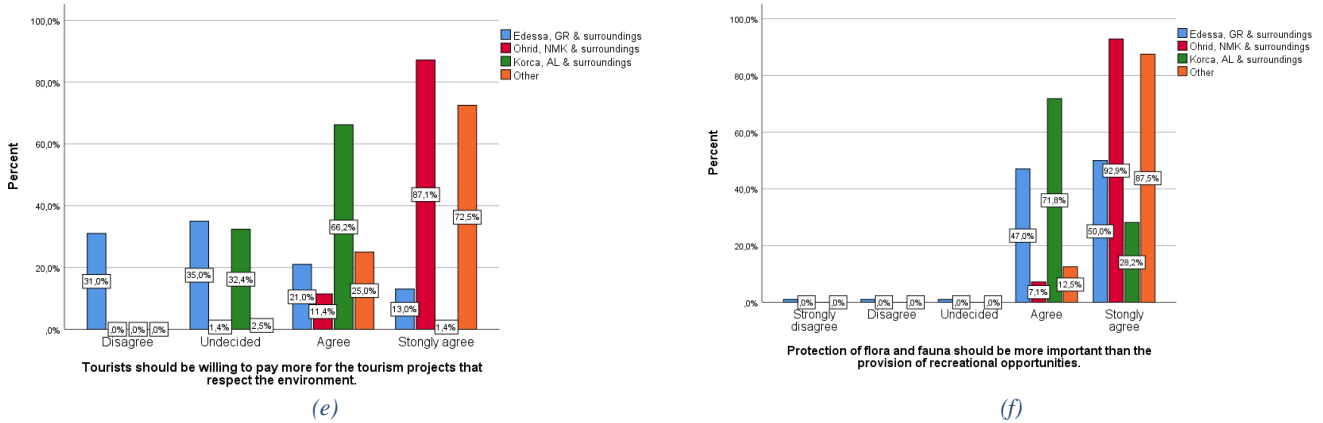
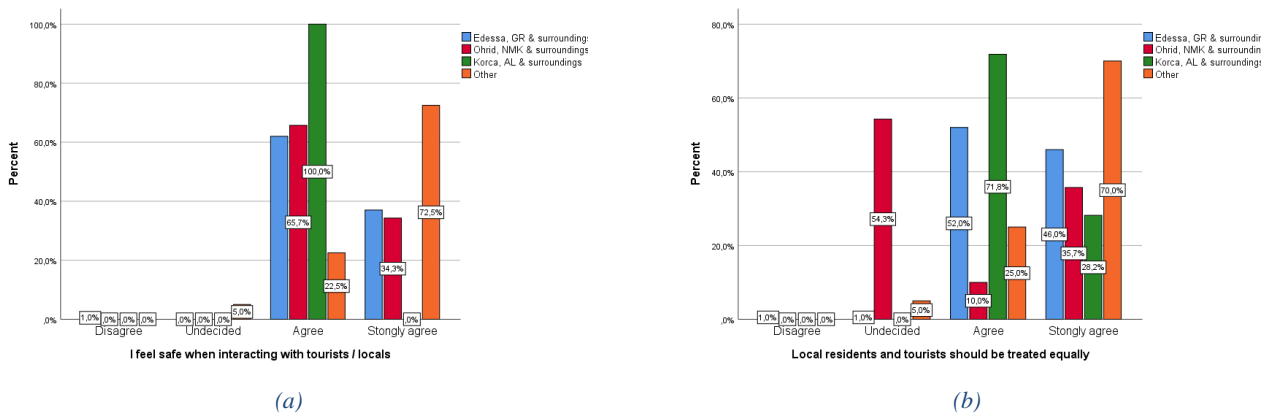


Figure 41 Q.27. Opinions regarding economic attributes

Participants from all origins stated that they feel safe when interacting with locals, tourists need to respect the values and culture of local citizens and that education is an effective way to support professional destination and tourism management, but people from Ohrid do not support the statement that local residents should be treated equally. Furthermore, a significant part from people from Edessa disagree to the statement that managing tourists need wide continuing formal education in quality services.



Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

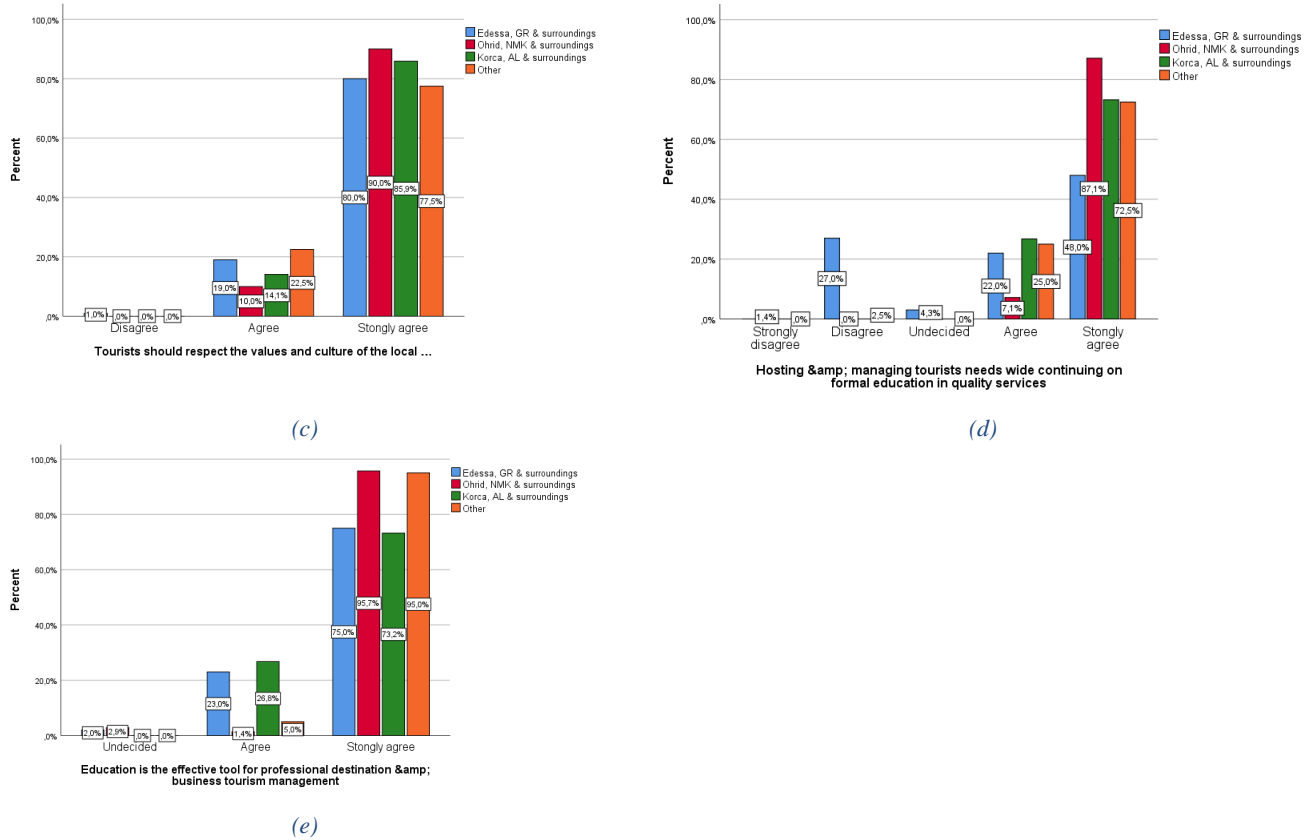


Figure 42 Local Society, Destination and Tourists

The opinions concerning the support for sustainable tourism development showed high variability across different origins. Support for sustainable tourism development as a result of the availability in resources in the city concentrates most votes to the “Undecided” or “Agree” selection, while the opinion that tourism leads to positive change in people’s lives concentrates for each origin highest percentages to the “Agree” or “Strongly agree” option, with 20% of people from Edessa to stay “Undecided”. Most people are “Undecided” whether tourism contributes to the preservation of the environment. The participants recognize that tourism leads to a higher standard of living and contributes to spreading different cultures among people either by agreeing or strongly agreeing.

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

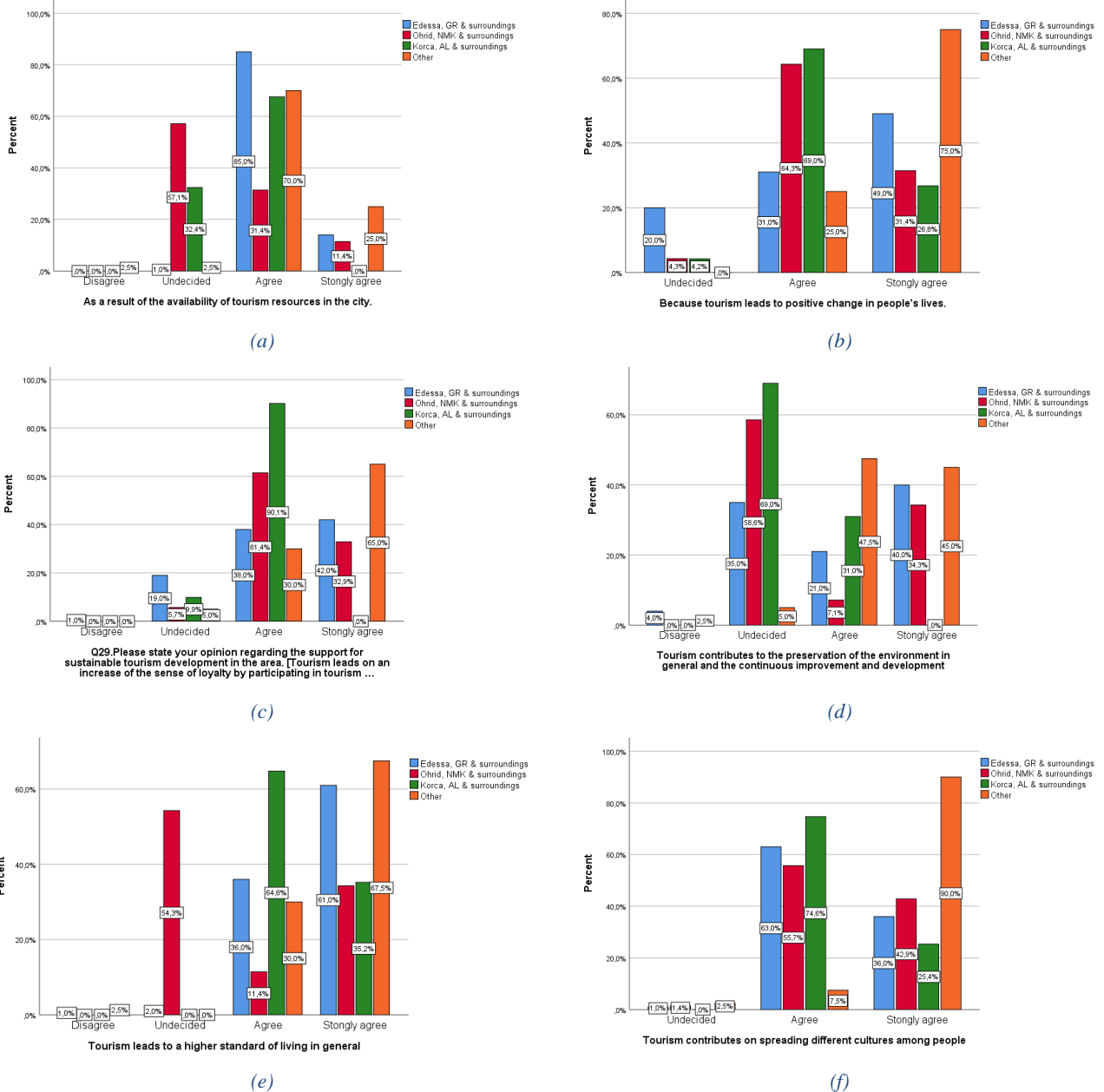
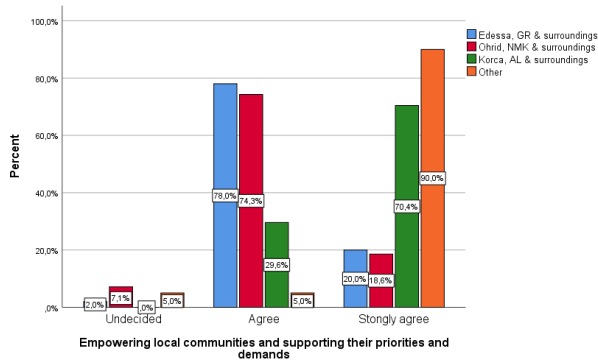


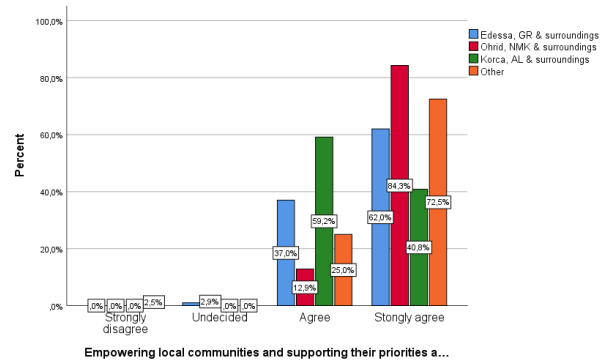
Figure 43 Q.29. Opinions regarding the support for sustainable tourism development in the area.

According to Figure 44, empowering local communities in decision making process, supporting their priorities and demands and promoting participation and collaboration of all public and private actors involved in tourism activities are the main drivers for sustainable tourism that are unanimously recognized from participants from all origins. 27% of participants from Edessa is “Undecided” in respect of fostering local economic development, job creation and income, while the majority of participants

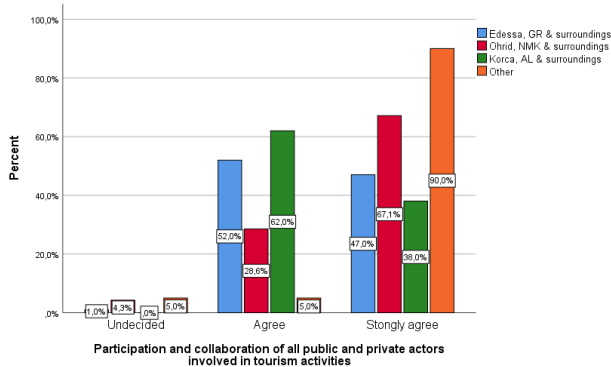
from the same region is also “undecided” to the driver of creating awareness for local costumers and protecting and conserving local resources, biodiversity and ecosystems. The driver of decreasing and balancing environmental impacts separated the participants in two almost equally distributed groups of undecided and agreeing, while the increase of the destination’s competitiveness was accepted unanimously as an important driver for sustainable development.



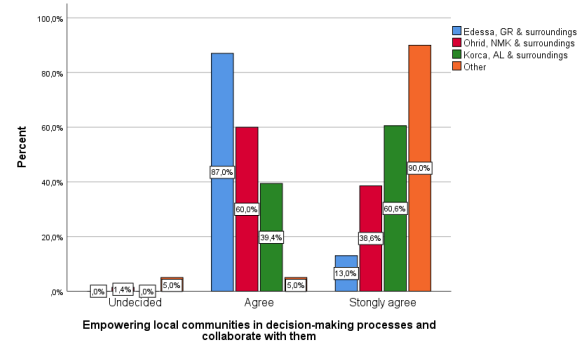
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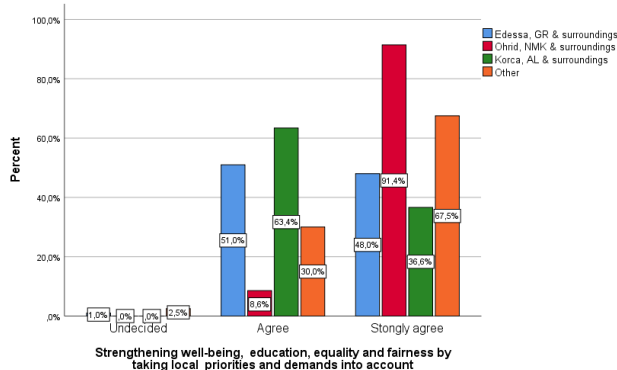
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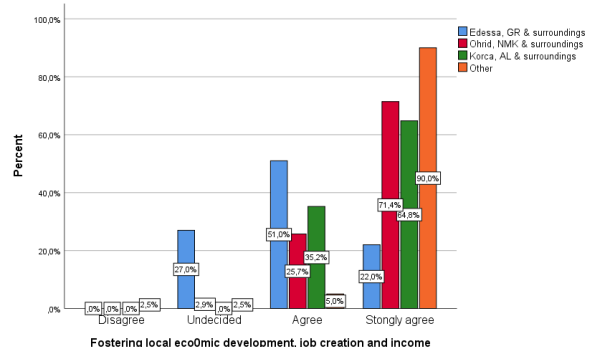
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Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

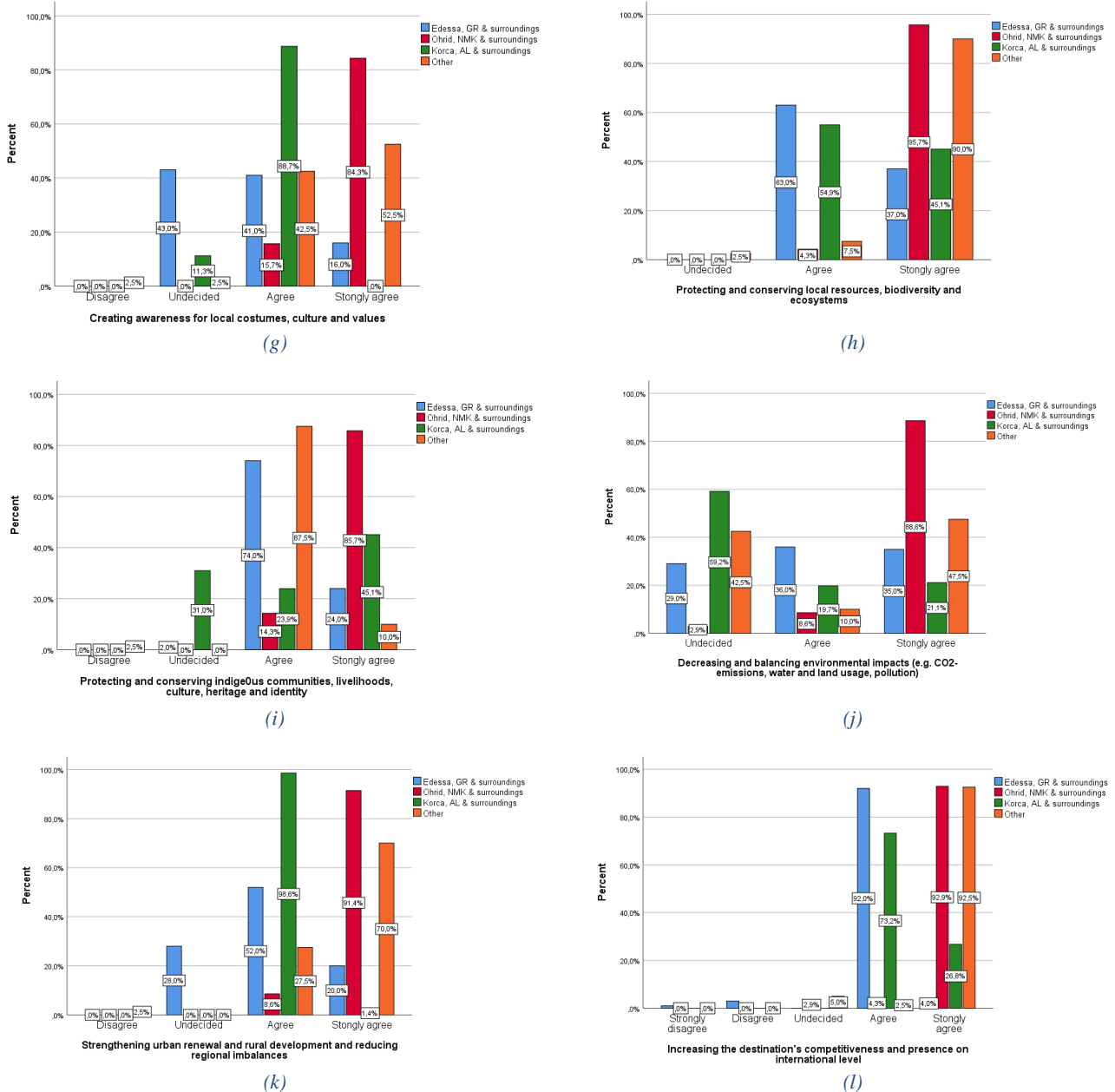
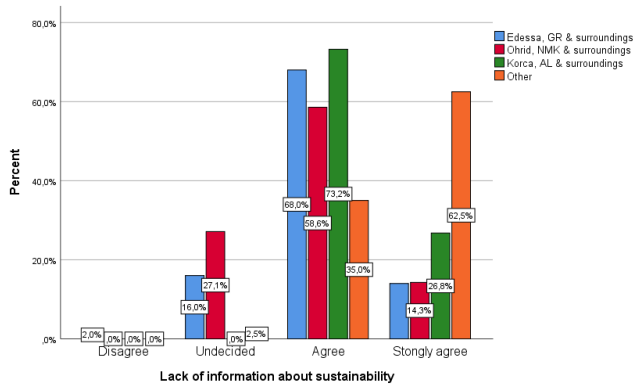


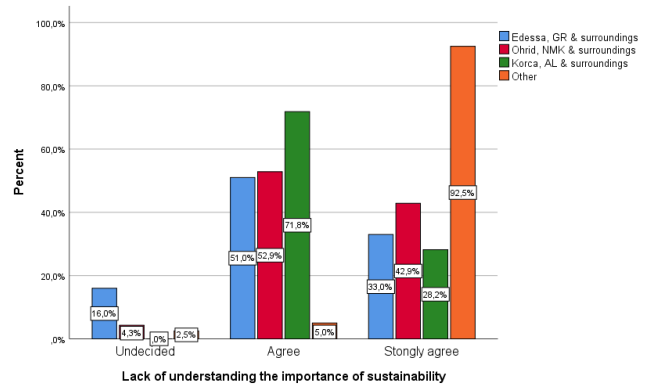
Figure 44 - Q.30. What are the main drivers for sustainable tourism?

In terms of the identification of main barriers for sustainable tourism, participants rated the insufficient and inconsistent marketing of sustainable tourism as a key barrier along with the lack of understanding of the destination's management importance. Furthermore, participants of Edessa and Korca presented different opinion from the rest origins when it comes to lack of sustainable tourism demands, by not recognizing it as a barrier. Finally, as an important barrier that needs to be

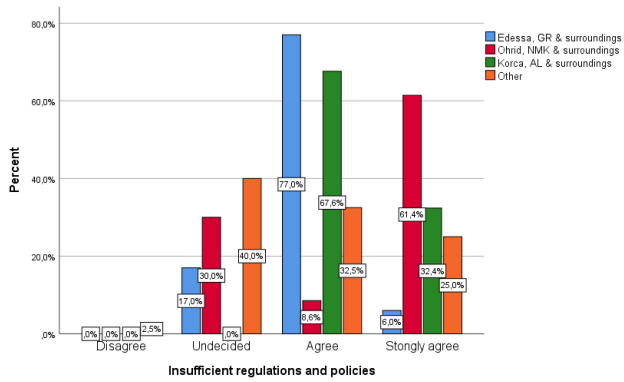
confronted is also the lack of education level among professionals in communities' stakeholders.



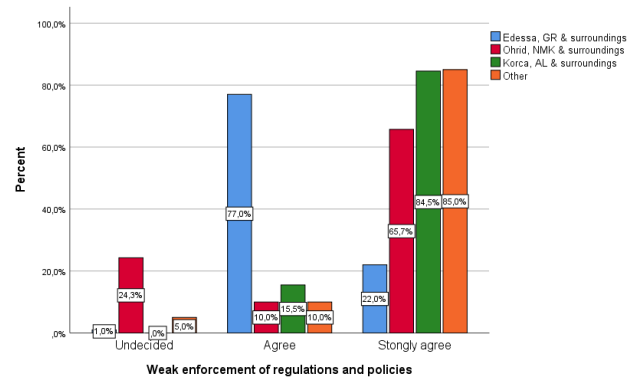
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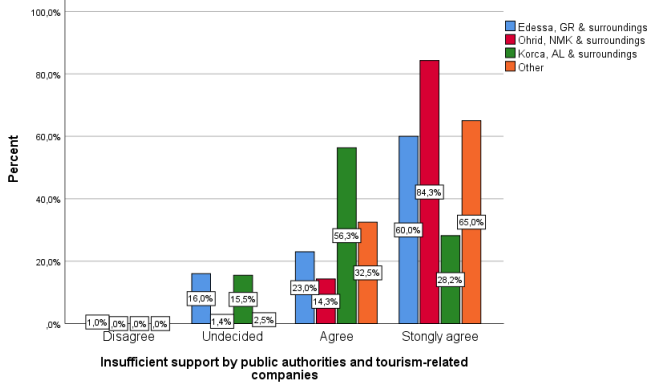
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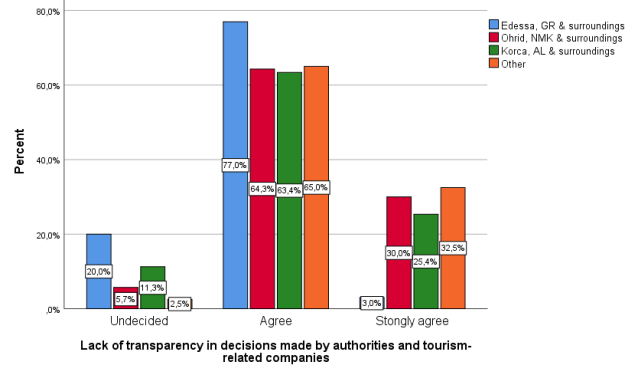
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The case of Via Egnatia Cities

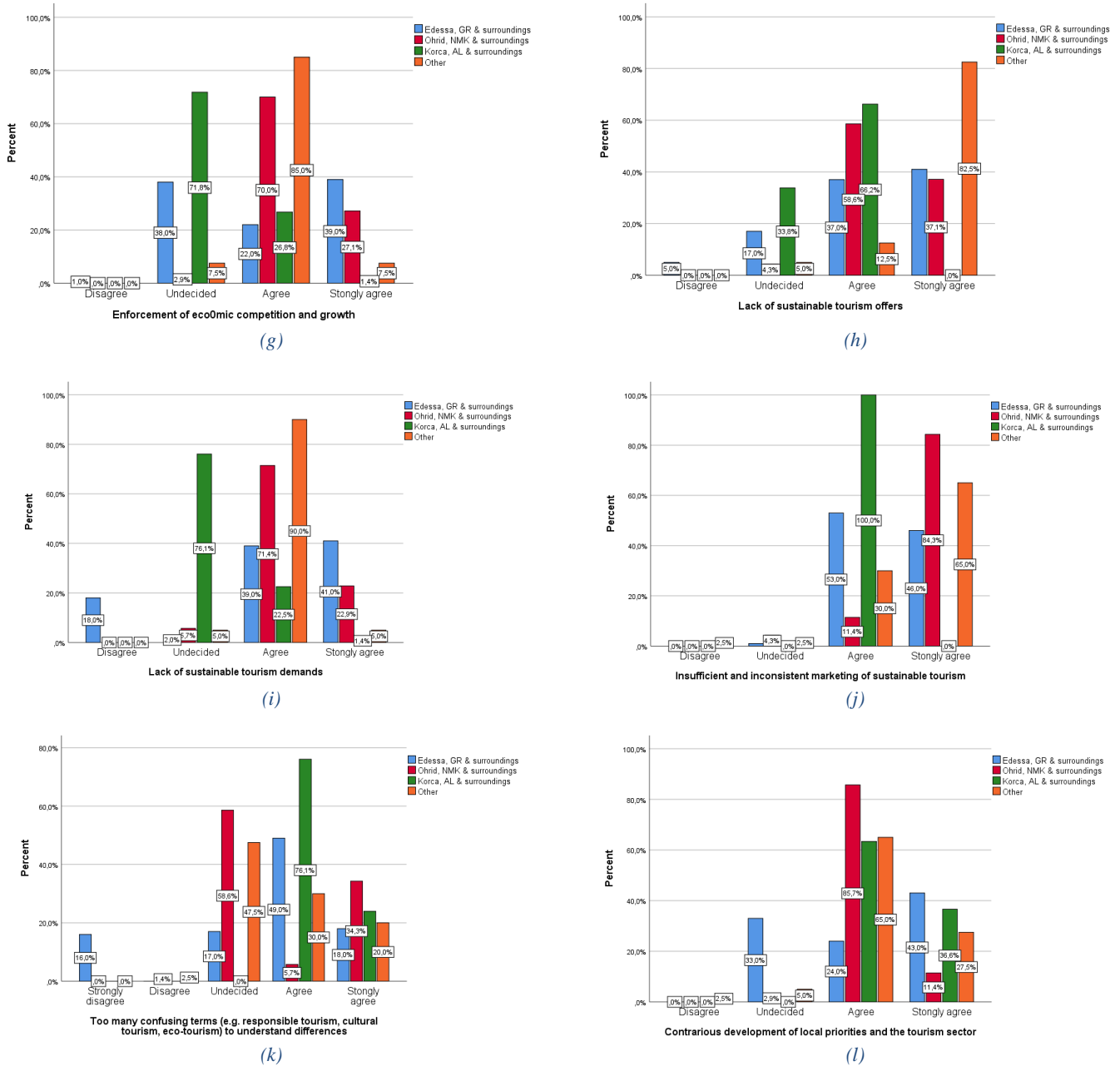


Figure 45 Q.31. What are the main barriers for sustainable tourism? Please select one or more answers.

Concerning health and safety, participants appear to be rather undecided or “Agree” to the statement that tourism industry has a positive impact on the public health development systems with participants of Other origins to have the highest percentage of “Strongly agree” answers. Regarding the statement that sustainability is a major topic in the tourism industry, only if the public health system could guarantee a safe

destination, participants from Ohrid presented the highest percentage of “Strongly agree” answers, with other and people from Edessa to remain undecided and Korca participants to rather “Agree”.

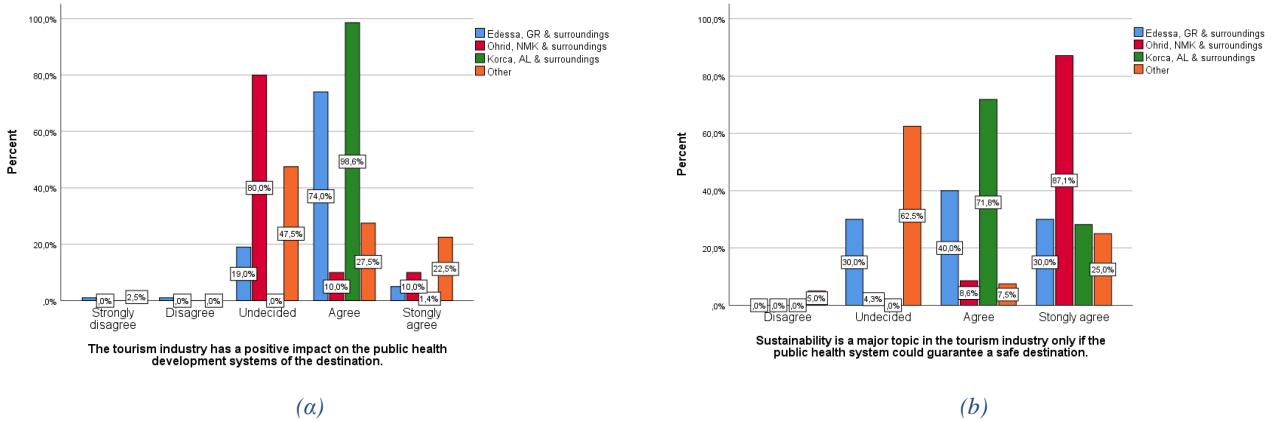
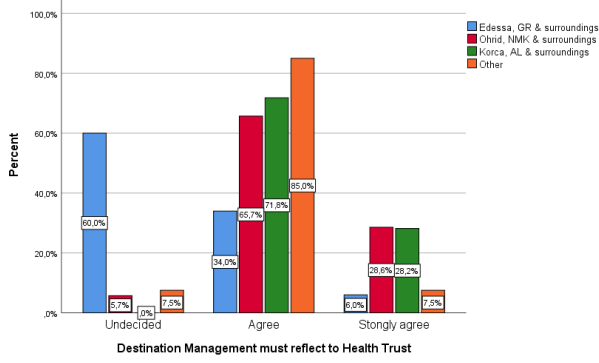


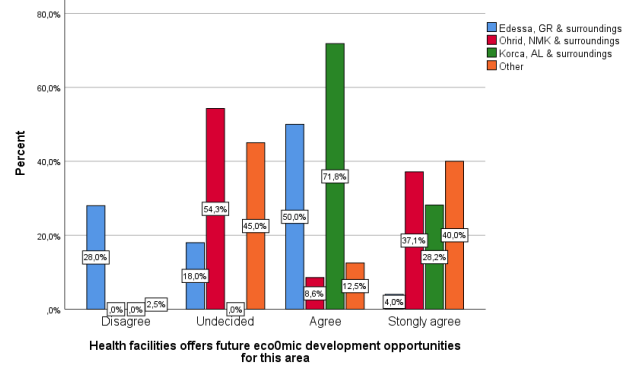
Figure 46 Q.32. Please rate the following statements regarding Health & Safety

Concerning the necessity of destination management to reflect to health trust, participants from Edessa are rather “Undecided” while participants from the other origins appear to “Agree”. In terms of health offering future economic development, the participants seem to be equally distributed between Undecided and “Agree” or “Strongly agree” with a percentage of 28% of participants from Edessa to Disagree. Furthermore, the opinions regarding the statement that health conditions has a net negative impact for the area and health conditions is a burden on area’s resources are again distributed to “Disagree” and “Agree” or “Strongly Agree”. Most of the participants “Agree” or “Strongly Agree” with the statements of “Crisis management is a crucial part of destination management”, “Destinations need networking to solve problems as crisis responsibilities as development” and “Crisis management need humanity, solidarity commitment support as a part of destination management process”. On the other hand, people from other origins disagree or are undecided with the statement “Crisis management need destination resilience as a part of destination management process”. Participants recognize leadership as an important component of destination management process, and destination management process is a part of the local society development process.

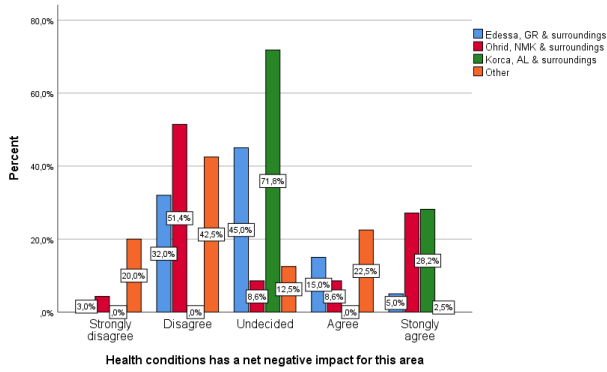
Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities



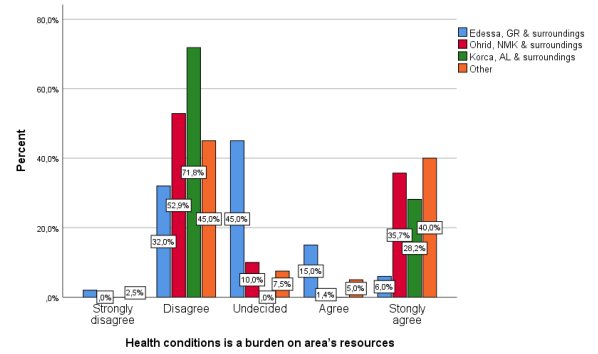
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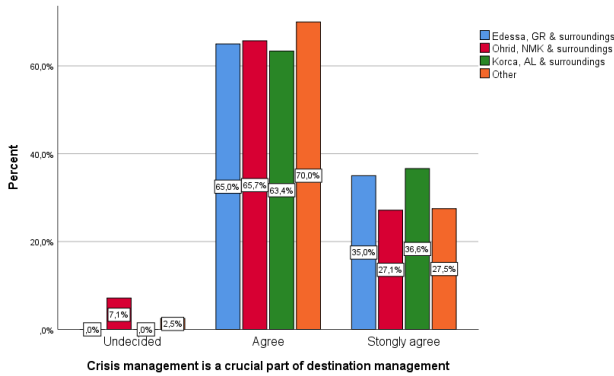
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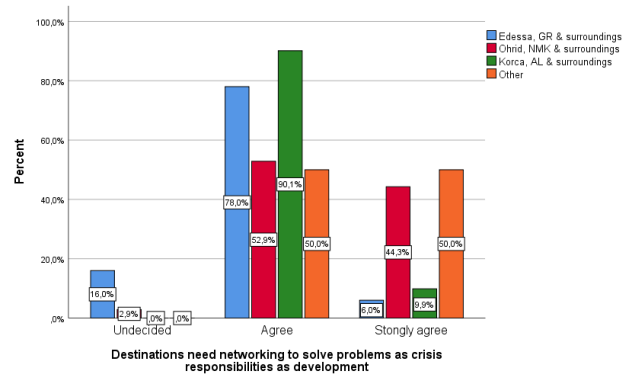
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Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

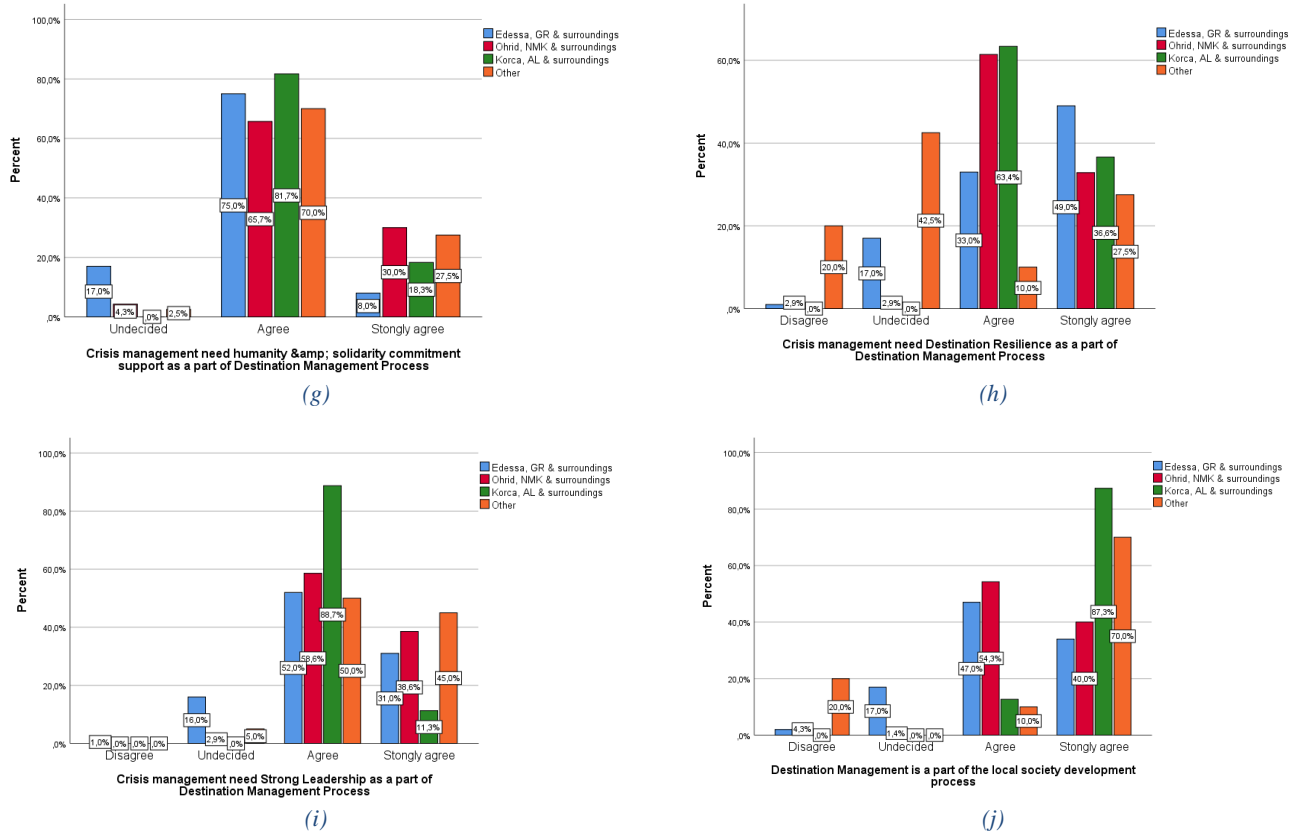


Figure 47 Q.33. Please rate the following statements

Figure 48 shows the responses of the participants related to cultural values and traditions. Some differences were spotted along different origins, since participants from Edessa and Korca responded that cultural values and traditions are of “Average” or “Intense” pride while the other parts responded that it is of “Intense” or “Very intense”. The majority of participants disagree with the “Do not care” meaning they have “pride” and do not regard them as an obstacle of self-development. People from Ohrid, Korca and other regions do feel the fear of losing them, while people from Edessa responded to this fear as “Average”. Finally, most of participants regard cultural values and traditions as an asset for self-development or a business opportunity.

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

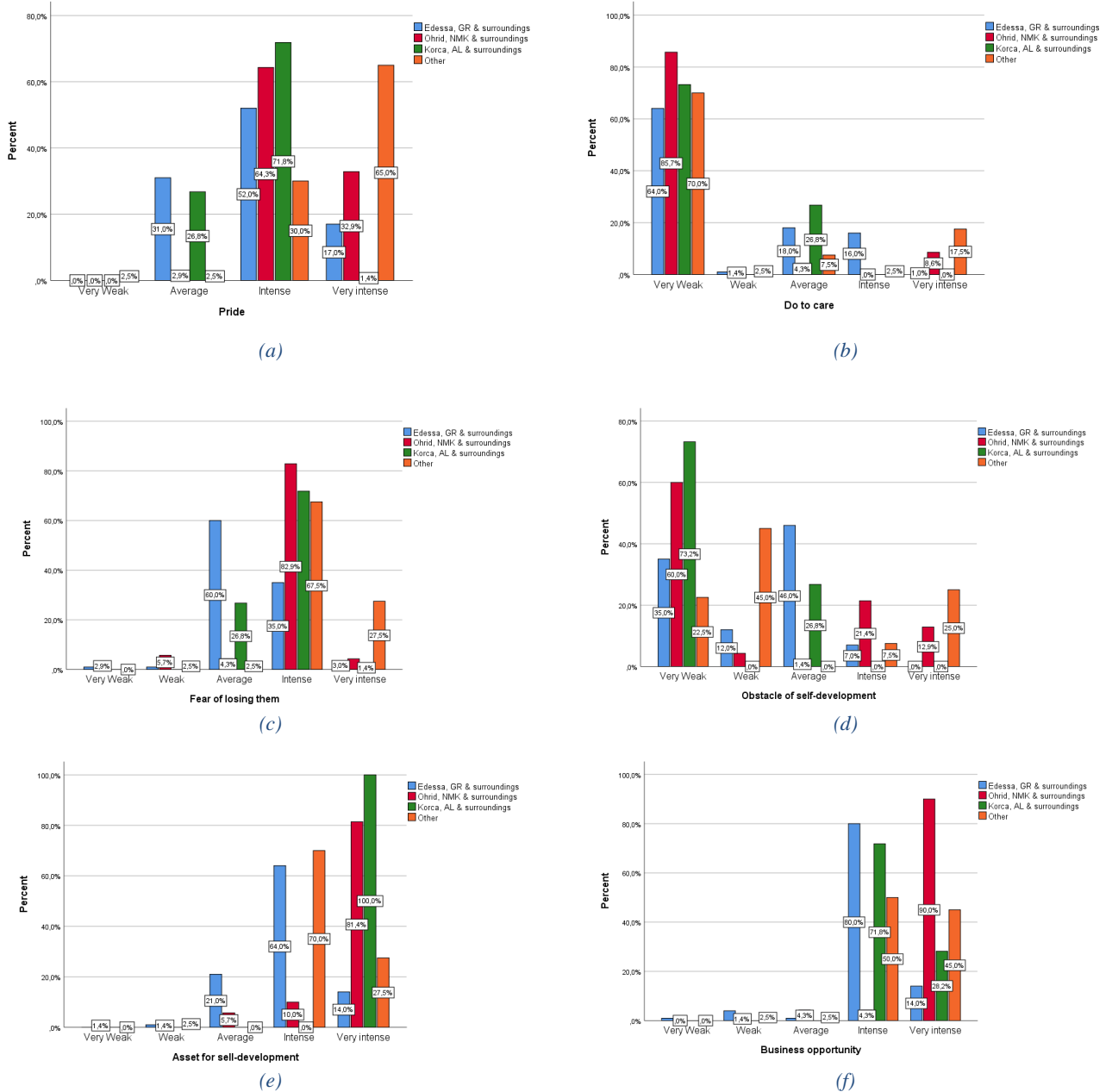


Figure 48 Q.36 Cultural Values & Traditions - What those values and/or traditions mean for you?

The following question was related to the sense of belonging among participants, who were asked to rate the efforts for improving local community values and identity. Most participants answered as Average or intense the efforts that local authorities push for this kind of improvement, with people from other origins to answer as “Very intense” with a percentage of 27.5%. The community presents similar percentages

along people from Korca, Ohrid and Edessa, while people from other origin answered as “Weak”. Stakeholders and entrepreneurs seem to concentrate the highest percentages of “Average” and “Intense” among everyone.

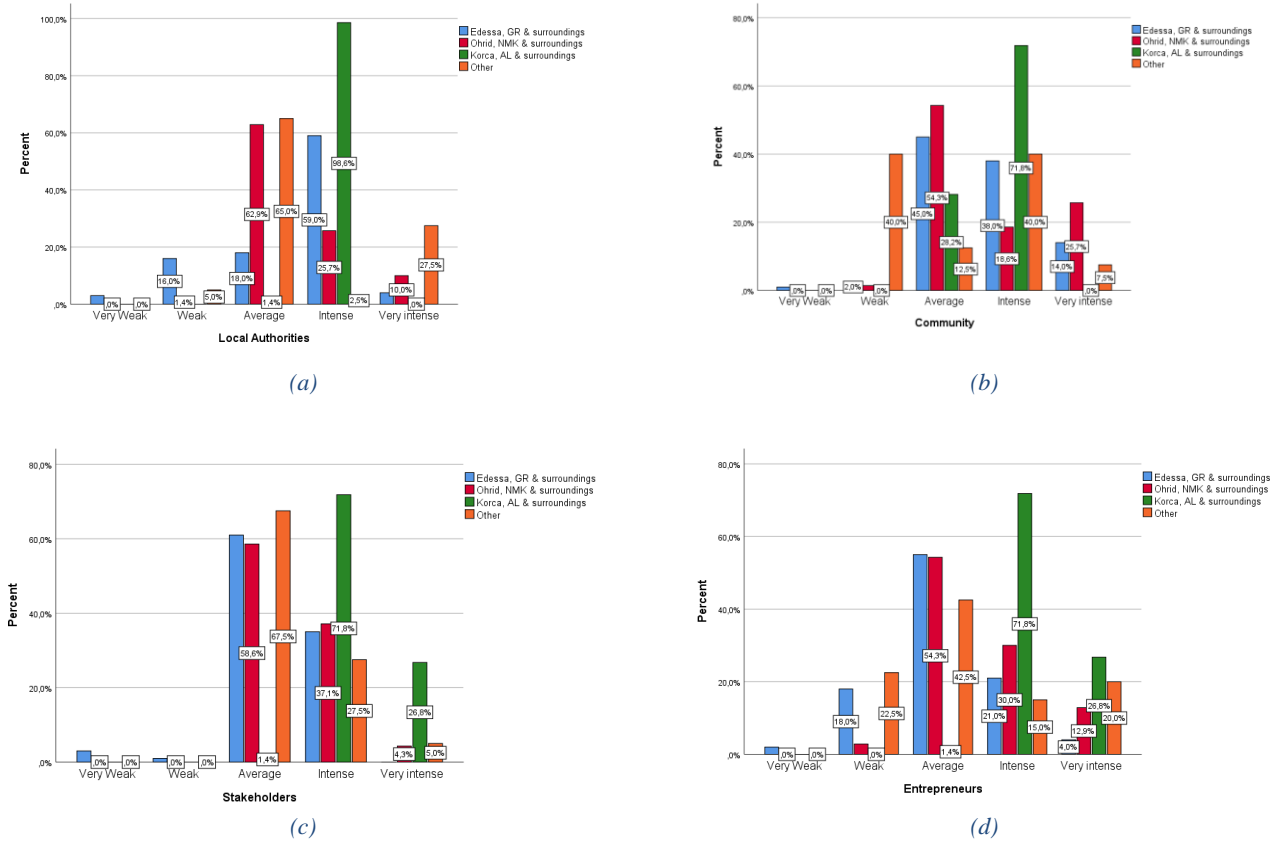


Figure 49 Q.37. Sense of Belonging – Rate the efforts for improving local community values and identity?

The answers from participants related to the sense of belonging are presented at Figure 50. Participants from Korca present very low variability to their answers since most of them answered “Intense” to the question of “What is the relationship status between your local community and its values and identity”. The rest origins present high percentages of answers between “Average” and “Intense”.

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The case of Via Egnatia Cities

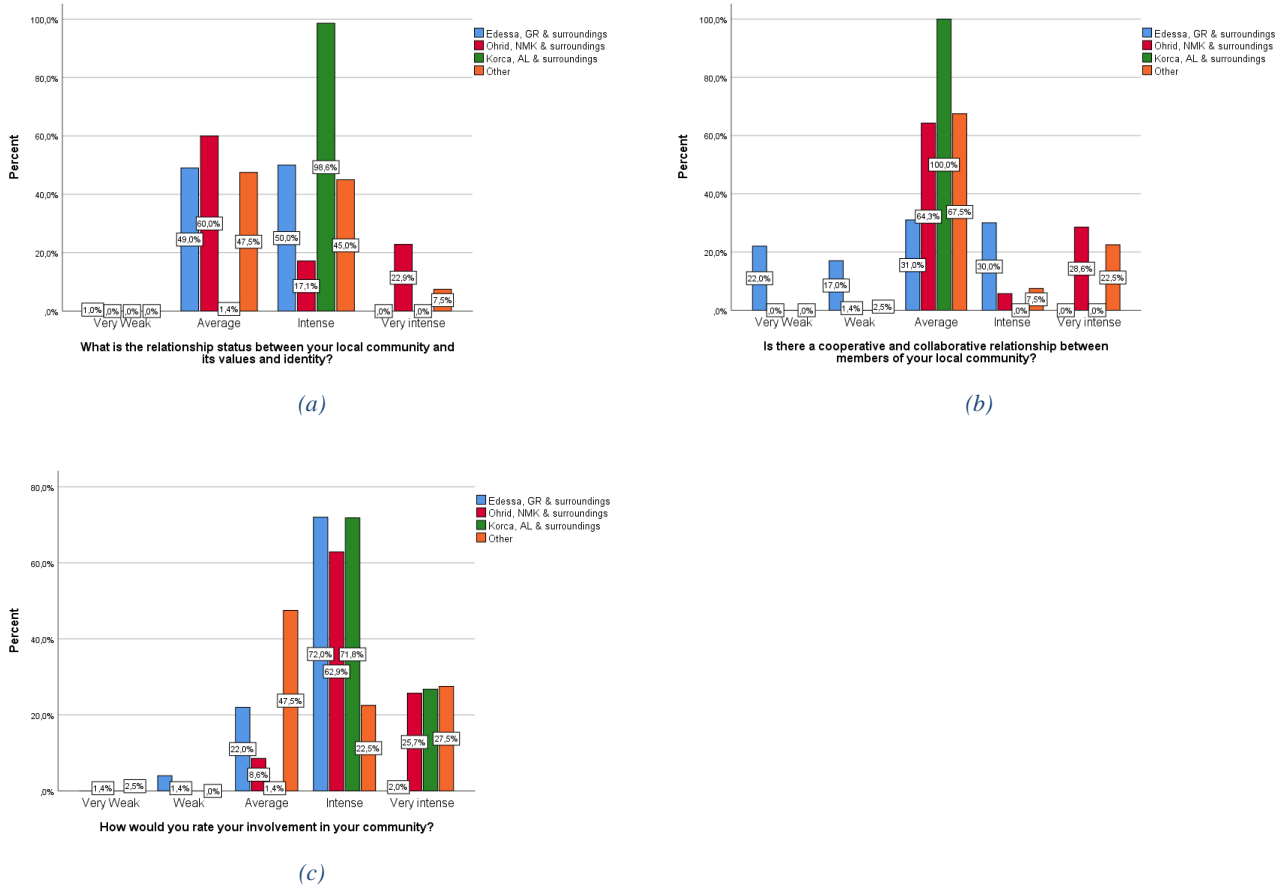


Figure 50 Q.38. Sense of Belonging - Rate the question statements

The following question examines of local products as a potential culture tourism opportunity. Ohrid residents appear to not regard this as a potential since 52.9% answered “Weak” while 21% of Edessa residents gave the same answer, with 33% of them answering “Average”. On the other hand, participants from Korca or Other answered “Intense” to their majority.

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The case of Via Egnatia Cities

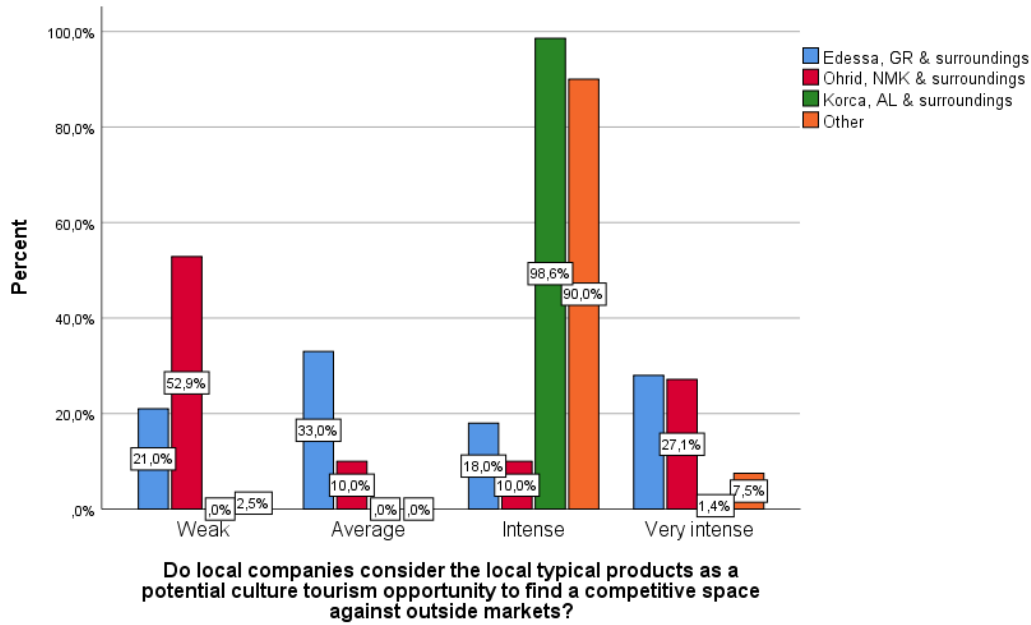


Figure 51 Q.41. Local Products as a potential culture tourism opportunity

Figure 52 presents the opinions of the participants in respect of local policies. Participants from Ohrid and people from other origins regard that the local government does not support the local production as a way to strengthen the local identity since 56.7% and 40% of them answered as “Weak” respectively. The participants from all regions do not agree with the statement that the relationship between locals and tourism is negative, instead they find it positive since the majority answered “Intense” or “Very intense” at the question Q.41 (c). The phenomenon of gentrification is less met at Edessa according to the responses, since 50% of the participants answered “Average” while participants from other regions answered to their majority as “Intense” or “Very intense”. Finally, Korca residents and residents from other regions have different opinion related to the question “Do you think that small scale societies could link each other via networking” since Korca residents answered “Very weak” at a percentage of 71.8% while the majority of the rest of the participants answered “Intense” or “Very intense”.

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

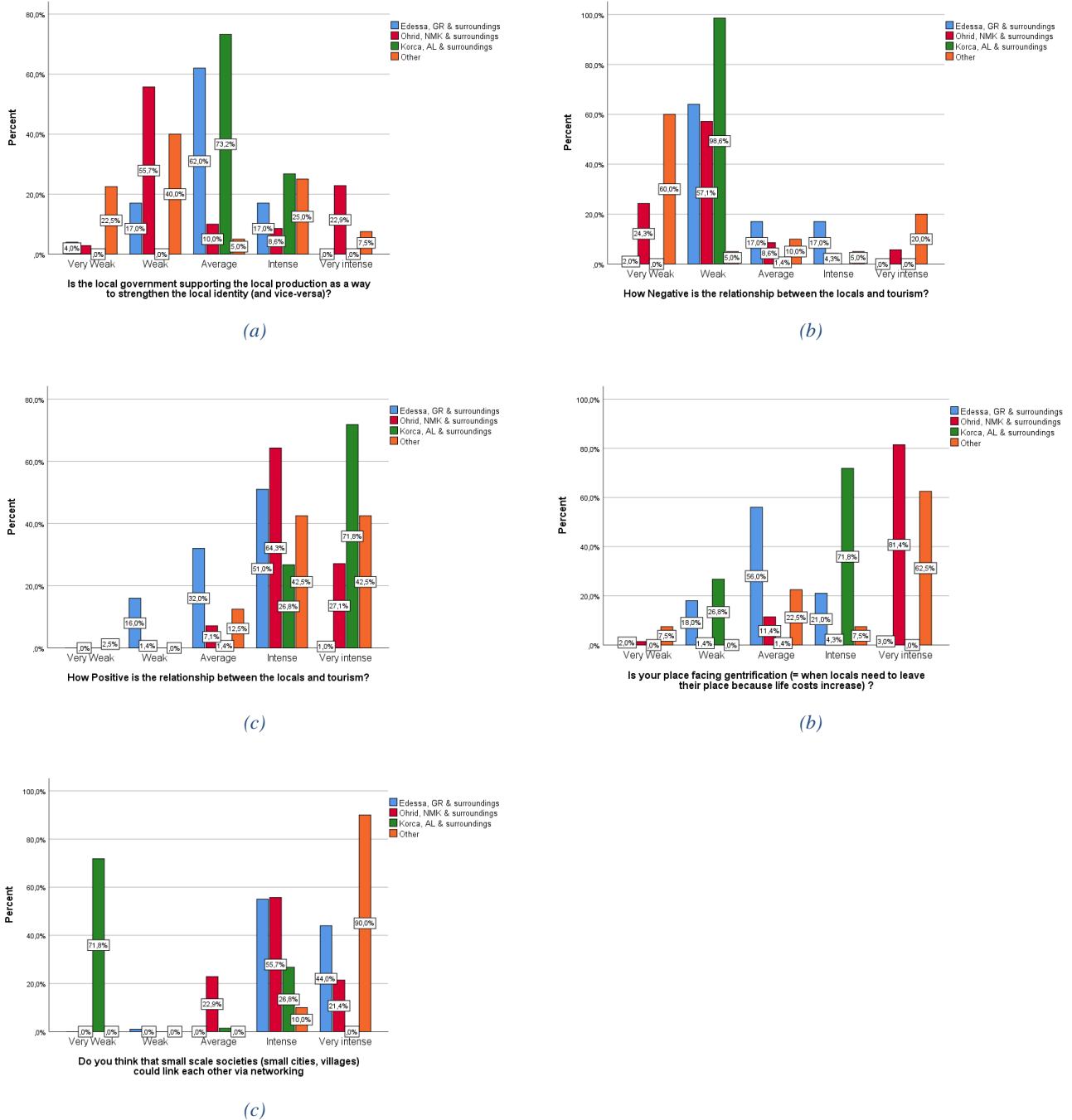


Figure 52 Q.42. Local Policies

5.7 Summary of results

The literature shows the important link between the culture and heritage and the competitiveness of the destination (Alberti and Giusti 2012) although its clear that a lot of measures could be undertaken on a local basis around the destination

recourses from natural and cultural environment and through destination management policies lead on demand used as attractions while for the local people remain an educational tool for connection with the local heritage and quality of their daily life element.

The communication of these distinctive natural and cultural elements is the local identity which gives pride to the local population and helps the small-scale cities societies for this long term existence in history. Most of the respondents agree that the DMO should present and communicate the existing heritage as potential visitors' attractions while understand that the via Egnatia as a cultural network which has important role for cities existence now it has lack that support, from the local and the national governments.

At the same time respondents agree that the possible destination management clusters development which is mentioned behind EU crossborder cooperation projects is very promising. The challenges are on the institutional organization side especially behind local authorities which seems they have more initiatives in this field.

According to the respondents, there is a common understanding of destination management and sustainable tourism development as part of Agenda 2030 as a term. Most of the participants extended to several issues related with the socio-economic environment and acknowledged that the via Egnatia as cultural corridor played a supportive positive background role in these behaviors

Some respondents were unsure about the definition and the practical application of management confusing the term with leadership. This role often is underestimated, it is not holistically understood, so some destination management actions look divided and somehow it all happens incidentally. The tourism as phenomenon is an horizontal process which covers many sectors of local activities creating the destination resources but with no structure that would lead the destination management to functioning as integrated local DMO organization the expected effectiveness, for the destination competitiveness and attractiveness, is limited.

Most of the participants also accept that beyond the fact that their city is near borders the destination management could support a strategy of complementarity which could drive to a wider competitiveness and attractiveness for potential visitors. These visitors could visit these small-scale cities following the night stars as it happens during the pilgrims' time of via Egnatia in the heart of Balkans, today visiting three or five countries during their stay.

Almost all participants described their experience of participating to the useful projects and funds provided by the European Union (Interreg projects) helped the destinations to find common elements with the neighbouring countries and towns and face the difficulties in building multithematic products due to the lack of tourism education of the staff while some of them underline the non-formal education of the population needed to extend destination management dispersion of benefit. So the synergy could respond not only to address solutions but also to eliminate the problems. DMO's in local, regional and national level do different things but it is the way to attract and collect the knowledge of collaboration, segmentation, promotion, preservation and the proper management using local, national and international human resources and experts to rebuild somehow the network, like road map of via Egnatia, which gave to the cities the long term existence they already have. All respondents agreed that the local authorities level, the local governance which represent the destination tourism governance is more flexible and effective, with more visible and tangible results. But this needs more involvement from the private sector of economy for better impact on acceptance of the local residents and stakeholders.

In other words, destination management requires collaboration for better efficiency and implementations that benefits the destination meaning the attractive status, the local people daily life through the sustainable using of natural, cultural resources for socio-economic environment balance.

The differences in approaches and the major obstacles between the cities-destinations and tourism developers is the long-term strategy absence because of the lack funding from the centralized national economies which are differentiated from

year to year. The participants look for in the face of DMO the possibility for self-finance using some natural or cultural resources while attracting funds from private sector even as a small annual fee of participation even as a fee to participate as an co-member or as observer member to a common project with specific inputs and outputs. There is, however, a consensus on the need for new research and tourism product with more flexibility and innovation in order to increase the competitiveness.

Finally most of the participants want to acquire according to EU directives access to open data policies in order to enhance the relevant research and improveness of destination resources as assets in order to develop a sustainable strategy and mutual benefits confirmed that destination management tools could be generate the ecological, cultural and socio-economic balance by activating efficient concepts, theme routes, local, regional and cross-border initiatives.

5.8 Summary

This chapter provided a summary the results and discussions from empirical data from qualitative research study. The findings of the research study were discussed in detail in order to investigate the conceptual model, as well as research hypotheses of this study. New insights and policy implications for academics and practitioners, as well as limitations of the study and suggestions for future research are presented in the next chapter.

The next chapter, Chapter 6, offers qualitative analysis and results for this study.

Chapter 6: Destination Management Systems and Sustainable Development – Via Egnatia Small-Scale Cities

Qualitative Analysis and Results

6.1 Introduction

In this chapter out the statistical analysis of the research related data that were collected will be carried. Chapter 6 offers data analysis and interpretations of findings corresponding to the research questions from in-depth interviews, which were conducted by the researcher. This is followed by discussion in order to contribute to better understanding to the context of city destination management and sustainable tourism development culture. Spreadsheet software was used to analyze the empirical data. Finally, the chapter is summarized. By using the spreadsheet qualitative data analysis software, using rainbow method received one framework in one single place to analyzing qualitative data in an concrete, binary and visual way according Tomer Sharon rainbow spreadsheet (Kimm, 2013)

Qualitative analysis leads to the structure of a report which starts immediately with empirical observations and then moves on to the identified research problem. In this thesis, the indicators construction for natural, cultural, and socio-economic environment and management of human resources and therefore, the qualitative method is appropriate and used in the similar studies (Dwyer and Kim, 2003) and it could be useful for small-scale cities as destination level. Therefore, qualitative studies are also required to increase the accuracy and comprehensive framework. The regions for the multiple case studies in this thesis were selected based on the literature review and the understanding of the indicators and factors (Živanović, 2020).

This research is a study that shows the sustainable development using destination management techniques from the supply side and how different perceptions of the influent decision makers disrupt or support this process. The findings of the study are investigated through the models of Ritchie and Crouch

(2000) and Dwyer (2010) for the destination competitiveness and destination sustainability as well.

As an exploratory study, it was important to discover the attitudes and practical experiences of the opinion leaders and decision makers in the local government and the destination affiliation members from the supply side of tourism, destination managers, stake holders and the tourism strategy makers.

The methodology chapter contains different sections: restatement of the study objectives, role of the researcher, respondents, research design and method, instrument, population, sampling technique, data collection method and analysis, limitations and ethical considerations. Qualitative research requires contact with personalities at different levels and ethical dilemmas need to be considered prior and during the research process. So participants had the choice of their voluntary participation and the right to withdraw, the protection as research participants with anonymity and they had the assessment of potential benefits and risks during the obtaining informed consent.

6.2 Demographic Profile

In Table shows demographic information of 9 respondents who were interviewed from 3 destinations.

#	Respondend	Country	Gender	Age	Edu Type	Position	Y Experience
1	P1	1	Male	48	8	Director	15
2	P2	1	Female	55	7	Director	15
3	P3	1	Male	40	7	Board Council	5
4	P4	2	Male	45	7	Director	10
5	P5	2	Female	49	8	Professional	10
6	P6	2	Male	44	7	Director	10
7	P7	3	Male	48	8	Professional	10
8	P8	3	Female	45	7	Director	5
9	P9	3	Female	40	7	Board Council	5

Table 47 Demographic information of Interviewees

Gender

53Figure shows that most of the people interviewed were male 71%, while only 29% of them were female. Most of the people interviewed were male, but the total figure shows the balance in these positions in examined cities.

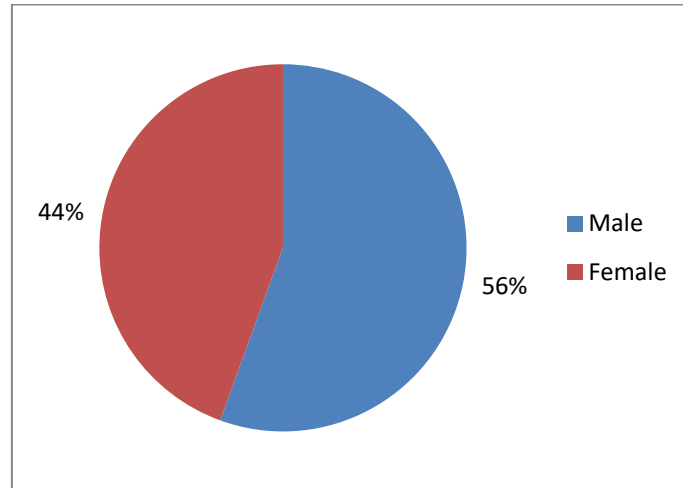


Figure 54 Gender

Age

Figure shows the age of the interviewers, which were closer to destination management of each are. The main age of interviewees is 46 years old. It can be concluded that age ranged from 40-55 (mean 46), and gender was balanced.

The results are in line with literature review. Several studies found that initially age increases the likelihood to exploit opportunities. On the other hand, when people get older, the tendency to exploit opportunities is negative. People in their late 40s and early 50s are more successful on establishing and operating a destination management, which needs enthusiasm and experience of handling ability to grow the management process by Beritelli et al (2007).

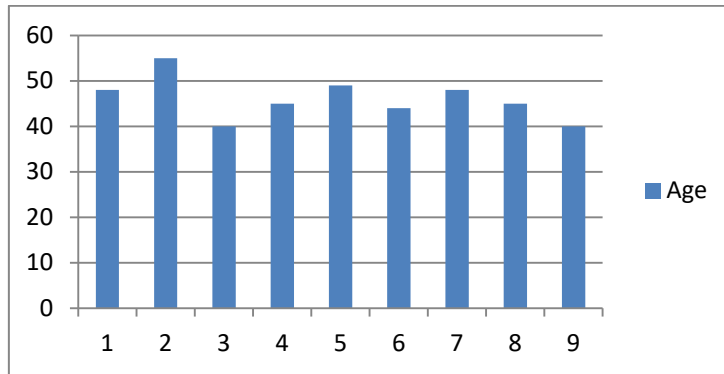


Figure 55 Interviewees' age

Education

Figure shows professional qualification of interviews, where the highest percentage is in level 8 (Doctoral Degree, 30%) while the rest are in level 7 (Master Degree, 70%) related to human and social studies.

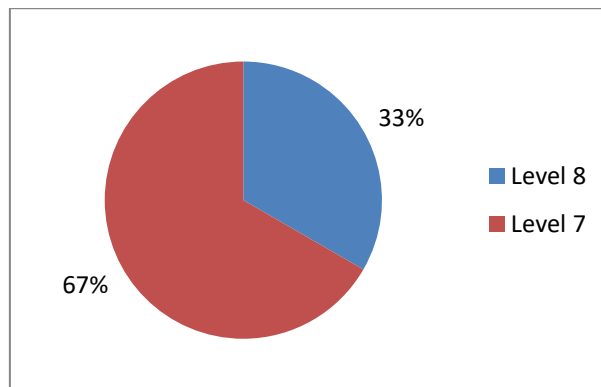


Figure 56 Interviewees' professional qualification

Education level is satisfactory among interviewed destinations “ambassadors”. Formal Education is an important source of developing human resources understanding the importance of human capital for the sustainable tourism development using complex destination management systems among local stakeholders, local authorities, professionals and experts.

Work Experience

The interviewees had job experience from 5 to 15 years, with the average of 9,44 years as presented in Figure

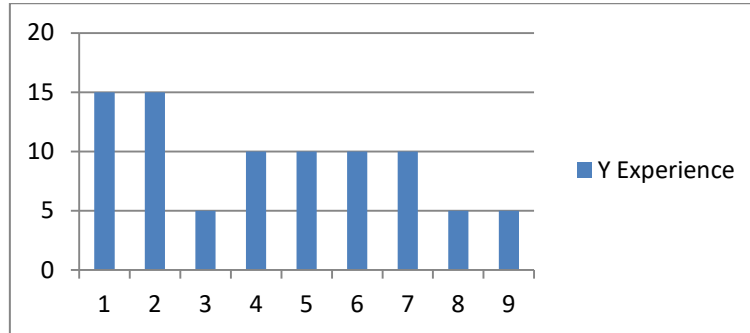


Figure 57 Interviewees' job experience in years number

All of them were experienced in jobs related to the destination management, and majority has prior work experience, with the cross border cooperation projects. Human and Social studies conclude that work experience leads to better performing in management process (Milovanovic, 2017).

Destination Management Pillars

The model of the parameter cooperation for sustainable destination management activities, and its constituent variables, is illustrated in Figure showing acceptance of sustainable destination management pillars using rainbow method to analyzing qualitative data in a concrete, binary and visual way according Tomer Sharon rainbow spreadsheet (Kimm, 2013).

At the set of follow sections and criteria, respondents interviewed to questionnaire which based on sustainable destination criteria from global sustainable tourism council (GSTC) which is a strategic coalition of partners such as the UN Foundation, the UN Environmental Program, the World Tourism Organisation (UNWTO) and others (GSTC, 2020). These criteria are obviously connected with Agenda 2030 for sustainable development in general.

All the participants answered that the main pillars for destination management are the constituent variables are related with management of human resources, management of natural environment, management of cultural environment, management of socio-economic environment while for the present case study the networking activities added from the side of supply of small-scale city sustainable tourism management.

	Observations/Participants	Q	P1	P2	P3	P4	P5	P6	P7	P8	P9
1	SECTION A: Sustainable management	1	1	1	1	1	1	1	1	1	1
2	SECTION B: Environmental sustainability	2	1	1	1	1	1	1	1	1	1
3	SECTION C: Cultural sustainability	3	1	1	1	1	1	1	1	1	1
4	SECTION D: Socio-economic sustainability	4	1	1	1	1	1	1	1	1	1
5	SECTION E: Networking	5	1	1	1	1	1	1	1	1	1

Figure 58 Destination Management Pillars

Sustainable Management

The model of the parameter sustainable destination management and its constituent variables of the management of human resources is illustrated in Figure

Observations/Participants	Set of Criteria	Q	P1	P2	P3	P4	P5	P6	P7	P8	P9
SECTION A: Sustainable management		1	1	1	1	1	1	1	1	1	1
A(a) Management structure and framework	A1 Destination management responsibility	1	1	1	1	1	1	1	1	1	1
	A2 Destination management strategy and action plan	1	1	1	1	1	1	1	1	1	1
	A3 Monitoring and reporting	1	1	1	1	1	1	1	1	1	1
A(b) Stakeholder engagement	A4 Enterprise engagement and sustainability standards	1	1	1	1	1	1	1	1	1	1
	A5 Resident engagement and feedback	1	1	1	1	1	1	1	1	1	1
	A6 Visitor engagement and feedback	1	1	1	1	1	1	1	1	1	1
	A7 Promotion and information	1	1	1	1	1	1	1	1	1	1
A(c) Managing pressure and change	A8 Managing visitor volumes and activities	1	1	1	1	1	1	1	1	1	1
	A9 Planning regulations and development control	1	1	1	1	1	1	1	1	1	1
	A10 Climate change adaptation	1	1	1	1	1	1	1	1	1	1
	A11 Risk and crisis management	1	1	1	1	1	1	1	1	1	1

Figure 59 Sustainable Management

The constituent variables include A(a).Management structure and framework connected with the, (A1) Destination management responsibility, (A2) Destination management strategy and action plan and (A3) Monitoring and reporting activities. The second set includes A(b) Stakeholder engagement as for first (A4) Enterprises engagement and sustainability standards (A5) Resident engagement and feedback

(A6) Visitor engagement and feedback and (A7) Promotion and information. Finally a set of activities related with (A(c) Managing pressure and change, (A8) Managing visitor volumes and activities, (A9) Planning regulations and development control, (A10) Climate change adaptation, (A11) Risk and crisis management, was measured.

The model of the parameter using rainbow method to analyzing qualitative data according Tomer Sharon rainbow spreadsheet (Kimm, 2013) the constituent variables are related with the measuring of the possibilities of the existing management of human resources, from the side of supply of small-scale city sustainable tourism management.

Most of the participants understand the meaning and the power of management to the way of sustainable tourism development. Between the cities in the 3 different countries not important issues seems to exist except the climate change adaptation, risk management and managing visitors are also issues giving different opinions. Probably while under the local authorities there are services at the same time there is no structure for holistic conversations related to the destination management issues. It is clear that the each country national legislation for local DMO or entity to play this role doesn't help.

Environmental Sustainability

The model of the parameter sustainable destination management and its constituent variables of the environmental sustainability is illustrated in figure. The constituent variables include (B(a) Conservation of natural heritage, (B1) Protection of sensitive environments, (B2) Visitor management at natural sites, (B3) Wildlife interaction, (B4) Species exploitation and animal welfare, (B(b) Resource management, (B5) Energy conservation, (B6) Water stewardship, (B7) Water quality, (B(c) Management of waste and emissions, (B8) Wastewater, (B9) Solid waste, (B10) GHG emissions and climate change mitigation, (B11) Low-impact transportation, (B12) Light and noise pollution.

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

Observations/Participants	Set of Criteria	Q	P1	P2	P3	P4	P5	P6	P7	P8	P9
SECTION B: Environmental sustainability		4	↑	↑	↑	↑	↑	↑	↑	↑	↑
B(a) Conservation of natural heritage	B1 Protection of sensitive environments	4		↑		↑	↑	↑	↑	↑	
	B2 Visitor management at natural sites	4		↑	↑	↑		↑	↑		
	B3 Wildlife interaction	4		↑	↑	↑		↑	↑		↑
	B4 Species exploitation and animal welfare	4	↑	↑	↑	↑	↑	↑	↑	↑	↑
B(b) Resource management	B5 Energy conservation	4		↑	↑	↑	↑	↑	↑	↑	↑
	B6 Water stewardship	4	↑	↑	↑	↑	↑	↑	↑	↑	↑
	B7 Water quality	4	↑	↑	↑	↑	↑	↑	↑	↑	↑
B(c) Management of waste and emissions	B8 Wastewater	4	↑	↑	↑	↑	↑	↑	↑	↑	↑
	B9 Solid waste	4	↑	↑	↑	↑	↑	↑	↑	↑	↑
	B10 GHG emissions and climate change mitigation	4		↑		↑		↑		↑	
	B11 Low-impact transportation	4	↑			↑		↑		↑	
	B12 Light and noise pollution	4	↑	↑	↑	↑	↑		↑	↑	↑

Figure 60 Environmental sustainability

The model of the parameter using rainbow method to analyzing qualitative data according Tomer Sharon rainbow spreadsheet (Kimm, 2013) the constituent variables are related with the measuring of the possibilities of the existing management of natural environment, from the side of supply of small-scale city sustainable tourism management.

Most of the participants understand the meaning and the power of natural environment management to the way of sustainable tourism development. Between the cities in the 3 different countries not important issues seems exist except the natural environment protection, the visitor management and wildlife interaction. Climate change and gases issues and low impact transportation are new issues on the conversation table.

Cultural Sustainability

The model of the parameter sustainable destination management and its constituent variables of the cultural sustainability is illustrated in Figure

The constituent variables include (C(a) Protecting cultural heritage (C1) Protection of cultural assets, (C2) Cultural artifacts, (C3) Intangible heritage, (C4) Traditional access, (C5) Intellectual property, (C(b) Visiting cultural sites, (C6) Visitor management at cultural sites, (C7) Site interpretation

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

Observations/Participants	Set of Criteria	Q	P1	P2	P3	P4	P5	P6	P7	P8	P9
SECTION C: Cultural sustainability		3	↑	↑	↑	↑	↑	↑	↑	↑	↑
C(a) Protecting cultural heritage	C1 Protection of cultural assets	3	↑	↑	↑	↑	↑	↑	↑	↑	↑
	C2 Cultural artifacts	3	↑	↑	↑	↑	↑	↑	↑	↑	↑
	C3 Intangible heritage	3	↑	↑	↑	↑	↑	↑	↑	↑	↑
	C4 Traditional access	3	↑	↑	↑	↑	↑	↑	↑	↑	↑
	C5 Intellectual property	3	↑	↑	↑	↑	↑	↑	↑	↑	↑
C(b) Visiting cultural sites	C6 Visitor management at cultural sites	3	↑	↑	↑	↑	↑	↑	↑	↑	↑
	C7 Site interpretation	3	↑	↑	↑	↑	↑	↑	↑	↑	↑

Figure 61 Cultural Sustainability

The model of the parameter using rainbow method to analyzing qualitative data according Tomer Sharon rainbow spreadsheet (Kimm, 2013) the constituent variables are related with the measuring of the possibilities of the existing management of cultural environment, from the side of supply of small-scale city sustainable tourism management.

Most of the participants understand the meaning and the power of cultural environment management to the way of sustainable tourism development. Between the cities in the 3 different countries not important issues seems exist except the intangible heritage issues which are obviously played vital role for the local identity distinctiveness. The reason is the need of existence at the local level of a wide knowledge of what is happend globally. More locally, more distinctively means more competitiveness more perceived quality from the visitors.

Socio-Economic sustainability

The model of the parameter sustainable destination management and and its constituent variables of the Socio-economic sustainability is illustrated in Figure. The constituent variables include (D(a) Delivering local economic benefits, (D1) Measuring the economic contribution of tourism, (D2) Decent work and career opportunities, (D3) Supporting local entrepreneurs and fair trade, (D(b) Social wellbeing and impacts, (D4) Support for community, (D5) Preventing exploitation and discrimination, (D6) Property and user rights, (D7) Safety and security, (D8) Access for all.

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

Observations/Participants	Set of Criteria	Q	P1	P2	P3	P4	P5	P6	P7	P8	P9
SECTION D: Socio-economic sustainability		2	↑	↑	↑	↑	↑	↑	↑	↑	↑
D(a) Delivering local economic benefits	D1 Measuring the economic contribution of tourism	2	↑	↑	↑	↑	↑	↑	↑	↑	↑
	D2 Decent work and career opportunities	2			↑		↑	↑	↑	↑	
	D3 Supporting local entrepreneurs and fair trade	2		↑	↑	↑	↑	↑	↑	↑	↑
D(b) Social wellbeing and impacts	D4 Support for community	2	↑	↑	↑	↑	↑	↑	↑	↑	↑
	D5 Preventing exploitation and discrimination	2	↑	↑	↑	↑	↑	↑	↑	↑	↑
	D6 Property and user rights	2	↑	↑			↑		↑		
	D7 Safety and security	2	↑	↑	↑	↑	↑	↑	↑	↑	↑
	D8 Access for all	2	↑	↑			↑	↑	↑	↑	↑

Figure 62 Socio-Economic sustainability

The model of the parameter using rainbow method to analyzing qualitative data according Tomer Sharon rainbow spreadsheet (Kimm, 2013) the constituent variables are related with the measuring of the possibilities of the existing management of socio-economic environment from the side of supply of small-scale city sustainable tourism management.

Most of the participants understood the meaning and the power of socio-economic environment management to the way of sustainable tourism development. Between the cities in the 3 different countries not important issues seems exist except the decent work and career opportunities which generally drives to gentrification, property and user rights and access for all are also issues giving different opinions. The reason is the need of existence at the local level of a wide knowledge of what is happend globally. The future entering in EU the western Balkans is a perspective which is expected to realize with legislation alignments to these destination management issues.

Networking

The model of the parameter sustainable destination management and and its constituent variables of the networking is illustrated in Figure

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

Observations/Participants	Set of Criteria	Q	P1	P2	P3	P4	P5	P6	P7	P8	P9
SECTION E: Networking											
Internal destination background E(a)	E1 Try to define your place/territory/region/neighborhood in 5 key words :	5	1	1	1	1	1	1	1	1	1
	E2 Find 3 aspects (natural, cultural, products etc) that make your place different from others.	5	1	1	1	1	1	1	1	1	1
	E3 Cultural Values & Traditions - Give 3 key values and/or traditions of your local community.	5	1	1	1	1	1	1	1	1	1
	E4 Ancient Via Egnatia connected Constantinople and Adriatic sea during Roman and post-Byzantine era. How deep is the real long-standing historical and cultural connection among regions, in a future EU environment perspective	5	1	1	1	1	1	1	1		
External Networking E(b)	E5 Were there any particular collaborations developed with the neighboring regions with regards to tourism and destination branding, image or coherent strategy?	5	1	1		1	1	1	1	1	1
	E6 Are the managers of the heritage sites involved in the process of promotion or development of the key attractions as a part of the regional tourism strategy or the clustering or the cross border co-operation?	5	1	1			1	1	1	1	
	E7 One of the key points for region's tourism potential is to develop more effective linkages and synergies. A critical factor for success is to align all elements to the destination strategic offerings. This requires coordination and cooperation. Is there sufficient effort to ensure success of tourism clustering activities, with committed, high level, long-term joint governance /business /labor leadership?	5	1	1		1	1	1	1		1
	E8 What are the key activities proposed for the next 10 years?	5	1	1	1	1	1	1	1	1	1

Figure 63 Networking

The constituent variables include Internal destination backgroundE(a), (E1) Definition of your place/territory/region/neighborhood in 5 key words, (E2) Definition of 3 aspects (natural, cultural, products etc) that make your place different from others. (E3) Cultural Values and Traditions - Give 3 key values and/or traditions of your local community, (E4) Ancient Via Egnatia connected Constantinople and Adriatic sea during Roman and post-Byzantine era. Definition of how deep is the real long-standing historical and cultural connection among regions, in a future EU environment perspective. External Networking E(b), (E5) Were there any particular collaborations developed with the neighboring regions with regards to tourism and destination branding, image or coherent strategy, (E6) Are the managers of the heritage sites involved in the process of promotion or development of the key attractions as a part of the regional tourism strategy or the clustering or the cross border co-operation, (E7) One of the key points for region's tourism potential is to develop more effective linkages and synergies. A critical factor for success is to align all elements to the destination strategic offerings. This requires coordination and cooperation. Is there sufficient effort to ensure success of tourism clustering

activities, with committed, high level, long-term joint governance /business /labor leadership, (E8) What are the key activities proposed for the next 10 years?

The model of the parameter using rainbow method to analyzing qualitative data according Tomer Sharon rainbow spreadsheet (Kimm, 2013) the constituent variables are related with the measuring of the possibilities of the existing networking activities from the side of supply of small-scale city sustainable tourism management.

Most of the participants understand the meaning and the power of networkin in management to the way of sustainable tourism development. Between the cities in the 3 different countries not important issues seems exist except the fact that city of Korce understands the influence of via Egnatia because it was not a hotspot because the city belong to the wider corridor of the road. Also all they refer that cultural management doesn't play with the other destination management players.

6.3 Summary

This chapter provided a summary the results and discussions from empirical data from qualitative research study. The findings of the research study were discussed in detail in order to investigate the conceptual model, as well as research hypotheses of this study. New insights and policy implications for academics and practitioners, as well as limitations of the study and suggestions for future research are presented in the next chapter.

The next chapter, Chapter 7, offers conclusions of the findings and policy implications for this study.

Chapter 7: Conclusions and Policy Implications, Sustainable Tourism System Development – The Multi-Dimension, City-Sustainable Destination Management Model

7.1 Introduction

Chapter 7 provides conclusions and analysis of this research investigation, which are in accordance with the overall aim, and objectives of this study. The overall aim of this research study was:

“To empirically investigate destination management at the level of small cities as destinations of the same cultural corridor of Via Egnatia among centuries and the impact to the surrounding areas according sustainable tourism development principles". The research study aimed to identify a destination management model with application possibilities on all three countries and the specific Via Egnatia cities using networking perspectives activating the balance between social, cultural, natural and economy ecosystem which is presented.

The ten research questions, which are directly related to the objectives of this research study, are considered with the research findings, to give the final conclusion. This is followed by policy implications, in terms of DMO management, local tourism governance, cultural policy and sustainable heritage destination. Furthermore, the limitations of this research study and the identification of potential future areas for further research in the field of destination management of small scale cities are presented. Finally, the main areas of knowledge contribution were reviewed for this research investigation.

7.2 Contributions Arising from the Research Questions

The following section includes conclusions related to the main research question. The main research question follows as:

Is there any model of destination management for sustainable tourism development as application to the small-scale cities even if they are in different

countries and regions? The using examples are from the Ancient via Egnatia physical and cultural networking.

Each research question is presented followed by overall conclusions drawn from the questionnaire and the interviews conducted for the investigation. Considerations of previous studies are also used to develop the conclusions.

7.2.1 Research Question One

RQ1: Is there a statistically significant relationship between tourism governance and destination competitiveness and attractiveness.

Questionnaire Investigation: Empirical findings show among main drivers for sustainable tourism referred the destination competitiveness and attractiveness and Ancient via Egnatia recognised as a networking and complementarity system for all destinations and less as a tool of competitiveness of each area (Q7). These complementarity actions are related with local authorities' extroversy actions for increasing the destination's competitiveness and presence on international level (Q30). Moreover the local governance has the responsibility to take care the balance between the natural and the cultural environment in order to use them as factors for attractiveness. The results present that most of the cities governance try to keep high attractiveness level important for visitors but also important for the citizen's quality of life (Q22).

Interview Investigation: Most of the respondents highlighted the fact that tourism governance reflects to local authorities actions for destination competitiveness and attractiveness. The interview results indicate positive relationship between tourism governance and destination competitiveness and attractiveness. It can be concluded from interview that difference among destination management systems between the cities.

Thus, implications are that destinations should follow a multifaceted approach to destination management, which means new processes are introduced along with new products and services for visitors' experiences and citizens' quality of life. Ancient Via Egnatia, today more as a cultural corridor, helps these small cities to understand more effectively, the co-existence for a long term period using each other

as complementarity tool while their tourism governance support efforts for their competitiveness and attractiveness status. The crucial factor remain the crucial human resources level related with the destination management governance and as recommended the attractiveness could be used also for to encourage scientific staff high capacity and education to be involved.

7.2.2 Research Question Two

RQ2: Is there a statistically significant relationship between cultural policy and behavioral intention?

Questionnaire Investigation: In terms of destination characteristics, the research study was focused on cultural policy, tangible and intangible. The cultural recreational facilities are adopted in a high level of interest not only to visitors but also the local community and stakeholders who understand their cultural value and the need of cultural policy many times in contradiction with private interests. The behavioral intention is related with the importance of cultural environment which is acknowledged as important factor for visiting cities in the corridor of Via Egnatia (Q9).

The most interesting conclusion related to the majority of local people and stakeholders where they put cultural values and the traditions in a very high level of importance, they do not fear to lose them and they feel them as pride element as something distinctive which is been discovering through the visitors and for that reason at the same time almost nobody say “I do not care” (Q36). So the behavioral intention its strong related with the cultural background which the visitors looking for as part of authenticity of the destination. The relation between the above facts and the case study communities as small-scale cities is essential.

The support of cultural heritage in most of the cases give a distinctive characteristic to help the cultural policy to draw up these authentic elements of every destination, using complementarity and networking, by formal or non-formal

ways (Q7). Each destination needs strong tourist information system for the cultural and natural environment recourses as basic output of the cultural policy (Q16).

Overall, the research results are in course of many studies that conclude positive relationship between cultural policy and behavioral intention especially using the destination management in the direction of the correlation between local people, destination stakeholders and visitors.

Interview Investigation: The cultural policy and behavioral intention is high related in one of the cities of our case study. This happen because city of Ohrid follows the international criteria of protection for cultural and natural environment and as expected the cultural policy it is reflected to the behavioral intention. At the same time the rest two cities they invest to their cultural policy using their status as small-scale cities but at the same time with long-term history and high cultural status. Korce and Edessa were acknowledged as one of the most ancient cities all over Europe with their inhabitation being lost in the depths of time.

In conclusion to this research question, more or less similar parameters related to behavioral intention is a part of long term existense each destination cultural status reflects to the wider area supporting the instangible correlation of the Via Egnatia as cultural corridor. At the same time destination links with the others small-scale cities following Via Egnatia intangible heritage adopting same cultural habits despite the fact that on the last century the hard borders closed the communication between them.

Nowdays even if the cultural policy it is more national than local, Via Egnatia helps through the history the destinations to have positive behavioral intention which is one of the basic pillars for sustainable tourism development for destination management procedure.

7.2.3 Research Question Three

RQ3: Is there a statistically significant relationship between cultural policy and destination attachment?

Questionnaire Investigation: Visitors develop attachment to the destination because of this specific ability in fulfilling the experience needs feeling the symbolic meaning and thus, attachment is an important measure of visitor satisfaction and then visitor loyalty. The case study cities are small-scale cities which help the visitors to live as temporary residents. The great success of type AirBnB platforms based mainly to this fact.

The cultural policy especially when it is related to the protection and preserving cultural heritage as historical city centers and they create authenticity atmosphere they help destination management to focus on the destination attachment. Simultaneously the small-scale cities they know over their own history how to attract and attach the visitors because all of them they are belonging to the destinations with road access for centuries. According to investigation results it is acknowledged that creating awareness for local customs, culture and realted values (>80%) is one of the main drivers for sustainable tourism as the same happens with protecting and conserving local resources (>95%) and with protecting and conserving indigenous communities, livelihoods, culture, heritage and local identity (>90%) (Q30). These are elements which prove that cultural policy and attachment are strong related and this happens under sustainable direction of the adoption that tourists should respect the values and culture of the local resident (Q29).

Interview Investigation: Interestingly, the results from the interviews show that most of the cultural actions supported by local cultural policy related with a circle of annual actions, a cultural calendar. This fact create first of all an open invitation to the visitors to repeat their visit another season while at the same time underline the sustainability of the actions. The small-scale of the cities as destinations and the long-term history of them in connection with Via Egnatia prove the connections through a lot of similarities which could be used as future destinations networking occasions. For example Epiphany day which is a great strong experience for the visitors to live the power of byzantine orthodox faith, swimming in the cold lake of Ohrid (19 Jan) while earlier the same fact happens in Edessa swimming in the cold river (6 Jan) just because difference of orthodox religious calendars (Q.35). Both destinations attract

tourists from all over the world to live the experiences together with the winter tourism activities. Local cultural policy is definitely stronger without confusing messages when is related with national or international culture policies. Recent example of UNESCO protection cultural label for the city of Ohrid is prove of that.

In conclusion to this research question, there is a strong relation between cultural policy and destination attachment which the deeper meaning come from the annual operation of the destinations as small scale cities with their own cultural calendar which always can be used as an attractive tool to support visitor attachment.

Even in literature, there are results related to powerful cultural events against seasonality especially when cultural policy supports an annual cultural calendar. The small-cities in our case study confirm the ability of the human communities to create quality for their life and strong valuable experiences for the guests.

7.2.4 Research Question Four

RQ4: Is there a statistically significant relationship between destination resources and destination competitiveness and attractiveness?

Questionnaire Investigation: Successful competitiveness and attractiveness is crucial for small-scale cities to achieve sustainable destination development. The main drivers of competitiveness are nature and culture which are the main resources for the destination attractiveness (Q.9) while gastronomy and food culture and balkan cuisine they work also in the direction of competitiveness because of two major aspects. The value for money and the simplicity are the facts that give the sense of authenticity which is respectful from the local people.

Interview Investigation: The main foundations of interviews include the fact the level of protection of natural resources and the preservation of cultural monuments and intangible heritage is the way to be destination more competitive and more attractive. At the same time almost all participants to interviews stated the fact this must be with socio-economical status of the residents because a part of destination

sustainability belongs to them. So competitiveness and attractiveness must not relate only with the prices but in the total product.

According to literature this is exactly the discussion for destination management for sustainable tourism development to use than to spend resources by a balance way between the market and the local community. It can be concluded that the empirical data shows little contradictory results between the questionnaire and interviews.

7.2.5 Research Question Five

RQ5: Are there differences in country level and in terms of destination resources?

Questionnaire Investigation: The empirical results show that the majority of interviewed persons belonging to area close to cross border zone (Edessa-Korce-Ohrid) and the geographical status is similar so there not so many differences.

If we look deeper to the statistics of each country the natural and and cultural characteristics of each country remain the main destination resources which are also acknowledged from the visitors as main destination resources according tripadvisor published surveys.

Interview Investigation: According the participants no differences exist between destinations. Nature and culture play vital role as destination resources while the fact that all destinations are far way from the sea coast line reinforce the fact that sustainability is close to nature and culture resources when it is in balance with socio-economic environment which is the main issue for destination management of controlling the resources of small-scale cities to achieve sustainable tourism development. Even in literature, natural and cultural resources on the country level doesn't seem to have great differences.

7.2.6 Research Question Six

RQ6: Are there differences in country level and in terms of destination management?

Destination management follows the administrative division of its country of the present small scale cities case study. So the local authorities have the responsibility to represent the destination and trying to apply destination management methods according the skills and the background of each destination. In a regional and country level the public authorities played the main role for the destination management acknowledging that tourism is an horizontal process which as phenomenon covers and accelerate a lot of actions. The same status

It is generally accepted that covid-19 era interrupts the mobility between countries and destinations. This fact has negative results of the tourism which tourism ecosystems slow down the development but at the same time energized the conversation for the destination management necessity and the need for destination management organizations and destination management companies legislation to the direction of sustainability.

Questionnaire Investigation:

Most of the questionnaire participants agree that one of the main barriers for sustainable tourism is the lack of understanding of the destination management importance (Q.31) while destination management is the appropriate tool to reflect in the direction of the Health Trust status improvement. This pandemic shows that crisis management is a crucial part of destination management and also this the way for destinations of sharing knowledge beside networking to solve problems as crisis responsibilities or sustainable development issues. This crisis management reinforce humanity and solidarity commitment support as a part of destination management process for destination resilience. This destination management process needs strong leadership in order to involve local society to the sustainable development process (Q.33)

Interview Investigation: All participants during interviews agree that destination management organization is the proper way to follow sustainable policies. These policies accepted and recognized by the local authorities of the investigated small-scale cities especially because they fit to Agenda 2030 and also is a part of EU directives. The local authorities' representatives acknowledge the main role of the

sustainable tourist development with only little differences. Without exception natural, cultural and socio-economic environment is the main issue for destination management and at the same time human resources and the management as a capital factor is acknowledged as crucial factor because there is no crucial number of executives. At the same times all destinations have great connections with their local universities which have great scientific capacity and positive attitude for cooperation. Legislation absense for all countries related to destination management as UNWTO report refer.

7.2.7 Research Question Seven

RQ7: Are there differences in country level and in terms of destination competitiveness and attractiveness?

Questionnaire Investigation: According to empirical findings related to the competitiveness and attractiveness there some differences between destinations in a country level. While Ohrid is one of the most famous tourist cities in North Macedonia and Korce in Albania, Edessa seems less competitive as destination in Greece. Each country has a different background for tourism myth and Edessa is far away from the coast line where the main destinations are located because Greece is famous for sea and sun tourism but suffers from seasonality (Q.15). As attractiveness for all destinations there is no difference because there is stability. The reason is that the small scale cities remain cities with city life all year around which is definitely attractive for visitors and at the same time for locals (Q.22) High rates of attractiveness received North Macedonia (Ohrid) because of the lake which operates as dominator of the natural environment and at little lower level for Albania (Korce) and Greece (Edessa) for their natural and cultural characteristics. As for increasing the destination's competitiveness and presence on international level, the city of Ohrid (North Macedonia) has the highest rate then Edessa (Greece) with Korce (Albania) following (Q.30). The difference shows something important. The city as a destination depends on the country's myth and icon which it belongs too. Even if the destination supports branding efforts for itself there is a strong connection with the

brand of the country. According to literature tourists when they travel abroad they mention first the name of the country and then the destination name.

Interview Investigation: Most of the respondents highlighted the fact that tourism governance reflects to local authorities actions for destination competitiveness and attractiveness. The interview results indicate positive relationship between national and regional tourism governance for destination competitiveness and attractiveness too. From interviews it can be concluded that differences among competitiveness between the countries are visible because the rate of interest in each country for each destination is different. The crucial factor remains the human resources level and involvement in the central authorities of each country. According to responses the enforcement of economic competition and growth on national level could work as barrier for sustainable development so the main message was more local more effective even for competitiveness even for attractiveness helping the country with bottom-up process. The participants are mentioned the value of transportation as part of competitiveness. By using modern transportation each destination could attract more visitors from all over the world, like modern motorways, railroads and other means. City of Ohrid has its own airport while Edessa and Korce are now served by Thessaloniki and Tirana airports respectively. These flights as recorded will be more private in the near future especially where some local airports will be transformed into general aviation flights hosting airfield as it happens recently to the Airport of Edessa near Lake Vegoritits. Near the city of Korce there is NW Airfield which is planned to be one of the biggest airports in the country. These actions referred, as country level main competitive actions, reflect directly to each destination of the present case study.

According to literature, the country level creates differences which exist because each country has its own strategy. Nowadays destinations use destination management methods they try to use all possible means like physical or electronic networking in order to improve their position on the world tourist map upgrading their skills in order to achieve better placement helping both national and local brand to be more competitive and attractive.

7.2.8 Research Question Eight

RQ8: Is there a statistically significant relationship between destination resources and the socioeconomic development of the Via Egnatia area?

Investigation Questionnaire:

Several parameters were used to answer this question, such as different and similar attitudes in culture within the destination, linkage with cultural, intellectual, environmental, ecological and management resources. First and a more significant element is that people, even if Via Egnatia doesn't exist in practical way, they strongly believe that the myth of Ancient Via Egnatia could affect as a key factor the examined areas as a revival tool of attractiveness (Q.6). That means that locals understand the role of the city as a destination to this long-existence in history, connection road. The city's way of thinking is strong even if the city is small-scaled. The participants confirm this attitude understanding the Ancient Via Egnatia as a cultural heritage distinctive characteristic and as an networking and complementarity system for all destinations, in other words by an intangible approach (Q.7). All these affects deeply the destination resources and socioeconomic environment.

While tourism is accepted as a significant industry with net positive impacts for the area for all examined cities and simultaneously generally believed that tourism offers future economic development opportunities for the area there are some differences because of overtourism in local spots. The attitude that tourism is a burden on the area's resources findings is interesting. A significant percentage of the respondents in Ohrid (65%) mention this burden resources while it is less in Edessa (40%) and on the contrary in Korce (77%) people believe that there is no burden at resources. Of course all destinations understand (89%) that tourism is an important factor of providing or creating jobs locally and related local economy development (Q.10)

The participants understand the destination resources that are many and varied (74%). These resources in each destination need to be maintained and developed (90%). At the same time these destination tourism resources are not distributed on a regular basis within the area with a high rate of neutral (54%) and simultaneously the participants believe that destinations need strong tourist information systems for the cultural and natural environment resources (98%) (Q.16)

Also the participants connect tourist destination resources and social environment with their quality of life by providing jobs (78%) and improving living standards by providing entertainment and increasing the green areas, parks and protected areas (82%) and improves the available infrastructure while this leads to rational use of resources, and the reduction of pollution in its various forms (68%) and it also leads to the entry of new products to the market and the stability of the general prices (72%). Also the participants mention that local populations are open to new cultures (95%) (Q.17)

Finally to the question regarding the contribution on each destinations quality of life there were tourist destination resources as mentioned giving high positive economic effects and positive social effects respectively. (Q.20) while understanding (98%) that maintenance of natural resources is essential to keeping the ecological balance (Q.26).

Interview Investigation: In the same direction the interviews shows this relation between destination resources and socio-economic development of the examined small-scale cities of Via Egnatia. Most of the respondents accept the fact that small-scale cities with socio-economic background builded over the long-term history because of the Via Egnatia which works like a continuous network system. The culture similarities between these cities are related with this ancient route. Even the area corridor which connects several other cities and villages are connected with these main cities and were destinations from ancient times. All local authorities and destination representatives agree that the balance of socio-economic development relate with cultural and natural environment resources which are necessary to be preserved. Furthermore these destination resources referred in some cases as extra

sensitive for the local economy (UNESCO Label in Ohrid and Waterfalls Geopark for Edessa) while described that overtourism hotspots could create problems and conflict of interests between stakeholders. One very important factor for better connection between destination resources and socioeconomic development mentioned for human resources involvement where new digital skills are needed simultaneously with sustainable tourism management and development education among not only the professionals but also with non-formal education in focus-groups in the society. All participants from local authorities had the knowledge of crossborder cooperation so they underline the huge positive results from the complementarity of the destinations in the case of interchanging knowledge and sharing know how for common problems and common solutions.

According to literature there are several examples of how destination resources could improve the socioeconomic development in a sustainable way. Further studies could be examined also other small-scale cities from Via Egnatia to expand the results.

7.2.9 Research Question Nine

RQ9: Is there a statistically significant relationship between destination management and the socioeconomic development of the Via Egnatia area?

Questionnaire Investigation: First of all a wide range of respondents react positive for the possibility a networking and complementarity system for all destinations under the Ancient Via Egnatia as core issue (Q.7) Destination management is acknowledged as participatory process and leads to its sustainability (Highest Rate 37%). Participation leads to better results (Highest Rate 48%) while most of the participants want to connect and cooperate with other stakeholders in order to achieve sustainable tourism development (Highest Rate 64%) and a great percentage want to participate in the tourist management of the city (Highest Rate 61%) which means that tourism destination management is well accepted as a profession for the socio-economic environment (Q.18).

Plenty of the people want to know more about the decisions made for the destination (36%) while no more than (18%) thinks and feel well informed about decisions made for the destination. There is a rate of (20%) which experienced that local opinions are overlooked (Q.19). Furthermore destination management efforts must be a part as much as it can of the local socio-economic environment. This fact confirmed when according to empirical findings destination management should let locals to be involved in the marketing process of a destination (59%), because mainly the locals have a high impact on how tourists experience their destination (53%) (Q.25). So non-formal education and structure cooperations could be used as an motivator process of one part of destination management in order to be, in a sustainable manner, more effective with benefit dispersion for the majority of the socio-economic environment.

The local small-scale societies which were examined according to the participants declare they feel safe when interacting with tourists and locals (Highest Rate 39%) and local residents and tourists should be treated equally (Highest Rate 46%) while it is required from the tourists to respect the values and culture of the local residents (Highest Rate 76%). The opinions related to the hosting and managing tourists acknowledged that there are needs of wide continuing non formal education in quality services (Highest Rate 68%) while formal education (Highest Rate 82%) is the effective tool for professional destination and business tourism management (Q.28).

Other findings related to the destination management concern the health trust (Highest Rate 21%), is taking care for information about health facilities and confirm the future economic development opportunities for this area (Highest Rate 27%). As crucial part of destination management is the crisis management (Highest Rate 35%) and destinations need networking (Highest Rate 26%) to solve problems such as crisis responsibilities and development as well. Destination management brings resilience (Highest Rate 46%) and Strong Leadership (Highest Rate 33%) could drive local society development (Highest Rate 56%) process to Via Egnatia area of examined cities (Q.33)

Interview Investigation: In the same direction the interviews show this relation between destination management and socio-economic development of the examined small-scale cities of Via Egnatia. Most of the respondents accept the fact that small-scale cities destination management relate to the public sector of local authorities which are the main destination representatives. Destination management must involve also the private sector of tourist and services economy but in balance with rural sector together with nature and culture organizations. That means for destination management more efforts to create structure round tables of decisions taken on local level. In any case the quality and sustainable results means cooperation of public and private sector equally with the establishment of a DMO in order to ensure the balance of socio-economic development related to cultural and natural environment resources which are necessary to be preserved.

Furthermore, the crucial fact is the value of the management status between stakeholders. Education and knowledge is needed for all members of these actions while networking on a local, regional, national, Balkan and international level is the appropriate method for extroversy for destination management. A common model of quality management to control their occupancy of sustainability is referred as useful even for local authorities even for business and local organizations and associations. Via Egnatia, as a cultural and natural corridor, could support complementarity initiatives because the attitudes of the local socio-economic environment presents a lot of similarities with the the small-scale cities which were examined.

According to literature there are several examples of how destination management could be a key factor for sustainable way the socioeconomic development during the tourist development process. Further studies could examine also other small-scale cities from Via Egnatia to expand the results.

7.2.10 Research Question Ten

RQ10: Is there a statistically significant relationship between destination competitiveness and attractiveness and the socioeconomic development of the Via Egnatia area?

Questionnaire Investigation: Empirical findings show many correlations between competitiveness and attractiveness and socio-economic development of the Via Egnatia area. Via Egnatia is recognised as a networking and complementarity system for all destinations which affect natural, cultural and socio-economic environment in a sustainable way (Q7). The existence of these small scale cities over centuries confirms this fact. So the main question remains, how balanced is the quality of locals life vs visitors experiences according to the services.

Successful competitiveness and attractiveness is crucial for small-scale cities and these cities on the Via Egnatia are based on food and gastronomy services (59%), public safety (53%), Range of tourism services (53%), quality of tourism infrastructure (50%), cultural recreational facilities (48%), environmental recreational facilities (47%), Information services (38%) and less competitiveness for their health services (12%) and telecommunication services (17%) which are of great importance part of the locals quality of life(Q.9).

Tourism development is connected to the future economic development opportunities of Via Egnatia area (73%) and an important factor that provides or creates jobs locally (80%) (Q.10). This competitiveness and attractiveness in Via Egnatia area based on priority of the diversification among sections as tourism themes (Q.11) which are: 1)Sports, 2) entertainment and Relaxation, 3)Business, 4)Eco-tourism, 5)Adventure, 6)Food, 7)Heritage and Culture, 8)Culture while tourism attributes based as their priority: 1)Entertainment, 2)Healthy-Climate, 3)Culture Heritage spots,4)Gastronomy options, 5)Rural villages 6)Natural spots, 7)Prices-Shopping, 8)Religion spots (Q.12). The above elements showed strong relation to activities and actions of various combinations which are based on the natural and cultural environment of the total area. Destination management is the tool to activate competitiveness and attractiveness in the direction of sustainable socio-economic environment development. The majority of the respondents accept that sustainable tourism is the balance of social, economic and environmental aspects of a destination (Q.23).

Competiveness also means that it is important purchasing local products and using local services (Q.27) not only for the best economic multiplier but also because these products are distinctive. Visiting protected areas should not be free, according the research, so tickets could be a great tool to finance the nessecary destination management system. For a small scale city this is probably a good combination of solution related to proper human resources financing and preservation of visitors infrastructure.

This destination competitiveness and attractiveness of the Via Egnatia area empowering local communities and supporting their priorities and demands while offering tourists a greater authenticity in their experiences. At the same time local communities strengthen the well-being, education, equality and fairness by taking local priorities and demands into account while fostering local economic development, job creation and income by creating awareness for local customs, culture and values. The attractiveness based on protecting and conserving local resources, biodiversity and ecosystems and protecting and conserving indigenous communities, livelihoods, culture, heritage and local identity. Via Egnatia plays a vital role as a connection ring between the small scale cities to attract cities from all over the world increasing the destination's competitiveness and presence on international level. Local socio-economic development also must reflect the directives of EU and UN according agenda 2030 for decreasing and balancing environmental impacts (e.g. CO₂-emissions, water and land usage, pollution), strengthening urban renewal and rural development and reducing regional imbalances (Q.30).

Interview Investigation: In the same direction, the interviews showed that common cultural values and similar traditions at the Via Egnatia corridor is an asset for self-development, a business opportunity which many times opens closed doors. In other words this long-term common living and interchange in this Balkan way of thinking society doesn't mean in any case that cultural values are obstacle of self-development. Destination management must understand the human geography deeply because the socio-economic development should be accomplished through well connected and well educated human resources. All participants agree that destination

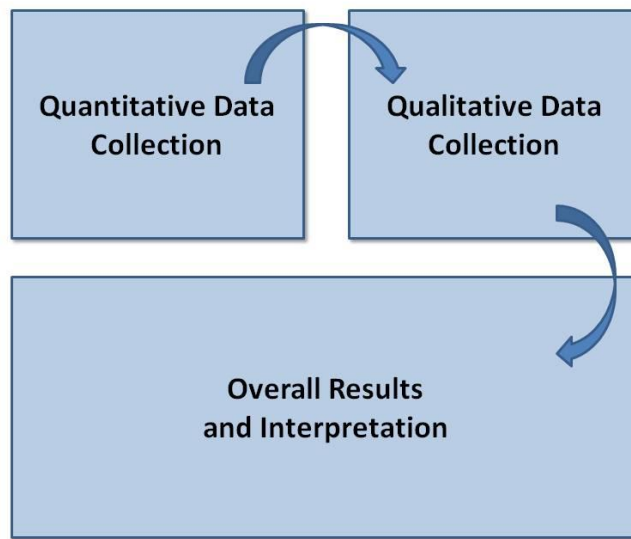
management needs firstly, local authorities, community, stakeholders and entrepreneurs.

This sense of belonging is essential and a primary element in this sustainable development process. In the end most of the participants underline the problem of brain drain and gentrification (= when locals need to leave their place because life costs increase) but they focus on the fact that small scale societies (small cities, villages) could link each other via networking more easily because of interpersonal relations which always existed.

This destination competitiveness and attractiveness of the Via Egnatia area is an ongoing process which is helped by the fact that there is no possibility of one city to dominate the others so each one needs the others to exist and to be more competitive and attractive outside this system in the future.

7.3 Research Methodology

At the beginning of this research, a conceptual framework was developed based on the key variables from the literature review, which included previous research studies related to the main theme. The main result of this led to the formulation of ten research questions, which were subsequently survey study. Therefore, the conceptual framework was used as a tool to organize the data collection through the sequential mixed methods model as follow in Figure



Source : Source: Creswell, 2009

Figure 64 Explanatory Sequential Model

(Source : Creswell, 2009)

The explanatory sequential model was suitable for a research design as it moved from exploration to explanation and ensured that the research was considerable effective (Creswell, 2009). This approach gives results within a greater depth and offers valuable conclusions and contributions to the research study. In the final stage of this explanatory sequential model, the empirical findings from the questionnaire and interviews were compared to answer the research questions, which resulted in suitable conclusions. It is necessary to highlight the fact that the interviews provided a wider scope and details required to explain the impact of destination management attitudes of the destinations, to touch the hidden corners of sustainable development, cities similarities and differences and networking perspectives.

7.4 Limitations of the study

As for any research, there are some limitations that should be taken into account within all research investigation. First, although, the sample is composed of an

acceptable amount of data, it came from three small-scale cities and three different countries. This has an impact on the representativeness of our sample.

Thus, the generalization of our findings to destination management attitudes is still limited, and should be interpreted with caution. Nevertheless, the sample does represent small scale cities from Turkey. Second, the data used in this study were gathered from single informants, which were close to educational units such as students and tourism enterprises owners or managers.

This may results in self-report bias (Podsakoff et al., 2003). In fact these participants are those who are able to provide the more accurate information related to destination management and they understand the sustainable tourism development as they live close or in the small scale cities of Via Egnatia. Whilst the methodological approach included survey and interview data collection methods, other types of data collection, such as observation and content analysis of specific destination reviews on google maps for each destination may have provided a wider perspective.

The interviews occurred as a cross-sectional study. However, a longitudinal study may have produced differing results. One-shot approach was used for interviews, via zoom software, meaning that the researcher visited each organization at one occasion. Also, even though different dimensions of destination management and sustainable development for small scale cities have been covered, this research study cannot claim the cover of all relevant dimensions.

7.5 Contributions and Implications for Destination Management

The human resources from academic environment from each area of Via Egnatia could be useful via more surveys and studies in the direction of improving the universality of Via Egnatia. The unique long-term history along the centuries and in parallel to the creation of a new generation knowledge could support the efforts for high added value destination management for sustainable tourism development of the small-scale Via Egnatia cities.

This knowledge could use the “Phryctoria” (fire-aspects) an ancient signal system which was based on transmitting messages. The proposed model contains these

four pillars, (management “ecosystem”, natural-culture-socioeconomic environment, and one as networking, internally and externally), necessary for the community of the destination to remain sustainable according to UN Agenda 2030 and EU Directives for sustainable tourism development. The model symbolically called “Phryctoria” and designed to follow international criteria (GSTC, 2020) and it’s free to use from the destination management organizations and stakeholders of the destinations of Via Egnatia.

The Phryctoria version 1.00 proposed contains the basic elements and findings of this study using also the international literature and experience.

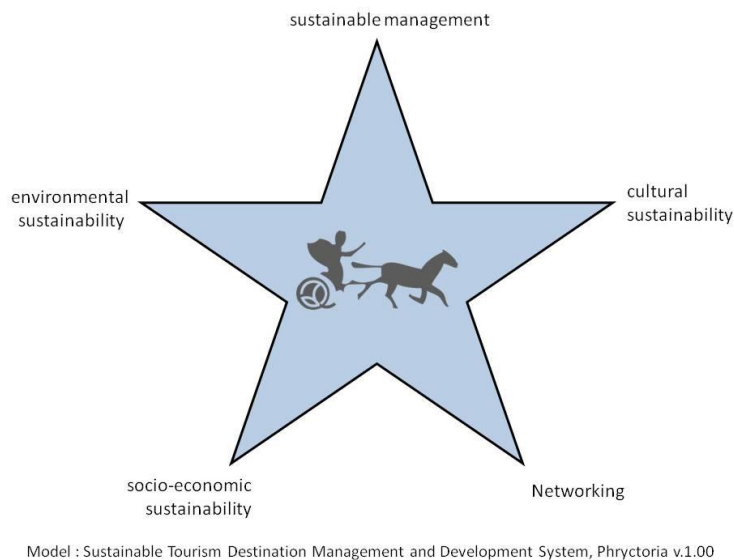


Figure 65 Model of Sustainable Tourism Destination, Management and Development System

This model is designed to open the discussion in the local societies and to organize thoughts that already exist. Some of these ways and practises existed in the area of Via Egnatia cities over centuries but now this area needs to be contacted, externally and internally, in order to reinforce the attractiveness using the residents’ quality of life as part of the visitors emotional experiences at all travel stages of dreaming, planning, booking, experiencing and sharing.

7.6 Application of the Model

The destination management for sustainable tourism development needs a quality multi-dimension evaluation model and a tool behind this model as Sustainable Tourism Destination Management and Development System.

There are two sides. The supply side which means the balance between the natural, cultural and the socio-economic environment while the use of management resources especially the human capital is crucial support both balance and sustainability. The other side is the way for the destinations to communicate to attract tourists from distant or long haul markets or to learn from the tourists who already visited the destination using methods to disseminate this information globally and internally to the destination management authorities (Buhalis and Spada, 2000).

It is understood that destinations must compete in an increasingly fiercely competitive marketplace. Small-scale cities have extra positives to conquer the markets. They are alive as destinations all year round because simply the residents daily life could be used as individual visitor's experiences. Also these cities are attractive for domestic markets which are usually characterised by short city-breaks, last minute trip decisions. These characteristics mean that visitors request a wide variety of information on natural and cultural areas and monuments, facilities, attractions and experiences at destinations before departure, at the destination and sometimes after their visit.

This strong information system is the most crucial element from the supply side which often underestimated. The need for speed, especially from small scale destinations as cities giving the ability to destinations to satisfy the needs of the visitors and also to look into further solutions to increase the visitors' consumption and accurate information efficiently.

The Sustainable Tourism Destination Management and Development System, Phryctoria v.1 (Appendix C) prepares the small-scale city to be an integrated destination following the radical developments of IT in sustainable tourism development reflecting the changes in demand patterns of the new intelligent and wired traveller who is increasingly seeking for, new or spin-off, natural and cultural

experiences and tools to access destination information. As it happens during pandemic era of Covid-19 the destinations that provide timely, appropriate and accurate information to visitors have a better chance of being selected. Are nature, health and wellness, away of noisy overcrowded sites, the next day trends?

Destination management is a process of continuous feedback so every time the destination finds problems they are definitely close to the solutions if they behave preparatory. The main challenges of these cities of Via Egnatia, self governance, is to recognize the fact that citizens put their vote for local authorities every 4-5 years while visitors votes and create reviews every minute everywhere to all destination resources without restrictions. So it is crucial for local authorities and destination management body to support the supply side by the implementation of a self evaluation process, on local level and operate procedures on an annual basis for the destination sustainable development.

The sequence of the "main body" of model Phryctoria questions it is crucial important. The questions started by management sector, then to natural environment, cultural environment and finally to socio-economic environment and networking. There are clear and logical, and the placement of questions doesn't affect subsequent responses. The clear sequencing is particularly important giving to the respondents the possibility for a little non-formal education (Synodinos, 2003). Results from this research are set out to develop a list of success criteria by establishing and evaluating the needs of key stakeholders of destinations and the proper destination management for sustainable tourism development.

This model contains 100 educational questions in the direction of sustainable tourism development for small-scale cities of Via Egnatia. Each positive reaction has rate 10 (Yes=10) and each negative 0 (No=0). The total 100 Qs give a feedback of the total rate received with a report directly by email to the destination respondent immediately after the fulfillment. The use of model and the self-evaluation process is free to use while it operates under open free cloud software of gmail and simple record methods using Google drive, Google Forms, Google spreadsheet and Google Auto-Answer Email Application following total quality management.

This model is in operation in order to help local authorities and stakeholders to receive proper information for related actions need to be taken or improved for the best outstanding and networking for small-scale cities destination management focus on a future perspective of Via Egnatia theme trail as a part of Silk Routes

7.7 Avenues of Future Research

The results from this research study opens up ways for future research. A lot more research is necessary, in coexisting and cultural heritage of Ancient via Egnatia Cities because this road and related cultural corridor was closed for several periods of time in the last century. As mentioned in the limitations in this chapter, some nationalities that represent the eastern part of Via Egnatia cities, as cities from Turkey are not represented in this study.

From the management perspective, there are sets of elements identified in this research that can further be investigated: collaboration with the destination development organizations, cross-border collaboration, and applying audit of the current tourism and destination management strategies and their objectives by the local bodies. International media and attention should be more focused on the rich and diverse culture and heritage in this part of Balkans which contains all elements of interconnections between Asia and Europe using Via Egnatia

Especially for the academia and the international researchers, these researches are required in order to better understand the backgrounds of cultural, socio-economic which affect the tourism differences in this region. There is a lot of scope for research in branding and co-branding of the area of Via Egnatia. None of the interview respondents refused the idea and they all referred to the border barriers which soon will disappear when all western Balkans states entering EU. A study using longitudinal design might help to explain the findings further, as it would enable to assess the effectiveness of the sustainable destination management itself and the implementation process.

7.8 Management policy and practical implications

The objectives of this study had both management and academic components. It is important to provide recommendations, based on the research of the concerned authorities, organisations as parts of the destination management system. The data has been systematically collected and compared to the literature in order to analyse and interpret better address and solve destination management issues and challenges. The balance of this thesis has to do with the merge of these objectives to present both aspects of the doctoral concept. Specific findings and recommendations are:

- Connect the unconnected using the analyzed cultural background of Via Egnatia small-scale cities which could focus on the bright side of the other part, not the hidden, not the dark.

- Describe the fact of destinations existence for a long-term period because via Egnatia was not a simple road but also a co-existence network

- Involve all the local society through stakeholders during the tourism experiences development and explain the sustainability in practical way and drive the procedures for obtaining funds from different national, regional, EU and international organisations.

- Improve the local and regional area, using structured cooperation, functioning by assessing the level of involvement and future perspectives through targeting common goals. This will help to uncover issues and communicating policies, horizontally or vertically, to be effective when changes need to be taken.

- Initiatives for the DMOs existence beyond mere promotion and marketing activities needed.

- Strong destination management system is not only leadership and coordination. It is also research with open data, many times in correlation with academic studies, planning, visitor product development, local information system, marketing and promotion, partnerships, continuous education, non-formal management and team-building and community open relations.

-Strong acceptance of the term change. Destination management focuses on goals and behaviours which need to be coordinated at all levels. Visitors, as happened during pandemic of Covid-19 might rapidly change attitudes and the future tourist background could have different demands and values which could be differentiated from market to market.

-Regulatory framework and legislation for cross-border tourism development must improve the destination network values as one culture and heritage tourism product with different angles.

- According to cross border previous cooperation using funds of the European Commission for natural, cultural and socio-economic development Via Egnatia Trails could be a new European Cultural Route which connects cities with their particular cultural heritage. Waternet for the Water Routes, Kaimaktsalan Gastronomy Routes, Cine Culture and i-tour are already finished projects done which could be a part of this networking process. Via Egnatia network could be used as an innovation lab, research incubator and observatory of cities-destinations sustainability could be established from local authorities, academic institutions and private funds to focus ten years in the future. Via Egnatia network could use complementarity for improving each part competitiveness.

- Finally the use of common history as a school and not as a prison according to Kotzias (2021) it helps the communities to look how to use these points for their future.

- Despite the fact that the points of friction are remaining points of contact the main product resulted from the destination management need a distinct character. In the area of Via Egnatia a lot of ethnic groups exist with their own traditions, their own languages, their own customs and habits. This intangible heritage is very little known among each other, so structured communication is necessary on many levels in order to activate the key elements in an international dimension.

- Via Egnatia is a continuous cultural drive factor for small-scale city as a human-scale city. A city which is the citizen great to live the daily life all year round and being an active part of the area's civilization, A human-scale city ready to host

experiences for visitors who want to live for a short-term as residents understanding the cultural values of the social environment.

-Simplicity and complementarity is innovation in the city destination management as an art of inspiration and creation.

- Reinforce the traveler of Via Egnatia Passport with easy access to natural and cultural resources networking within its destination area and reconnect the cities using networking complementarity allowing each destination to play the other part of the same theme trail.

- Via Egnatia plays an important role even if it does not exist like in the past because people think of themselves as part of a continuous history and life cycle annual traditions

- Many times the reason why so many problems do not seem to have solutions is because the people must dive into their own history into their own existence. Turn history into to micro-story telling avoiding conflicts in this way.

- What authenticity gives is the daily life of city people who are “consumed” from visitors as part of their experience. The via Egnatia cultural corridor helps the mind-network actions which in many cases look like a confusion but for the destinations it only a cultural way to live in an open cultural space system.

- Destination management mentality of these small scale cities follows the road destiny which is used to make them destinations. Other times front, other times back but most of the times connected to an unconnected world with physical systems. Via Egnatia small scale cities behave as milestones of stars trail. Each traveler sees different schemes in his mind.

-Destination management road map is like the way of via Egnatia. This road map contains a series of emotional experiences, a linking way of myths, an intangible motivator helping the traveller to discover the use of nature, explore the history and unravel the culture using the location tools which are already acknowledged by the host community. Small scale city destination management is the nuclear point that

refers to sustainability for the city and its surrounding area, motivates innovation and expectations simultaneously from travelers, local stakeholders and local population.

- The destination management is like the painter who wants to express his heart and minds to attract the art-lover who wants to learn more for both the painting and the painter ...The destination management is the art of tourism science.

- Via Egnatia trail during the daylight and Via Egnatia Stars during the night could drive the destinations to the sustainable tourism development respecting the natural, the cultural, and the socio-economic environment using intelligent art of management, respecting each other as a general relations philosophy.

7.9 Summary

This chapter provided a summary of research questions, research methodology used, and contribution and implications of the study. The personal reflections of researcher on this study provided concluding remarks of this investigation.

Ten research questions answered showing the relationship between tourism governance and destination competitiveness and attractiveness, behavioral intention and destination attachment according to the cultural policy. Also the research questions looked for differences in country level and specific in the Via Egnatia area by examined three cities, in terms of destination resources, management and destination competitiveness and attractiveness using questionnaire and interview investigation and the methodology of the explanatory sequential model.

The limitations of the study related to small scale cities from Turkey and also, even though different dimensions of destination management and sustainable development for small scale cities have been covered, this research study cannot claim the cover of all relevant dimensions because sustainability process is not a target but a way to ensure that destination management process is proper for the sustainable development along time.

The unique long-term history along the centuries and in parallel to the creation of a new generation knowledge could support the efforts for high added value

destination management for sustainable tourism development of the small-scale Via Egnatia cities. This knowledge could use the “Phryctoria” ancient signal system which was based on transmitting messages as the same name proposed model which contains these pillars, management “ecosystem” natural-culture-socioeconomic environment, and networking, internally and externally in order to reinforce the destination attractiveness using the residents’ quality of life as part of the visitors emotional experiences at all travel stages of dreaming, planning, booking, experiencing and sharing and presented as application model from the supply side.

The sustainable tourism destination management and development system covers with 100 educational questions using self-evaluation process for the destination management practises need to be taken while destination management recognizes not only residents votes but also visitors reviews. The system help local governance to receive proper information for the best outstanding and networking for small-scale cities destination management focus on a future perspective of Via Egnatia theme trail as a part of Silk Routes. Future research could includes also eastern part of Via Egnatia cities. Ancient via Egnatia regognised as a networking and complementarity system for all destinations and less as a tool of competitiveness of each area. Ancient Via Egnatia, today more as a cultural corridor, helps these small cities to understand more effectively, the co-existence for a long term period using each other as complementarity tool while their tourism governance face the challenge to encourage scientific staff high capacity and education to be involved.

Finally as the management policy and practical implications, the destination management must connect the unconnected, using Via Egnatia as co-existence network, involving local society explaining the sustainability in practical way, acceptanding of the term “change”, especially on crisis periods, using history as a continuous school, ackknowledging the intangible heritage of each group while adopting the human scale of each destination. Via Egnatia trail could drive the destinations to the sustainable tourism development respecting the natural, the cultural, and the socio-economic environment using intelligent art of management,

respecting each other as a general relations philosophy. The destination management is the art of tourism science.

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Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

Appendixes

Appendix A – Questionnaire I

Questionnaire I

Subject: Destination Management for Small Scale Cities for sustainable tourism development. The case of Via Egnatia Cities

Introduction

Hello, my name is Evangelos Kiriakou I am a PhD candidate of University of Bitola / Faculty of Tourism and Hospitality in Ohrid and this survey will be part of my thesis. I would like to assure you that all the information you provide on this questionnaire will be kept completely anonymous, so you cannot be identified. Your participation is voluntary and you may refuse to answer the questionnaire if you don't feel comfortable with it.

I believe that Destination Management is a very important tool for tourism development and co-operation between public and private organizations among Via Egnatia cities around this natural, cultural, historical corridor. I would kindly ask for your help.

Section 1

Q.1.Are you fluent in English?

Yes

No

Q.2. Please state your identity.

- Tourist/Visitor
- Local citizen
- Local Authorities Representative & Professional
- Local business owner

Q.3. Gender

- Female
- Male

Q.4. Age

- 18-24
- 25-34
- 35-49
- 50-60
- > 60

Q.5. Please state your area.

- Edessa, GR & surroundings
- Ohrid, NMK & surroundings
- Korca, AL & surroundings

Other (City Name / Country)

Section 2

Please answer the following questions. In case that you are a visitor in the area, please complete only on the questions that you have an opinion about.

Q.6. Please indicate : Do you believe that Ancient Via Egnatia could affect as a key factor to your area revive attractiveness (as selected before)

		Strongly disagree \longrightarrow Strongly agree				
		1	2	3	4	5
1	Via Egnatia could affect as a key factor to the area revive attractiveness?					

Q.7. How Ancient Via Egnatia could connect destinations

- As a cultural heritage distinctive characteristic
- As a tool of competitiveness of each area
- As an networking and complementarity system for all destinations
- No possible connection

Q.8. How long do you live in the Via Egnatia corridor?

All of my life

Once in my life

Occasionally

Never

Please answer the following questions.

Q.9. Please rate the following factors regarding their importance for visiting cities in the corridor of Via Egnatia.

		at all \longrightarrow Very important				
		1	2	3	4	5
1	Information services					
2	Health services					
3	Telecommunication services					
4	Public safety					
5	Range of tourism services					
6	Quality of tourism infrastructure					

7	Food & gastronomy services					
8	Cultural recreational facilities					
9	Environmental recreational facilities					

Q.10. Please indicate to what extent do you agree with the following statements.

		Strongly disagree	→			Strongly agree
		1	2	3	4	5
1	Tourism is already a significant industry with net positive impacts for the area					
2	Tourism offers future economic development opportunities for this area					
3	Tourism has a net negative impact for this area					
4	Tourism is a burden on area's resources					
5	Tourism is a priority industry within this area					
6	There is good coordination of tourism responsibilities within the area					
7	It is important to develop tourism that provides or creates jobs locally					

Q.11. What do you consider to be the key tourism themes of the area? Please rate them from one to 1 to 8. (1 as your first choice)

Adventure

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

- Business
- Eco-tourism
- Food
- Heritage & Culture
- Sport
- Culture
- Entertainment & Relaxation

Q.12. What do you consider to be the key tourism attributes of the area? Please rate them from one to 1 to 8.

- Rural villages
- Entertainment
- Religion spots
- Natural spots
- Culture Heritage
- spots
- Prices-Shopping
- Healthy-Climate
- Gastronomy
- Options

Q.13. Please rate the following factors regarding their importance for a travel / holiday trip in the area.



Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

		1	2	3	4	5
1	Location					
2	Accessibility					
3	Value for money					
4	Experience					
5	Culture					
6	Natural characteristics					
7	Attractions					
8	Facilities					
9	Interaction with the locals					

Q.14. Please rate your satisfaction on the following factors

		at all \longrightarrow Very satisfied				
		1	2	3	4	5
1	Location					
2	Accessibility					
3	Value for money					
4	Experience					
5	Culture					
6	Natural characteristics					

7	Attractions					
8	Facilities					
9	Interaction with the locals					

Q.15. How competitive do you find your area on tourism terms?

Not competitive at all
 2
 3
 4
 Very competitive

Q.16. Please state your opinion regarding of tourist resources in the area.

		Strongly disagree → Strongly agree				
		1	2	3	4	5
1	Tourism resources in the city are many and varied.					
2	Tourism resources in the city need to be maintained and developed.					
3	Tourism products in the city are many and varied.					
4	There is a high quality of tourism products in the city					
5	Tourism resources are distributed on a regular basis within the area					
6	Destination needs strong tourist information system for the cultural and natural environment recourses					

Q.17. Please state your perceptions toward tourism in the area.

		Strongly disagree \longrightarrow Strongly agree				
		1	2	3	4	5
1	Provide jobs and improve living standards and resettlement of the population within the city.					
2	Will develop the environmental, historical and cultural heritage of the city.					
3	Provide entertainment, increasing the green areas, parks and protected areas and improves the available infrastructure.					
4	Leads on rational use of resources, and the reduction of pollution in its various forms					
5	Leads to the entry of new products to the market and the stability of the general prices					
6	Makes the local population open to new cultures					

Q.18. Please state your level of involvement on tourism in the area.

		Strongly disagree \longrightarrow Strongly agree				
		1	2	3	4	5
1	Participation is a fundamental pillar of the tourism industry and leads to its sustainability.					
2	Participation leads to better results.					
3	I am ready to connect and cooperate with other stakeholders in order to achieve sustainable tourism development.					
4	I want to participate in the tourist management of the City.					

Q.19. Please rate the following statements

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
I would like to be integrated into decisions made for the destination.					
I think it is important to collaborate with tourism-related organisations.					
I feel well informed about decisions made for the destination.					
I experience that local opinions are overlooked.					

Q.20. Please rate the following tourism factors regarding their contribution on your quality of life.

		Not important at all \longrightarrow Very important				
		1	2	3	4	5
1	Economic effects of tourism					
2	Social effects of tourism					
3	Cultural effects of tourism					
4	Physical impact of tourism					

Q.21. Please state your satisfaction from the effects of tourism on the quality of your life.

Not satisfied at all
 2
 3
 4
 Very satisfied

Q.22. How attractive do you find your living environment?

Not attractive at all
 2
 3
 4
 Very attractive

Q.23. Please choose one of the following statements.

- Sustainable tourism is maintaining the economy of a destination.
- Sustainable tourism is the balance of social, economic and environmental aspects of a destination.

Q.24. Please rate the following statements.

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
The tourism industry has a positive impact on the development of the destination.					
Sustainability is a major topic in the tourism industry.					


Q.25. Please rate the following statements

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
Marketing and a strong brand are important for a destination.					
Sustainability is important for the development of a destination.					
Locals should be involved in the marketing process of a destination.					
Locals have a high impact on how tourists experience a destination.					


Q.26. Please state your opinion regarding environmental attributes

		Strongly disagree \longrightarrow Strongly agree				
		1	2	3	4	5
1	Maintenance of natural resources is essential to keeping the ecological balance.					
2	The application of regulatory and environmental standards is important in order to reduce the negative impacts of tourism.					
3	Attention should be given to the environment and its preservation for future generations.					
4	Sustainable tourism development should have limits.					
5	Tourists should be willing to pay more for the tourism projects that respect the environment.					
6	Protection of flora and fauna should be more important than the provision of recreational opportunities.					

Q.27. Please state your opinion regarding economic attributes.

		Strongly disagree  Strongly agree				
		1	2	3	4	5
1	It is important to purchase local products and use local services.					
2	Visiting protected areas should not be free.					
3	A balance should exist between the needs of tourists and the needs of the local community.					
4	Tourists should be treated equally					
5	Tourism projects should be encouraged by taxes reduction and other financial motives					

Q.28. Please state your opinion regarding social attributes.

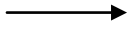
		Strongly disagree  Strongly agree				
		1	2	3	4	5
1	I feel safe when interacting with tourists / locals					
2	Local residents and tourists should be treated equally					
3	Tourists should respect the values and culture of the local residents.					
4	Hosting & managing tourists needs wide continuing non formal education in quality services					

5	Education is the effective tool for professional destination & business tourism management					
----------	--	--	--	--	--	--

Q.29. Please state your opinion regarding the support for sustainable tourism development in the area.

I support the sustainable tourism development in the area:		Strongly disagree → Strongly agree				
		1	2	3	4	5
1	As a result of the availability of tourism resources in the city.					
2	Because tourism leads to positive change in people's lives.					
3	Tourism leads on an increase of the sense of loyalty by participating in tourism projects					
4	Tourism contributes to the preservation of the environment in general and the continuous improvement and development					
5	Tourism leads to a higher standard of living in general					
6	Tourism contributes on spreading different cultures among people					

Q.30. What are the main drivers for sustainable tourism?

		Strongly disagree  Strongly agree				
		1	2	3	4	5
1	Empowering local communities and supporting their priorities and demands					
2	Offering tourists a greater authenticity in their experiences					
3	Participation and collaboration of all public and private actors involved in tourism activities					
4	Empowering local communities in decision-making processes and collaborate with them					
5	Strengthening well-being, education, equality and fairness by taking local priorities and demands into account					
6	Fostering local economic development, job creation and income					
7	Creating awareness for local customs, culture and values					
8	Protecting and conserving local resources, biodiversity and ecosystems					
9	Protecting and conserving indigenous communities, livelihoods, culture, heritage and identity					
10	Decreasing and balancing environmental impacts (e.g. CO ₂ -emissions, water and land usage, pollution)					
11	Strengthening urban renewal and rural development and reducing regional imbalances					

12	Increasing the destination's competitiveness and presence on international level					
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Q.31. What are the main barriers for sustainable tourism? Please select one or more answers.

		Strongly disagree → Strongly agree				
		1	2	3	4	5
1	Lack of information about sustainability					
2	Lack of understanding the importance of sustainability					
3	Insufficient regulations and policies					
4	Weak enforcement of regulations and policies					
5	Insufficient support by public authorities and tourism-related companies					
6	Lack of transparency in decisions made by authorities and tourism-related companies					
7	Enforcement of economic competition and growth					
8	Lack of sustainable tourism offers					
9	Lack of sustainable tourism demands					
10	Insufficient and inconsistent marketing of sustainable tourism					
11	Too many confusing terms (e.g. responsible tourism, cultural tourism, eco-tourism) to understand differences					

12	Contrarious development of local priorities and the tourism sector					
13	Insufficient cooperation among local businesses and communities and the tourism industry					
14	Lack of understanding of the destination management importance					
15	Insufficient education level among professionals in communities stakeholders					

Section 3

Q.32. Please rate the following statements regarding Health & Safety

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
The tourism industry has a positive impact on the public health development systems of the destination.					
Sustainability is a major topic in the tourism industry only if the public health system could guarantee a safe destination.					

Q.33. Please rate the following statements

		Strongly disagree \longrightarrow Strongly agree				
		1	2	3	4	5
1	Destination Management must reflect to Health Trust					
2	Health facilities offers future economic development opportunities for this area					
3	Health conditions has a net negative impact for this area					
4	Health conditions is a burden on area's resources					
5	Crisis management is a crucial part of destination					

	management					
6	Destinations need networking to solve problems as crisis responsibilities as development					
7	Crisis management need humanity & solidarity commitment support as a part of Destination Management Process					
8	Crisis management need Destination Resilience as a part of Destination Management Process					
9	Crisis management need Strong Leadership as a part of Destination Management Process					
10	Destination Management is a part of the local society development process					

Section 4

Q.34. Try to define your place/territory/region/neighborhood in 5 key words : *

Find 3 aspects (natural, cultural, products etc) that make your place different from others.

Q.35. Cultural Values & Traditions - Give 3 key values and/or traditions of your local community.

Q.36 Cultural Values & Traditions - What those 3 values and/or traditions mean for you?

	Very Weak	Weak	Average	Intense	Very intense
Pride					
Do not care					
Fear of losing them					
Obstacle of self-development					
Asset for self-development					
Business opportunity					

Q.37. Sense of Belonging – Rate the efforts for improving local community values and identity?

	Very Weak	Weak	Average	Intense	Very intense
Local Authorities					
Community					
Stakeholders					
Entrepreneurs					

Q.38. Sense of Belonging - Rate the question statements

	Very Weak	Weak	Average	Intense	Very intense
What is the relationship status between your local community and its values and identity?					
Is there a cooperative and collaborative relationship between members of your local community?					
How would you rate your involvement in your community?					

Q.39. Local Products - List 3 local specialities that represent the local identity and that are able to transmit values of the local community.

Q.40. Local Products - Are identity values of your place expressed through those 3 local typical products? (= is there a strong link between the product and its place of origin?).

	Very Weak	Weak	Average	Intense	Very intense
Local Authorities					
Community					
Stakeholders					

Entrepreneurs					
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Q.41. Local Products as a potential culture tourism opportunity

	Very Weak	Weak	Average	Intense	Very intense
Do local companies consider the local typical products as a potential culture tourism opportunity to find a competitive space against outside markets?					

Q.42. Local Policies

	Very Weak	Weak	Average	Intense	Very intense
Is the local government supporting the local production as a way to strengthen the local identity (and vice-versa)?					
How Negative is the relationship between the locals and tourism?					
How Positive is the relationship between the locals and tourism?					

Is your place facing gentrification (= when locals need to leave their place because life costs increase) ?					
Have local people been already forced to leave this area in the past?					
Do you think that small scale societies (small cities, villages) could link each other via networking					

1. Please write your email if you want to be informed for the results of the survey

Mail address

Thank you for your participation!!!

Appendix B – Questionnaire II - Interview

Subject: Destination Management for Small Scale Cities for sustainable tourism development. The case of Via Egnatia Cities

INTRODUCTION

Hello, my name is Evangelos Kiriakou I am a PhD candidate of University of Bitola / Faculty of Tourism & Hospitality in Ohrid and this survey will be part of my thesis “Destination Management for Small Scale Cities for sustainable tourism development. The case of Via Egnatia Cities (Ohrid, Korce, Edessa). I would like to assure you that all the information you provide on this questionnaire will be kept completely anonymous, if you want.

INTERVIEW

- I have been fully informed by the detailed information letter about the project and its scientific purpose. I have fully understood the purpose of my participation and I consent to this interview

- I grant my permission to use my interview by Mr.Evangelos Kiriakou as part of his Phd Research at UKLO/FTU Ohrid for the analysis of oral recordings and I consent to my interview to be used for further purposes of tourism science research of academic and scientific activities, in particular for the writing of articles for lectures and announcements.

- I have understood all matters relating to the protection of personal and sensitive personal data, their collection, and processing as well as my rights of access, correction, completion, portability, deletion, restriction or objection.

- I understand that my interview will be saved, while my answers as well as my personal data will be stored following special security requirements.

- I understand that my interview will be recorded

Special issues of Informed Consent (*) circle selection

I consent that my interview will be used for further purposes of tourism science research and academic and scientific activities especially for writing articles for lectures and announcements.

- By using my personal data
- by using a pseudonym (anonymous)

Narrator	Phd C Researcher
Contact Details	Contact Details
	Mr.Evangelos Kiriakou Phd C, UKLO / FTU Ohrid +30 6944884141 v.kiriakou.edessacity@gmail.com Supervisor : Saso Korunovski / Professor
	Date

Q1 SECTION A: Sustainable management	
A(a) Management structure and framework	A1 Destination management responsibility A2 Destination management strategy and action plan A3 Monitoring and reporting
A(b) Stakeholder engagement	A4 Enterprise engagement and sustainability standards A5 Resident engagement and feedback A6 Visitor engagement and feedback A7 Promotion and information

<p>A(c) Managing pressure and change</p>	<p>A8 Managing visitor volumes and activities A9 Planning regulations and development control A10 Climate change adaptation A11 Risk and crisis management</p>
<p>Q2 SECTION B: Socio-economic sustainability</p>	
<p>B(a) Delivering local economic benefits</p>	<p>B1 Measuring the economic contribution of tourism B2 Decent work and career opportunities B3 Supporting local entrepreneurs and fair trade</p>
<p>B(b) Social wellbeing and impacts</p>	<p>B4 Support for community B5 Preventing exploitation and discrimination B6 Property and user rights B7 Safety and security B8 Access for all</p>
<p>Q3 SECTION C: Cultural sustainability</p>	
<p>C(a) Protecting cultural heritage</p>	<p>C1 Protection of cultural assets C2 Cultural artifacts C3 Intangible heritage C4 Traditional access C5 Intellectual property</p>

C(b) Visiting cultural sites	C6 Visitor management at cultural sites C7 Site interpretation
Q4 SECTION D: Environmental sustainability	
D(a) Conservation of natural heritage	D1 Protection of sensitive environments D2 Visitor management at natural sites D3 Wildlife interaction D4 Species exploitation and animal welfare
D(b) Resource management	D5 Energy conservation D6 Water stewardship D7 Water quality
D(c) Management of waste and emissions	D8 Wastewater D9 Solid waste D10 GHG emissions and climate change mitigation D11 Low-impact transportation D12 Light and noise pollution

Q5 SECTION E: Networking	
Internal destination background(a)	<p>E1 Try to define your place/territory/region/neighborhood in 5 key words :</p> <p>E2 Find 3 aspects (natural, cultural, products etc) that make your place different from others.</p> <p>E3 Cultural Values & Traditions - Give 3 key values and/or traditions of your local community.</p> <p>E4 Ancient Via Egnatia connected Constantinople and Adriatic sea during Roman and post-Byzantine era. How deep is the real long-standing historical and cultural connection among regions, in a future EU environment perspective</p>
External Networking(b)	<p>E5 Were there any particular collaborations developed with the neighboring regions with regards to tourism and destination branding, image or coherent strategy?</p> <p>E6 Are the managers of the heritage sites involved in the process of promotion or development of the key attractions as a part of the regional tourism strategy or the clustering or the cross border co-operation?</p> <p>E7 One of the key points for region's tourism potential is to develop more effective linkages and synergies. A critical factor for success is to align all elements to the destination strategic offerings. This requires coordination and cooperation. Is there sufficient effort to ensure success of tourism clustering activities,</p>

Destination Management for Small Scale Cities for sustainable tourism development.
The case of Via Egnatia Cities

	<p>with committed, high level, long-term joint governance /business /labor leadership?</p> <p>E8 What are the key activities proposed for the next 10 years?</p>
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Appendix C – The Model Phryctoria v.1.00

Sustainable Tourism Destination Management and Development System, Phryctoria
v.1.00

[The Model](#) (Click to Open and ready to use) or
<https://forms.gle/BWqLQE6EWEsGfzVc9>

Phryctoria v.1.00 Sustainable Tourism Destination Management and Development System,	
EL	EN
Ερωτήσεις	Questions
Ναι=10, Όχι=0	Yes=10. No=0
A.1 Στο Καταστατικό ή σε άλλο έγγραφο του Φορέα/Επιχείρησης υπάρχει αναφορά για σαφή σύνθεση διοίκησης, οργανόγραμμα και βασική λειτουργία σε ετήσια βάση; *	A.1 Is there a reference in the Articles of Association or in another document of the Institution / Organization/Entity for a clear composition of management, organization chart and basic operation on an annual basis? *
A.2 Υπάρχει ετήσιο χρηματοδοτικό σχέδιο, προϋπολογισμός και προβλέψεις για τρέχουσες και μελλοντικές πηγές χρηματοδότησης; *	A.2 Is there an annual financing plan, budget and forecasts for current and future sources of funding? *
A.3 Ο Οργανισμός ανήκει σε άλλα δίκτυα ή φορείς με δεσμεύσεις; *	A.3 Does the Organization belong to other networks or bodies with commitments? *
A.4 Ο Οργανισμός απασχολεί μόνιμο ή με σύμβαση προσωπικό με εμπειρία στην διαχείριση; *	A.4 Does the Organization employ permanent or contract staff with management experience? *
A.5 Υπάρχουν Κατευθυντήριες γραμμές και διαδικασίες διαχείρισης, οι οποίες αποδεικνύουν την ευαισθητοποίηση και την τήρηση των αρχών αειφορίας και προστασίας του περιβάλλοντος; *	A.5 Are there Guidelines and management procedures that demonstrate awareness and compliance with the principles of sustainability and environmental protection? *
A.6 Υπάρχει δημοσιευμένο σε εφημερίδα/site κ.λπ. έγγραφο που να καθορίζει την στρατηγική, την στάση ή τους στόχους του φορέα/επιχείρησης; *	A.6 Is there a document published in a newspaper / site etc. that defines the strategy, attitude, or goals of the organization / business? *
A.7 Η στρατηγική/σχέδιο και οι στόχοι του	A.7 Is the Organization, business/ strategy

<p>Οργανισμού είναι σαφώς ορατά και διαθέσιμα on-line; *</p> <p>A.8 Ο Οργανισμός διαβουλεύεται με τα μέλη του ή ζητάει τις γνώμες των πελατών του ή επιδιώκει και ανταποκρίνεται στις αναφορές τους; *</p> <p>A.9 Υπάρχει Αναφορά στις αρχές αειφορίας και αξιολόγηση της βιωσιμότητας των ζητημάτων κινδύνου και απειλών στο σχέδιο δράσης του Φορέα/Επιχείρησης; *</p> <p>A.10 Υπάρχει αναφορά στο σχέδιο στρατηγικής/δράσης για την ευρύτερη πολιτική αειφόρου ανάπτυξης σχετιζόμενη με κάποιους στόχους της βιώσιμης ανάπτυξης της Agenda 2030; *</p>	<p>plan and objectives clearly visible and available online? *</p> <p>A.8 Does the Organization consult with its members or seek the opinions of its clients or seek and respond to their reports? *</p> <p>A.9 Is there a reference on sustainability principles and an assessment of the sustainability of risk and threat issues in the Organization / Company action plan? *</p> <p>A.10 Is there a reference to the strategy / action plan for the broader sustainable development policy related to some of the Agenda 2030 sustainable development goals? *</p>
<p>A.11 Ο Οργανισμός έχει προσδιορίσει ποσοτικά κοινωνικούς-οικονομικού-πολιτιστικούς και περιβαλλοντικούς δείκτες και στόχους; *</p> <p>A.12 Ο Οργανισμός έχει κάνει μετρήσεις σε σχέση με αυτούς τους δείκτες, με αποτελέσματα που καταγράφονται και δημοσιεύονται τουλάχιστον ετησίως; *</p> <p>A.13 Ο Οργανισμός διατηρεί τεκμηρίωση παρακολούθησης και αναφοράς δράσεων και αποτελεσμάτων; *</p> <p>A.14 Ο Οργανισμός λαμβάνει υπόψη το σύστημα παρακολούθησης για μελλοντικές αναθεωρήσεις σχεδίων και αξιολογήσεις για δική του εσωτερική βελτίωση; *</p> <p>A. Διαχείριση Φορέα / Επιχείρησης / Ομάδας & Ανθρώπινοι πόροι- Αποτελεσματικότητα διαχειριστικής επάρκειας της αειφορίας</p> <p>A.15 Ο Οργανισμός παρακολουθεί τα σχόλια</p>	<p>A.11 The Organization has quantified socio-economic-cultural and environmental indicators and objectives: *</p> <p>A.12 Has the Organization made measurements in relation to these indicators, with results that are recorded and published at least annually? *</p> <p>A.13 Does the Organization maintains documentation of monitoring and reporting of actions and results? *</p> <p>A.14 Does the Organization consider the monitoring system for future project reviews and evaluations for its own internal improvement? *</p> <p>A. Management of Organization / Business / Team & Human Resources - Sustainability management efficiency effectiveness</p> <p>A.15 The Organization monitors guest /</p>

<p>των επισκεπτών/πελατών (και άλλων μηχανισμών μέτρησης γνώμης). Μπορεί αν ζητηθεί να το αποδείξει; *</p> <p>A.16 Ο Οργανισμός οργανώνει ή συμμετέχει σε έρευνες επισκεπτών (και άλλων μηχανισμών μέτρησης γνώμης) σε θέματα αιεφορίας.. Μπορεί αν ζητηθεί να το αποδείξει; *</p> <p>A.17 Ο Οργανισμός έχει αποδεικτικά στοιχεία των δράσεων που ελήφθησαν ως ανταπόκριση στα σχόλια επισκεπτών. Μπορεί αν ζητηθεί να το αποδείξει; *</p> <p>A.18 Ο Οργανισμός έχει αποδεικτικά στοιχεία ότι ζητάει τα σχόλια επισκεπτών και ότι τα σχόλια αυτά οδηγούν σε αλλαγή στάσης. Μπορεί αν ζητηθεί να το αποδείξει; *</p> <p>A.19 Ο Οργανισμός υλοποιεί πρόγραμμα με έγκυρη ακριβείας προώθηση – προβολή; *</p> <p>A.20 Τα υλικά προώθησης του Οργανισμού και οι επικοινωνίες μάρκετινγκ είναι επακριβή και διαφανή για τον οργανισμό τα προϊόντα ή τις υπηρεσίες του, συμπεριλαμβανομένων των στοιχείων σχετικά με την περιοχή και την αιεφορία ; *</p>	<p>customer feedback (and other opinion measurement mechanisms). Can he prove it if requested? *</p> <p>A.16 The Organization organizes or participates in visitor surveys (and other opinion measurement mechanisms) on sustainability issues. Can he prove it if requested? *</p> <p>A.17 The Organization has evidence of the actions taken in response to visitor feedback. Can he prove it if requested? *</p> <p>A.18 The Organization has evidence that it requests visitor feedback and that such feedback leads to a change of attitude. Can he prove it if requested? *</p> <p>A.19 Does the Organization implement a program with valid precision promotion – projection? *</p> <p>A.20 Does the Organization's promotional materials and marketing communications are accurate and transparent to the organization's products or services, including area and sustainability information? *</p>
<p>A.21 Ο Οργανισμός και οι επικοινωνίες μάρκετινγκ δεν υπόσχονται περισσότερα από αυτά που μπορούν να προσφέρουν ... *</p> <p>A.22 Ο Οργανισμός υιοθετεί πρότυπα εταιρικής δέσμευσης και αιεφορίας ενημερώνοντας τακτικά το εσωτερικό του περιβάλλον (συνεργάτες, προμηθευτές, εργαζόμενους, μέλη) σχετικά με θέματα αιεφορίας, και στηρίζει την ενθάρρυνση στο να καταστήσουν τις δραστηριότητές τους πιο αιεφόρες, πιο βιώσιμες. *</p>	<p>A.21 The organization and marketing communications do not promise more than they can offer... *</p> <p>A.22 The Organization adopts standards of corporate commitment and sustainability by regularly updating its internal environment (partners, suppliers, employees, members) on sustainability issues, and supports encouragement to make their activities more sustainable. *</p>

<p>A.23 Ο Οργανισμός προωθεί την υιοθέτηση των προτύπων αειφορίας, την προώθηση της εφαρμογής των κριτηρίων του κοινού προτύπου-πλαίσιου αειφορίας έχοντας κάνει ανάλυση εκτίμησης κινδύνων (oiraproject.eu) ... *</p> <p>A.24 Ο Οργανισμός προωθεί την λίστα δημοσιοποίησης των πιστοποιημένων φορέων/επιχειρήσεων αειφορίας αποδεχόμενος ότι αποτελεί μέρος ενός δικτύου το οποίο συνολικά επηρεάζει την ταυτότητα ενός ολόκληρου προορισμού. *</p> <p>A.25 Ο Οργανισμός επιτρέπει και προωθεί τη ενεργητική συμμετοχή του κοινού στον αειφόρο σχεδιασμό και τη διαχείριση. Ο Οργανισμός έχει ή στηρίζει ένα σύστημα καταγραφής και παρακολούθησης για την ενίσχυση την τοπικής κατανόησης των ευκαιριών και των προκλήσεων του αειφόρου τουρισμού ... *</p> <p>A.26 Ο Οργανισμός διαθέτει ενημερωτικό υλικό προώθησης και ενημέρωσης των επισκεπτών σχετικά με τον ίδιο την ταυτότητα του και την διασύνδεσή του με τον προορισμό και είναι ακριβές όσον αφορά τα προϊόντα, τις υπηρεσίες και τις απαιτήσεις αειφορίας. Τα μηνύματα αγοράς ή συμμετοχής και άλλες επικοινωνίες αντικατοπτρίζουν τις αξίες και την προσέγγιση στην βιωσιμότητα και αντιμετωπίζουν τις τοπικές κοινότητες των ανθρώπων, την πολιτισμική κληρονομία και το φυσικό απόθεμα με σεβασμό. *</p> <p>A. Διαχείριση Φορέα / Επιχείρησης / Ομάδας & Ανθρώπινοι πόροι - Διαχείριση της πίεσης και της αλλαγής</p> <p>A.27 Ο Οργανισμός διαθέτει ένα σύστημα διαχείρισης επισκεπτών το οποίο εξετάζεται τακτικά. Λαμβάνονται μέτρα για την παρακολούθηση και διαχείριση του όγκου</p>	<p>A.23 The Organization promotes the adoption of sustainability standards, the promotion of the application of the criteria of the common sustainability framework model by conducting a risk assessment analysis (oiraproject.eu)... *</p> <p>A.24 The Organization promotes the disclosure list of certified sustainability organizations / companies by acknowledging that it is part of a network that affects the identity of an entire destination. *</p> <p>A.25 The Organization enables and promotes the active participation of the public in sustainable planning and management. The Organization has or supports a recording and monitoring system to enhance the local understanding of the opportunities and challenges of sustainable tourism ... *</p> <p>A.26 The Organization has information to promote and inform visitors about its own identity and connection to the destination and is accurate in terms of products, services, and sustainability requirements. Market or participation messages and other communications reflect values and the approach to sustainability and treat local people's communities, cultural heritage, and natural resources with respect. *</p> <p>A. Organization / Business / Team Management & Human Resources - Pressure and Change Management</p> <p>A.27 The Organization has a visitor</p>
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<p>και των δραστηριοτήτων των επισκεπτών και για τη μείωση ή την αύξησή τους ανάλογα με τις ανάγκες σε συγκεκριμένες χρονικές στιγμές και σε ορισμένες περιοχές, με σκοπό την εξισορρόπηση των αναγκών της τοπικής οικονομίας, της κοινότητας, της πολιτισμικής κληρονομιάς και του περιβάλλοντος. *</p> <p>A.28 Ο Οργανισμός ακολουθεί τις κατευθυντήριες γραμμές, τους κανονισμούς ή/και πολιτικές σχεδιασμού που ελέγχουν τη θέση και τη φύση της βιώσιμης ανάπτυξης, απαιτούν περιβαλλοντική, οικονομική και κοινωνικό-πολιτισμική αξιολόγηση των επιπτώσεων και ενσωματώνουν την αειφορική χρήση γης, το σχεδιασμό και τις κατασκευές με βάση την ισχύουσα νομοθεσία. *</p> <p>A.29 Ο Οργανισμός προσδιορίζει τους κινδύνους και τις ευκαιρίες που σχετίζονται με την κλιματική αλλαγή. Οι στρατηγικές προσαρμογής στην αλλαγή του κλίματος επιδιώκονται για την τοποθέτηση, το σχεδιασμό, την ανάπτυξη και τη διαχείριση τουριστικών και λοιπών εγκαταστάσεων. Πληροφορίες για την συμβολή του φορέα στις προβλεπόμενες κλιματικές αλλαγές, τους συναφείς κινδύνους και τις μελλοντικές συνθήκες παρέχονται στους κατοίκους, και τους επισκέπτες. *</p> <p>A.30 "Ο Οργανισμός έχει ένα σχέδιο μείωσης κινδύνου, διαχείρισης κρίσεων και έκτακτης ανάγκης που είναι κατάλληλο για την κλίμακά του. Τα βασικά στοιχεία επικοινωνούνται στους κατοίκους και τους επισκέπτες. Διαδικασίες και πόροι καθορίζονται για την εφαρμογή του σχεδίου και ανανεώνονται τακτικά. Ο Οργανισμός δεσμεύεται να ασχολείται με τον σχεδιασμό του αειφόρου τουρισμού και την διαχείριση προορισμού, εφόσον υπάρχουν τέτοιες ευκαιρίες και δυνατότητες συμμετοχής και διαβούλευσης." *</p>	<p>management system which is regularly reviewed. Measures are taken to monitor and manage the volume and activities of visitors and to reduce or increase them as needed at specific times and in certain areas, in order to balance the needs of the local economy, community, culture heritage and the environment. *</p> <p>A.28 The Organization follows guidelines, regulations and / or planning policies that control the location and nature of sustainable development, require environmental, economic, and socio-cultural impact assessments, and integrate sustainable land use, planning and constructions based on current legislation. *</p> <p>A.29 The Organization shall identify the risks and opportunities associated with climate change. Climate change adaptation strategies are sought for placement, design, development and management of tourism and other facilities. Information on the Organization's contribution to projected climate change, related risks and future conditions is provided to residents, and visitors. *</p> <p>A.30 "The Organization has a risk reduction, crisis management and emergency plan appropriate to its scale. The key elements are communicated to residents and visitors. Procedures and resources are established for the implementation of the plan and are regularly updated. The Organization is committed to the design of sustainable tourism and destination management, provided there are such opportunities and</p>
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	opportunities for participation and consultation. " *
<p>B. Κριτήρια Ποιότητας/Αειφορίας, Βιώσιμη Σχέση με το Φυσικό Περιβάλλον (30%)</p> <p>Οι πληροφορίες που παρέχονται θα χρησιμοποιηθούν αμιγώς για την επεξεργασία του αιτήματός για την παραχώρηση χρήσης του σήματος Ποιότητας-Αειφορίας με την διαδικασία της Αυτοαξιολόγησης/Αξιολόγησης. Δίπλα σε κάθε απάντηση υπάρχουν οι βαθμοί ανάλογα με την απάντηση. Στην φάση Β' της αξιολόγησης θα χρειαστεί να τεκμηριωθεί με έγγραφα ή ηλεκτρονικά η τεκμηρίωση των απαντήσεων.</p> <p>B. Βιώσιμη Σχέση με το Φυσικό Περιβάλλον- Διατήρηση της φυσικής κληρονομιάς</p> <p>B.1 Ο Οργανισμός απαιτείται να έχει ή προσπαθεί να παρακολουθήσει ένα σύστημα, μέτρησης και αντίδρασης στις επιπτώσεις των δράσεων από την δραστηριότητά του στο φυσικό περιβάλλον, τη διατήρηση των οικοσυστημάτων, των οικοτόπων και των ειδών, και την πρόληψη της εισαγωγής και της εξάπλωσης των χωροκατακτητικών ξένων ειδών. *</p> <p>B.2 Ο Οργανισμός λαμβάνει μέτρα για την αποφυγή της εισαγωγής χωροκατακτητικών ειδών. Τα αυτόχθονα είδη χρησιμοποιούνται για την διαμόρφωση χώρων και τοπίων και την αποκατάσταση όπου αυτό είναι εφικτό, ιδιαίτερα σε φυσικά τοπία. *</p> <p>B.3 Ο Οργανισμός ενθαρρύνει να χρησιμοποιούνται τα αυτόχθονα είδη για την διαμόρφωση χώρων και τοπίων και την αποκατάσταση όπου αυτό είναι εφικτό, ιδιαίτερα σε φυσικά τοπία; *</p>	<p>B. Quality / Sustainability Criteria, Sustainable Relationship with the Natural Environment (30%)</p> <p>The information provided will be used solely for the processing of the request for the granting of the use of the Quality-Sustainability signal through the Self-Evaluation / Evaluation process. Next to each answer there are points depending on the answer. In phase B 'of the evaluation, the documentation of the answers will need to be documented in documents or electronically.</p> <p>B. Sustainable Relationship with the Natural Environment - Preservation of the natural heritage</p> <p>B.1 The Organization is required to have or is seeking to have a system in place to measure and respond to the effects of its activities on the natural environment, the conservation of ecosystems, habitats and species, and the prevention of the introduction and spread of invasive alien species. *</p> <p>B.2 The Organization takes measures to avoid the import of invasive species. Indigenous species are used for landscaping and restoration where possible, especially in natural landscapes. *</p> <p>B.3 Does the Organization encourage the use of indigenous species for landscaping and restoration where possible, especially in natural landscapes? *</p>

<p>B.4 Ο Οργανισμός / Επιχείρηση, όταν διαχειρίζεται επισκέπτες σε φυσικούς χώρους, φροντίζει / έχει ή θέλει να διαμορφώσει ένα σύστημα διαχείρισης των επισκεπτών εντός και γύρω από φυσικές τοποθεσίες, το οποίο λαμβάνει υπόψη τα χαρακτηριστικά, την ικανότητα και την ευαισθησία τους και επιδιώκει να βελτιστοποιήσει τη ροή επισκεπτών και να ελαχιστοποιήσει τις δυσμενείς επιπτώσεις; *</p> <p>B.5 Υπάρχουν οδηγίες για τη συμπεριφορά των επισκεπτών σε ευαίσθητους χώρους και εκδηλώσεις που διατίθενται στους επισκέπτες, πριν και κατά τη διάρκεια της επίσκεψης. Ο οργανισμός / επιχείρηση ακολουθεί κατάλληλη καθοδήγηση για την διαχείριση και την προώθηση των επισκέψεων σε φυσικά αξιοθέατα ώστε να ελαχιστοποιεί τις αρνητικές επιπτώσεις και να μεγιστοποιεί την εκπλήρωση των προσδοκιών των επισκεπτών. *</p> <p>B. Βιώσιμη Σχέση με το Φυσικό Περιβάλλον- Διαχείριση φυσικών πόρων</p> <p>B.6 Υπάρχει πληροφόρηση όπου υφίσταται αλληλεπίδραση της άγριας ζωής που εξασφαλίζει τη συμμόρφωση με τοπικούς, εθνικούς και διεθνείς νόμους και πρότυπα για αλληλεπιδράσεις άγριων ζώων. Οι αλληλεπιδράσεις με την άγρια ζωή, λαμβανομένων υπόψη των σωρευτικών επιπτώσεων, οφείλουν να είναι μη επεμβατικές και υπεύθυνες, προκειμένου να υπάρχει αποφυγή δυσμενών επιπτώσεων στα σχετικά ζώα και να εξασφαλίζεται η βιωσιμότητα και συμπεριφορά άγριων πληθυσμών; *</p> <p>B.7 Ο Οργανισμός στηρίζει την νόμιμη εκμετάλλευση ειδών και καλή μεταχείριση των ζώων μέσα από ενημέρωση και στηρίζει το σύστημα που εξασφαλίζει τη συμμόρφωση με τοπικούς, εθνικούς και</p>	<p>B.4 When managing visitors to natural sites, the Organization / Business takes care of / has or wants to form a management system of visitors in and around natural sites, which takes into account their characteristics, ability and sensitivity and seeks to optimize the flow of visitors and minimize adverse effects? *</p> <p>B.5 There are instructions for the behavior of visitors in sensitive areas and events available to visitors, before and during the visit. The organization / business follows appropriate guidance for the management and promotion of visits to natural attractions in order to minimize the negative effects and maximize the fulfillment of the expectations of the visitors. *</p> <p>B. Sustainable Relationship with the Natural Environment - Management of natural resources</p> <p>B.6 There is information on wildlife interaction that ensures compliance with local, national, and international laws and standards for wildlife interactions. Should wildlife interactions, considering the cumulative effects, be non-invasive and responsible in order to avoid adverse effects on the animals concerned and to ensure the viability and behavior of wildlife? *</p> <p>B.7 The Organization supports the legal exploitation of species and the welfare of animals through information and supports the system that ensures compliance with local, national, and international laws and standards that seek to ensure the welfare and</p>
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<p>διεθνείς νόμους και πρότυπα που επιδιώκουν να εξασφαλίσουν την καλή μεταχείριση και τη διατήρηση των ειδών και της βιοποικιλότητας (ζώα, φυτά και όλους τους ζώντες οργανισμούς). Αυτό περιλαμβάνει τη συγκομιδή ή τη σύλληψη, το εμπόριο, την προβολή και την πώληση ειδών άγριων ζώων/φυτών και των προϊόντων τους. Κανένα είδος άγριου ζώου δεν αποκτάται, εκτρέφεται ή φυλάσσεται σε αιχμαλωσία, εκτός από τα εξουσιοδοτημένα και κατάλληλα εξοπλισμένα άτομα και για τις κατάλληλα ελεγχόμενες δραστηριότητες. Ο χειρισμός όλων των άγριων ζώων και η στέγαση, φροντίδα των κατοικίδιων ζώων ανταποκρίνονται στα υψηλότερα πρότυπα καλής διαβίωσης. *</p> <p>B.8 Ο Οργανισμός στηρίζει την διατήρηση της βιοποικιλότητας υποστηρίζοντας την κατάλληλη διαχείρισης της τοποθεσίας / εγκατάστασης του ... Ιδιαίτερη προσοχή δίδεται στις φυσικές προστατευόμενες περιοχές και στις περιοχές υψηλής αξίας βιοποικιλότητας. Οποιαδήποτε διατάραξη των φυσικών οικοσυστημάτων ελαχιστοποιείται, αποκαθίσταται, και υπάρχει μια αντισταθμιστική συμβολή για την διαχείριση της διατήρησης. *</p> <p>B.9 Η διαχείριση πόρων και η ορθολογική διαχείριση ενέργειας αποτελεί συστατικό στοιχείο του Κοινού Πρότυπου Πλαισίου Αειφορίας. Κάθε Οργανισμός οφείλει να έχει στόχους τη μείωση της κατανάλωσης ενέργειας, βελτίωσης της αποτελεσματικότητας της χρήσης της, καθώς και την αύξηση της χρήσης ανανεώσιμων πηγών ενέργειας. Ο Οργανισμός έχει ένα σύστημα που μετρά, παρακολουθεί, μειώνει τις καταναλώσεις και αναφέρει δημοσίως τη συμβολή του σε αυτούς τους στόχους ...; *</p> <p>B.10 Οργανισμός συμβάλει θετικά στην διαχείριση του νερού με ενθάρρυνση δράσεων και πρωτοβουλιών που μετρούν, παρακολουθούν, και αναφέρουν δημοσίως τα</p>	<p>conservation of species and biodiversity (animals, plants, and all living organisms). This includes harvesting or capturing, trading, promoting, and selling wildlife / plant species and their products. No wildlife species is acquired, bred, or kept in captivity, except for authorized and properly equipped individuals and for properly controlled activities. The handling of all wild animals and the housing, care of pets meet the highest standards of well-being. *</p> <p>B.8 The Organization supports the conservation of biodiversity by supporting the proper management of its site / facility ... Particular attention is paid to natural protected areas and areas of high biodiversity value. Any disruption of natural ecosystems is minimized, restored, and there is a compensatory contribution to conservation management. *</p> <p>B.9 Resource management and rational energy management are an integral part of the Common Model Sustainability Framework. Every organization should have goals to reduce energy consumption, improve the efficiency of its use, and increase the use of renewable energy sources. Does the Organization have a system that measures, monitors, reduces consumption, and publicly states its contribution to these goals ...? *</p> <p>B.10 Does the Organization make a positive contribution to water management by encouraging actions and initiatives that measure, monitor, and report publicly on water use? Any water-related risk following</p>
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<p>σχετιζόμενα με την χρήση του νερού; Κάθε ρίσκο σχετιζόμενο με τα ύδατα ύστερα από παρεμβάσεις του φορέα/επιχείρησης πρέπει να αξιολογείται και να τεκμηριώνεται. *</p>	<p>interventions by the body / business must be assessed and documented. *</p>
<p>B.11 Ο Οργανισμός διασφαλίζει όταν απαιτείται σε περιπτώσεις υψηλού κινδύνου, ότι οι στόχοι επίβλεψης των υδάτων εντοπίζονται και επιδιώκονται ενεργά προκειμένου να διασφαλιστεί ότι οι χρήσεις δεν θα προσβάλλουν και θα φέρουν σε αντίθεση αγροτικές, μεταποιητικές ή τουριστικές επιχειρήσεις με τις ανάγκες των τοπικών κοινοτήτων, των οικοσυστημάτων και των επισκεπτών; Κάθε τέτοια παρέμβαση θα έχει την φροντίδα μέγιστης νομικής επάρκειας; *</p> <p>B. Βιώσιμη Σχέση με το Φυσικό Περιβάλλον- Διαχείριση αποβλήτων και εκπομπών</p> <p>B.12 Ο Οργανισμός δεσμεύεται ότι η χρήση βλαβερών ουσιών, συμπεριλαμβανομένων των παρασιτοκτόνων, των χρωμάτων, των απολυμαντικών και υλικών καθαρισμού, ελαχιστοποιείται και υποκαθίστανται όταν είναι διαθέσιμα, με αβλαβή προϊόντα ή διεργασίες; Εφαρμόζεται κατάλληλη διαχείριση για την αποθήκευση, χρήση, χειρισμό και απόρριψη των χημικών ουσιών; *</p> <p>B.13 Ο Οργανισμός παρακολουθεί και αναφέρει τα σχετικά με την ποιότητα του νερού για πόσιμους, ψυχαγωγικούς και οικολογικούς σκοπούς χρησιμοποιώντας πρότυπα ποιότητας; Τα αποτελέσματα της παρακολούθησης είναι διαθέσιμα στο κοινό και κάθε επιχείρηση μπορεί να διαθέτει ένα σύστημα για την έγκαιρη ανταπόκριση στα ζητήματα ποιότητας των υδάτων; *</p> <p>B.14 Ο Οργανισμός εφαρμόζει πρακτικές ελαχιστοποίησης της ρύπανσης από το θόρυβο, το φως, την απορροή, τη διάβρωση,</p>	<p>B.11 Does the Organization shall ensure, when required in high-risk cases, that water monitoring objectives are actively identified and pursued to ensure that uses do not affect and conflict agricultural, processing or tourism enterprises with the needs of local communities, ecosystems and visitors? Will any such intervention take care of maximum legal adequacy? *</p> <p>B. Sustainable Relationship with the Natural Environment - Waste and Emissions Management</p> <p>B.12 Does the Organization undertake to minimize the use of harmful substances, including pesticides, paints, disinfectants, and cleaning materials, and replace them when available, with harmless products or processes? Is proper management applied for the storage, use, handling, and disposal of chemicals? *</p> <p>B.13 Does the Organization monitor and report on water quality for drinking, recreational and ecological purposes using quality standards? Are the results of the monitoring available to the public and can each company have a system in place to respond promptly to water quality issues? *</p> <p>B.14 Does the Organization implement</p>

<p>τις ενώσεις που εξαντλούν το όζον, και τους επιμολυντές του αέρα, του νερού και του εδάφους; *</p> <p>B.15 Ο Οργανισμός έχει σαφείς και ισχύουσες κατευθυντήριες γραμμές για την τοποθέτηση, τη συντήρηση και τον έλεγχο της απόρριψης από σηπτικές δεξαμενές και συστήματα επεξεργασίας λυμάτων; *</p> <p>B.16 Ο Οργανισμός διασφαλίζει ή αποδεικνύει ότι γίνονται προσπάθειες εξεύρεσης βιώσιμων λύσεων ώστε τα απόβλητα να υφίστανται σωστή επεξεργασία, να επαναχρησιμοποιούνται ή να απελευθερώνονται με ασφάλεια χωρίς δυσμενείς επιπτώσεις στον τοπικό πληθυσμό και το περιβάλλον; *</p> <p>B.17 Ο Οργανισμός διασφαλίζει και διαχειρίζεται με μεγάλο σεβασμό τα στερεά απόβλητα χρησιμοποιώντας κάδους ανακύκλωσης φροντίζοντας για την όσο την δυνατόν μικρότερη παραγωγή μη ανακυκλώσιμων απορριμμάτων; *</p> <p>B.18 Εξασφαλίζει ότι τα στερεά απόβλητα υφίστανται σωστή επεξεργασία και εκτροπή από την υγειονομική ταφή, παρέχοντας ένα σύστημα συλλογής και ανακύκλωσης πολλαπλών ροών, το οποίο διαχωρίζει αποτελεσματικά τα απόβλητα ανά τύπο; *</p> <p>B.19 Ο Οργανισμός ενθαρρύνει δράσεις αφενός αποφυγής, μείωσης, αφετέρου επαναχρησιμοποίησης και ανακύκλωσης στερεών αποβλήτων, συμπεριλαμβανομένων των απορριμμάτων τροφίμων; *</p> <p>B.20 Ο Οργανισμός εφαρμόζει δράσεις για την εξάλειψη ή τη μείωση των ειδών μιας χρήσης, ιδίως πλαστικών και όσων δεν ανακυκλώνονται; Τα υπολείμματα στερεών αποβλήτων που δεν επαναχρησιμοποιούνται</p>	<p>practices to minimize pollution from noise, light, runoff, erosion, ozone depleting compounds, and air, water, and soil contaminants? *</p> <p>B.15 Does the Organization have clear and valid guidelines for the installation, maintenance, and control of discharge from septic tanks and sewage treatment systems? *</p> <p>B.16 Does the Organization ensure or demonstrate that efforts are being made to find sustainable solutions so that waste can be properly treated, reused, or disposed of safely without adversely affecting the local population and the environment? *</p> <p>B.17 Does the Organization securely ensures and manage solid waste using recycling bins, ensuring the lowest possible production of non-recyclable waste? *</p> <p>B.18 Ensures that solid waste is properly treated and diverted from landfill by providing a multi-flow collection and recycling system that effectively separates waste by type? *</p> <p>B.19 Does the Organization encourage action on the one hand to avoid, reduce, reuse, and recycle solid waste, including food waste? *</p> <p>B.20 Does the Organization implement actions to eliminate or reduce disposable items, especially plastics and non-recyclable</p>
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<p>ή δεν ανακυκλώνονται, διατίθενται στους κατάλληλους φορείς για περαιτέρω επεξεργασία σύμφωνα με κανόνες ασφάλειας και αειφορίας; *</p>	<p>ones? Are solid waste residues that are not reused or recycled disposed of with the appropriate bodies for further treatment in accordance with safety and sustainability rules? *</p>
<p>B.21 Ο Οργανισμός ενσωματώνει δράσεις για μείωση στις εκπομπές των αερίων του θερμοκηπίου και τον μετριασμό της κλιματικής αλλαγής; Υπάρχουν στόχοι και δράσεις για τη μείωση των εκπομπών αερίων του θερμοκηπίου και αναφορά υλοποίησης πολιτικών και αποτελεσμάτων μετριασμού τους; *</p> <p>B.22 Ο Οργανισμός στις μετακινήσεις εντός και εκτός, στον προορισμό έχει πολιτική αύξησης της χρήσης αειφόρων οχημάτων με χαμηλές εκπομπές ρύπων, μέσων μαζικής μεταφοράς και ενεργές μετακινήσεις (πχ. πεζοπορία και ποδηλασία) προκειμένου να μειωθεί η συμβολή στην ατμοσφαιρική ρύπανση, τη συμφόρηση και την κλιματική αλλαγή; *</p> <p>B.23 Ο Οργανισμός έχει λάβει πιστοποίηση ως φιλικός φορέας προς το Ποδήλατο (Άρα και εφαρμόζει σχετικές πολιτικές); *</p> <p>B.24 Ο Οργανισμός έχει λάβει πιστοποίηση ως φιλικός φορέας προς τους Περιπατητές (Άρα και εφαρμόζει σχετικές πολιτικές); *</p> <p>B.25 Ο Οργανισμός διασφαλίζει μέσα από κατευθυντήριες γραμμές τα ζητήματα φωτορύπανσης και ηχορύπανσης; Πέρα από τους κανονισμούς ειδικά σε υπαίθριους ανοικτούς χώρους κοντά στην φύση και τα ενδιαίτηματα είναι αναγκαία η κατά το δυνατόν ελαχιστοποίηση της φωτορύπανσης και της ηχορύπανσης. Ο Οργανισμός ενθαρρύνει τις δράσεις και πρωτοβουλίες</p>	<p>B.21 Does the Organization incorporate actions to reduce greenhouse gas emissions and mitigate climate change? Are there any targets and actions to reduce greenhouse gas emissions and report on the implementation of policies and mitigation results? *</p> <p>B.22 Does the Organization has a policy of increasing the use of sustainable vehicles with low emissions, means of public transport and active travel (e.g., hiking and cycling) at the destination in order to reduce its contribution to air pollution, congestion and climate change? *</p> <p>B.23 Has the Organization been certified as a Bicycle-friendly body (and therefore implements relevant policies)? *</p> <p>B.24 Has the Organization been certified as a pedestrian-friendly body (and therefore implements relevant policies)? *</p> <p>B.25 Does the Organization ensure the issues of light pollution and noise pollution through guidelines? In addition to regulations, especially in open spaces close to nature and habitats, it is necessary to minimize light and noise pollution as much as possible. Does the Organization encourage actions and initiatives to follow the relevant directives</p>

<p>ώστε να ακολουθούνται οι σχετικές οδηγίες και οι κανονισμοί; *</p> <p>B. Βιώσιμη Σχέση με το Φυσικό Περιβάλλον- Μεγιστοποίηση των ωφελειών για το περιβάλλον και ελαχιστοποίηση των αρνητικών επιπτώσεων</p> <p>B.26 Ο Οργανισμός έχει κάποια πιστοποίηση για περιβαλλοντική διαχείριση (ISO ή κάποια άλλη); *</p> <p>B.27 Ο Οργανισμός έχει συνάψει σχέση συνεργασίας με κάποιον αναγνωρισμένο εθνικό περιβαλλοντικό φορέα ...; *</p> <p>B.28 Ο Οργανισμός προβάλλει στα έντυπα του φωτογραφίες και υλικό αναδεικνύοντας τον φυσικό πλούτο της περιοχής; *</p> <p>B.29 Ο Οργανισμός προβάλλει έστω και ένα είδος από το Κόκκινο Βιβλίο στα έντυπα ή τις ιστοσελίδες του αναγνωρίζοντας έτσι την αξία της βιοποικιλότητας. *</p> <p>B.30 Ο Οργανισμός έχει 'υιοθετήσει' την προστασία ενός τουλάχιστον είδους από το Κόκκινο Βιβλίο δημοσιοποιώντας την δράση συμβάλλοντας έτσι στην διατήρηση της αξίας της βιοποικιλότητας. *</p>	<p>and regulations? *</p> <p>B. Sustainable Relationship with the Natural Environment - Maximizing the benefits for the environment and minimizing the negative effects</p> <p>B.26 Does the Organization have any certification for environmental management (ISO or any other)? *</p> <p>B.27 Has the Organization entered into a partnership with a recognized national environmental body...? *</p> <p>B.28 Does the Organization promote in its publications photos and material highlighting the natural wealth of the area? *</p> <p>B.29 The Organization promotes even one species of the Red Book in its publications or websites, thus recognizing the value of biodiversity. *</p> <p>B.30 The Organization has 'adopted' the protection of at least one species from the Red Book by making the action public, thus helping to preserve the value of biodiversity. *</p>
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<p>Γ. Κριτήρια Ποιότητας/Αειφορίας, Βιώσιμη Σχέση με το Πολιτιστικό Περιβάλλον (20%)</p> <p>Οι πληροφορίες που παρέχονται θα χρησιμοποιηθούν αμγώς για την επεξεργασία του αιτήματός για την παραχώρηση χρήσης του σήματος Ποιότητας-Αειφορίας με την διαδικασία της Αυτοαξιολόγησης/Αξιολόγησης. Δίπλα σε κάθε απάντηση υπάρχουν οι βαθμοί ανάλογα με την απάντηση. Στην φάση Β' της αξιολόγησης θα χρειαστεί να τεκμηριωθεί με έγγραφα ή ηλεκτρονικά η τεκμηρίωση των απαντήσεων.</p> <p>Γ. Βιώσιμη Σχέση με το Πολιτιστικό Περιβάλλον-Προστασία της πολιτισμικής κληρονομιάς</p> <p>Γ.1 Ο Οργανισμός συμφωνεί ότι πρέπει να φροντίζει με τον τρόπο, την λειτουργία του την προστασία των άυλων και υλικών πολιτισμικών περιουσιακών στοιχείων του τόπου συμπεριλαμβανομένης της πολιτικής ανάδειξης της αποκατάστασης και διατήρησης πολιτισμικών αγαθών, και της εδραιωμένης άυλης πολιτισμικής κληρονομιάς και των πολιτισμικών τοπίων; *</p> <p>Γ.2 Ο Οργανισμός αναγνωρίζει την προστιθέμενη αξία στα πολιτισμικά τεχνουργήματα και φροντίζει για την προβολή και ανάδειξη καθώς επίσης και την τήρηση της νομοθεσίας στην ορθή πώληση, το εμπόριο, την επίδειξη ή τη δωρεά ιστορικών και αρχαιολογικών αντικειμένων ή αντιγράφων; *</p>	<p>C. Quality / Sustainability Criteria, Sustainable Relationship with the Cultural Environment (20%)</p> <p>The information provided will be used solely for the processing of the request for the granting of the use of the Quality-Sustainability signal through the Self-Evaluation / Evaluation process. Next to each answer there are points depending on the answer. In phase B 'of the evaluation, the documentation of the answers will need to be documented in documents or electronically.</p> <p>C. Sustainable Relationship with the Cultural Environment-Protection of the cultural heritage</p> <p>C.1 Does the Organization agrees that it must take care, in its operation, to protect the intangible and tangible cultural assets of the site, including the promotion of the restoration and preservation of cultural property, and the consolidated intangible cultural and cultural heritage? *</p> <p>C.2 Does the Organization recognize the added value of cultural artifacts and ensure that they are promoted and promoted as well as compliance with the law in the sale, trade, display or donation of historical and archaeological objects or copies? *</p>

<p>Γ.3 Ο Οργανισμός αναγνωρίζει την αξία της άυλης κληρονομιάς και υποστηρίζει τους εορτασμούς και τις δράσεις προστασίας της πολιτισμικής κληρονομιάς, συμπεριλαμβανομένων των τοπικών παραδόσεων, της τέχνης, της μουσικής, της γλώσσας, της γαστρονομίας και άλλων πτυχών της τοπικής ταυτότητας και του διακριτού άρα και ανταγωνιστικού τους χαρακτήρα; *</p>	<p>C.3 Does the Organization recognizes the value of intangible heritage and supports cultural heritage celebrations and activities, including local traditions, art, music, language, gastronomy and other aspects of local identity and distinctness, and therefore their competitive nature? *</p>
<p>Γ.4 Ο Οργανισμός φροντίζει και αναγνωρίζει την παρουσίαση, αναπαραγωγή και ερμηνεία του ζωντανού τοπικού πολιτισμού και των παραδόσεων ως ευαίσθητη και σεβαστή, και επιδιώκει έμπρακτα να εμπλέξει και να ωφελήσει τις τοπικές κοινότητες και παρέχοντας στους επισκέπτες/πελάτες μια αυθεντική, γνήσια και μοναδική εμπειρία; *</p>	<p>C.4 Does the Organization cares for and recognizes the presentation, reproduction and interpretation of vibrant local culture and traditions as sensitive and respectful, and seeks to engage and benefit local communities and provide visitors / clients with an authentic, genuine, and unique experience? *</p>
<p>Γ.5 Ο Οργανισμός εξασφαλίζει έμπρακτα τα πολιτιστικά στοιχεία συνέχειας για την τοπική κοινότητα με όρους ποιότητας ζωής και επανασύνδεσης με ολόκληρη την περιοχή; *</p>	<p>C.5 Does the Organization provide cultural continuity data for the local community in terms of quality of life and reconnection with the whole region? *</p>
<p>Γ. Βιώσιμη Σχέση με το Πολιτιστικό Περιβάλλον-Σχέση με χώρους πολιτισμού</p>	<p>C. Sustainable Relationship with the Cultural Environment-Relationship with cultural sites</p>
<p>Γ.6 Ο Οργανισμός επιδιώκει την πρόσβαση με σκοπό την προβολή στους παραδοσιακούς πολιτιστικούς πόρους φροντίζοντας την παρατήρηση και την προστασία και, όταν είναι απαραίτητο, βοηθά στην αποκατάσταση και την πρόσβαση της τοπικής κοινότητας σε φυσικούς και πολιτισμικούς χώρους; *</p>	<p>C.6 Does the Organization seek access to the promotion of traditional cultural resources by ensuring observation and protection and, where necessary, assisting in the restoration and access of the local community to natural and cultural sites? *</p>
<p>Γ.7 Ο Οργανισμός προβάλλει στο διαδίκτυο την διάθεσή του να βοηθήσει τους τοπικούς πολιτιστικούς πόρους; *</p>	<p>C.7 Does the Organization promote its willingness to help local cultural resources online? *</p>
<p>Γ.8 Ο Οργανισμός σέβεται την πνευματική ιδιοκτησία και συμβάλλει στην προστασία και τη διατήρηση των δικαιωμάτων των</p>	

<p>κοινοτήτων και των ατόμων.; *</p> <p>Γ.9 Ο Οργανισμός αναγνωρίζει ιδιαίτερα τους τοπικούς παραγωγούς αναγράφοντας το όνομα ή ζητώντας τις σχετικές άδειες για αναδημοσίευση φωτογραφιών και χρήση μέσων που κυκλοφορούν ελεύθερα στο διαδίκτυο; *</p> <p>Γ.10 Ο Οργανισμός ενθαρρύνει την διαχείριση επισκεπτών σε χώρους πολιτισμού προβάλλοντας και αναδεικνύοντας την δυνατότητα δομημένης και διαχειριζόμενης πρόσβασης των επισκεπτών μέσα και γύρω από χώρους πολιτισμού; *</p> <p>Γ. Βιώσιμη Σχέση με το Πολιτιστικό Περιβάλλον-Μεγιστοποίηση των ωφελειών ελαχιστοποίηση των αρνητικών επιπτώσεων</p> <p>Γ.11 Ο Οργανισμός λαμβάνει υπόψη τα χαρακτηριστικά, την ικανότητα και την ευαισθησία των επισκεπτών και επιδιώκει να βελτιστοποιήσει τη ροή τους και να ελαχιστοποιήσει τις δυσμενείς επιπτώσεις; *</p> <p>Γ.12 Υπάρχουν εκ μέρους τους Φορέα/Επιχείρησης οδηγίες για τη συμπεριφορά των επισκεπτών σε ευαίσθητους χώρους και πολιτιστικές εκδηλώσεις πριν και κατά τη διάρκεια της επίσκεψης; *</p> <p>Γ.13 Ο Οργανισμός έχει φροντίσει να δημιουργήσει χώρους/γωνίες που αντικατοπτρίζουν την ανάγκη των επισκεπτών για ενημέρωση σχετική με το εκάστοτε αντικείμενο του φορέα/επιχείρησης; *</p> <p>Γ.14 Ο Οργανισμός δεσμεύεται στην επεξήγηση της τοποθεσίας του καθώς και της ευρύτερης περιοχής με ακριβές ερμηνευτικό</p>	<p>C.8 Does the Organization respects intellectual property and contributes to the protection and safeguarding of the rights of communities and individuals.? *</p> <p>C.9 Does the Organization specifically identify local producers by naming or requesting licenses to republish photos and use media that circulates freely on the internet? *</p> <p>C.10 Does the Organization encourage the management of visitors to cultural sites by promoting and highlighting the possibility of structured and managed access of visitors in and around cultural sites? *</p> <p>C. Sustainable Relationship with the Cultural Environment-Maximizing the Benefits Minimizing the Negative Impacts</p> <p>C.11 Does the Organization take into account the characteristics, ability and sensitivity of visitors and seeks to optimize their flow and minimize adverse effects? *</p> <p>C.12 Are there any instructions from the Organization / Company for the behavior of visitors in sensitive areas and cultural events before and during the visit? *</p> <p>C.13 Has the Organization taken care to create spaces / corners that reflect the need of the visitors for information related to the respective object of the institution / company? *</p>
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<p>υλικό το οποίο ενημερώνει τους επισκέπτες για τη σημασία των πολιτισμικών και φυσικών πτυχών των τοποθεσιών που επισκέπτονται παράλληλα με το φυσικό του αντικείμενο; *</p> <p>Γ.15 Οι πληροφορίες που παρέχει, αν παρέχει, είναι κατάλληλες για την πολιτισμική κληρονομιά, αναπτύσσονται με τη συνεργασία την κοινότητα υποδοχή (τοπικό δίκτυο πληροφόρησης ή τοπική αυτοδιοίκηση) και κοινοποιούνται σαφώς σε γλώσσες που αφορούν τους επισκέπτες και τους κατοίκους. *</p> <p>Γ.16 Ο Οργανισμός παρέχει πληροφορίες ερμηνείας για το φυσικό περιβάλλον, την τοπική κουλτούρα και την πολιτιστική κληρονομιά, καθώς και επεξήγηση της σημασίας κατά τις επισκέψεις των φυσικών περιοχών, και των αξιοθέατων πολιτιστικής κληρονομιάς για την επίτευξη/εκπαίδευση κατάλληλης συμπεριφοράς; *</p> <p>Γ.17 Ο Οργανισμός προσπαθεί να χρησιμοποιεί καταλόγους προϊόντων/υπηρεσιών με φωτογραφίες και αντιληπτικούς χάρτες ώστε να εξασφαλίζεται η επικοινωνία με επισκέπτες από όλο τον κόσμο χωρίς την ανάγκη μετάφρασης που πολλές φορές αποδίδεται με μηχανιστικό τρόπο; *</p> <p>Γ.18 Ο Οργανισμός προβάλλει στα έντυπα του φωτογραφίες και υλικό αναδεικνύοντας τον πολιτιστικό πλούτο της περιοχής; *</p> <p>Γ.19 Ο Οργανισμός προβάλλει έστω και ένα μνημείο πολιτισμού στα έντυπα ή τις ιστοσελίδες του αναγνωρίζοντας έτσι την αξία της τοπικής πολιτιστικής κληρονομιάς;</p>	<p>C.14 Is the Organization committed to explaining its location as well as the wider area with accurate interpretive material that informs visitors about the importance of the cultural and natural aspects of the sites they visit in parallel with its natural object? *</p> <p>C.15 The information it provides, if any, is appropriate for the cultural heritage, developed in cooperation with the host community (local information network or local government) and clearly communicated in the languages of the visitors and residents. *</p> <p>C.16 Does the Organization provide interpretive information on the natural environment, local culture, and cultural heritage, as well as an explanation of the importance of visiting natural sites and cultural heritage sites in order to achieve / train appropriate behavior? *</p> <p>C.17 Does the Organization try to use catalogs of products / services with photographs and concept maps to ensure communication with visitors from all over the world without the need for translation that is often rendered mechanistically? *</p> <p>C.18 Does the Organization promote photographs and material in its publications, highlighting the cultural wealth of the region? *</p>
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<p>*</p> <p>Γ.20 Ο Οργανισμός έχει 'υιοθετήσει' την προστασία ενός μνημείου δημοσιοποιώντας την δράση συμβάλλοντας έτσι στην διατήρηση της αξίας της τοπικής πολιτιστικής κληρονομιάς. *</p>	<p>C.19 Does the Organization promote even one cultural monument in its publications or websites, thus recognizing the value of the local cultural heritage? *</p> <p>C.20 The Organization has 'adopted' the protection of a monument by making the action public, thus contributing to the preservation of the value of the local cultural heritage. *</p>
<p>Δ. Κριτήρια Ποιότητας/Αειφορίας, Βιώσιμη Σχέση με το Κοινωνικό-Οικονομικό Περιβάλλον (20%)</p> <p>Οι πληροφορίες που παρέχονται θα χρησιμοποιηθούν αμιγώς για την επεξεργασία του αιτήματός για την παραχώρηση χρήσης του σήματος Ποιότητας-Αειφορίας με την διαδικασία της Αυτοαξιολόγησης/Αξιολόγησης. Δίπλα σε κάθε απάντηση υπάρχουν οι βαθμοί ανάλογα με την απάντηση. Στην φάση Β' της αξιολόγησης θα χρειαστεί να τεκμηριωθεί με έγγραφα ή ηλεκτρονικά η τεκμηρίωση των απαντήσεων.</p> <p>Δ. Βιώσιμη Σχέση με το Κοινωνικό-Οικονομικό Περιβάλλον-Τοπική οικονομική ωφέλεια</p> <p>Δ.1 Ο Οργανισμός μετρά και αποτιμά την άμεση και έμμεση οικονομική συμβολή του τουρισμού στην οικονομία στον Οργανισμού και τροφοδοτεί με γενικά δεδομένα τον προορισμό εφόσον παρακολουθούνται και δημοσιοποιούνται δεδομένα; *</p> <p>Δ.2 Ο Οργανισμός απαιτεί να λαμβάνονται τα κατάλληλα μέτρα σε επίπεδο προορισμού τα οποία μπορεί να περιλαμβάνουν ενημέρωση και δράσεις για εξασφάλιση</p>	<p>D. Quality / Sustainability Criteria, Sustainable Relationship with the Socio-Economic Environment (20%)</p> <p>The information provided will be used solely for the processing of the request for the granting of the use of the Quality-Sustainability signal through the Self-Evaluation / Evaluation process. Next to each answer there are points depending on the answer. In phase B 'of the evaluation, the documentation of the answers will need to be documented in documents or electronically.</p> <p>D. Sustainable Relationship with the Socio-Economic Environment-Local Economic Benefit</p> <p>D.1 Does the Organization measure and evaluate the direct and indirect financial contribution of tourism to the economy to the Organization and supply the destination with general data if data are monitored and made public? *</p> <p>D.2 Does the Organization requires that appropriate measures be taken at destination level which may include information and actions to ensure sustainable levels of visitor</p>

<p>βιώσιμων επιπέδων του όγκου των επισκεπτών, των δαπανών τους, την εργασία και την απασχόληση στις επενδύσεις και τα αποδεικτικά στοιχεία για τη διανομή οικονομικών οφελών στο τοπικό πληθυσμό; *</p> <p>Δ.3 Ο Οργανισμός φροντίζει για αξιοπρεπή εργασία και ευκαιρίες σταδιοδρομίας στους υπαλλήλους/συνεργάτες του; *</p> <p>Δ.4 Ο Οργανισμός φροντίζει για την ενθάρρυνση και την υποστήριξη κατάρτισης των υπαλλήλων/συνεργατών του στον τομέα του οικοτουρισμού/αγροτουρισμού και εξειδίκευσης; *</p> <p>Δ.5 Ο Οργανισμός δεσμεύεται να παρέχει ίσες ευκαιρίες για τοπική απασχόληση, κατάρτιση και πρόοδο καθώς και ένα ασφαλές εργασιακό περιβάλλον και ένα μισθό που επαρκεί για διαβίωση για όλους; *</p> <p>Δ. Βιώσιμη Σχέση με το Κοινωνικό-Οικονομικό Περιβάλλον- Κοινωνική ευημερία και σχέσεις</p> <p>Δ.6 Ο Οργανισμός υποστηρίζει την τοπική απασχόληση και το να δίδονται στους ντόπιους ίσες ευκαιρίες απασχόλησης και εξέλιξης, συμπεριλαμβανομένων διευθυντικών θέσεων; *</p> <p>Δ.7 Ο Οργανισμός ενθαρρύνει τη διατήρηση των τουριστικών δαπανών στην τοπική οικονομία μέσω της στήριξης τοπικών επιχειρήσεων, αλυσίδων εφοδιασμού και αειφόρων επενδύσεων; *</p> <p>Δ.8 Ο Οργανισμός προωθεί την ανάπτυξη και την αγορά τοπικών αειφόρων προϊόντων βασισμένες στις αρχές του θεμιτού και δίκαιου εμπορίου και που αντικατοπτρίζουν</p>	<p>volume, expenditure, labor and employment in investment and evidence for the distribution of financial benefits to the local population? *</p> <p>D.3 Does the Organization take care of decent work and career opportunities for its employees / associates? *</p> <p>D.4 Does the Organization encourage and support the training of its employees / associates in the field of ecotourism / agritourism and specialization? *</p> <p>D.5 Is the Organization committed to providing equal opportunities for local employment, training, and advancement as well as a safe working environment and a sufficient living wage for all? *</p> <p>D. Sustainable Relationship with the Socio-Economic Environment - Social Prosperity and Relationships</p> <p>D.6 Does the Organization support local employment and giving locals equal employment and development opportunities, including managerial positions? *</p> <p>D.7 Does the Organization encourage the maintenance of tourism spending in the local economy by supporting local businesses, supply chains and sustainable investments? *</p> <p>D.8 Does the Organization promote the development and purchase of local</p>
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<p>τη φύση και τον πολιτισμό της περιοχής; Αυτά μπορεί να περιλαμβάνουν αγροτικά, κτηνοτροφικά, δασικά και προϊόντα αλιείας, τρόφιμα και ποτά, την τοπική οικοτεχνία και βιοτεχνία, τις τέχνες, τα γεωργικά προϊόντα, προϊόντα από τοπικούς γυναικείους συνεταιρισμούς ή συνεταιρισμούς και ομάδες ΑμΕΑ. *</p> <p>Δ.9 Ο Οργανισμός παρέχει στήριξη για την κοινωνία με δράσεις και σύστημα κοινωνικής ευθύνης που επιτρέπει και ενθαρρύνει τους επισκέπτες και το κοινό να συμβάλλουν με τρόπο υπεύθυνο στην κοινωνία και στις πρωτοβουλίες αειφορίας; *</p> <p>Δ. Βιώσιμη Σχέση με το Κοινωνικό-Οικονομικό Περιβάλλον-Μεγιστοποίηση των κοινωνικών και οικονομικών οφελών προς την τοπική κοινότητα και ελαχιστοποίηση των αρνητικών επιπτώσεων</p> <p>Δ.10 Ο Οργανισμός φροντίζει να προλαμβάνει την εκμετάλλευση και τις παντός είδους διακρίσεις με βάση τα διεθνή πρότυπα για τα ανθρώπινα δικαιώματα; *</p> <p>Δ.11 Ο Οργανισμός υιοθετεί πλήρως και διασταλτικά νόμους, πρακτικές και καθιερωμένο κώδικα δεοντολογίας για την πρόληψη και αναφορά για την εμπορία ανθρώπων, τη σύγχρονη δουλεία και την εμπορική, σεξουαλική ή οποιαδήποτε άλλη μορφή εκμετάλλευσης, διακρίσεων και παρενόχλησης εναντίον οποιουδήποτε, ιδιαίτερα παιδιών, εφήβων, γυναικών, LGBT και άλλων μειονοτήτων; *</p> <p>Δ.12 Ο Οργανισμός υιοθετεί δράσεις και σύστημα για την παρακολούθηση, την πρόληψη, την αναφορά στο κοινό και την αντιμετώπιση των οποιοδήποτε κινδύνων, ασφάλειας και υγείας που ανταποκρίνονται στις ανάγκες τόσο των επισκεπτών όσο και των κατοίκων; *</p>	<p>sustainable products based on the principles of fair and equitable trade and reflecting the nature and culture of the region? These may include agricultural, livestock, forestry and fishery products, food and beverage, local household and handicrafts, arts, agricultural products, products from local women's cooperatives or cooperatives and disabled groups. *</p> <p>D.9 Does the Organization provide support to society through actions and a system of social responsibility that allows and encourages visitors and the public to contribute responsibly to society and sustainability initiatives? *</p> <p>D. Sustainable Relationship with the Socio-Economic Environment-Maximizing the social and economic benefits to the local community and minimizing the negative impacts</p> <p>D.10 Does the Organization ensure the prevention of exploitation and all forms of discrimination based on international human rights standards? *</p> <p>D.11 Does the Organization fully and extensively adopts laws, practices and an established code of conduct for the prevention and reporting of trafficking in human beings, modern slavery and commercial, sexual or any other form of exploitation, discrimination and harassment against any child, in particular, women, LGBT and other minorities? *</p> <p>D.12 Does the Organization adopt actions and system for monitoring, preventing,</p>
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<p>Δ.13 Ο Οργανισμός υιοθετεί πλήρως τις διαδικασίες προσβασιμότητας και πρόσβασης, φυσικής ή ηλεκτρονικής, για όλους; Όπου είναι εφικτό, οι χώροι, οι εγκαταστάσεις και οι υπηρεσίες, συμπεριλαμβανομένων εκείνων που έχουν φυσική και πολιτισμική σημασία, είναι προσιτά σε όλους, συμπεριλαμβανομένων των ατόμων με αναπηρίες και άλλων που έχουν ειδικές απαιτήσεις πρόσβασης ή άλλες ειδικές ανάγκες (π.χ. ηλικιωμένων ή οικογενειών με παιδιά ή γονέων με παιδικά καροτσάκια); *</p> <p>Δ.14 Σε περίπτωση που οι χώροι και οι εγκαταστάσεις δεν είναι άμεσα προσπελάσιμες, παρέχεται πρόσβαση μέσω του σχεδιασμού και της υλοποίησης λύσεων που λαμβάνουν υπόψη τόσο την ακεραιότητα του χώρου όσο και τις εύλογες απαιτήσεις πρόσβασης για άτομα, που μπορούν να επιτευχθούν; *</p> <p>Δ.15 Παρέχονται πληροφορίες σχετικά με την προσβασιμότητα των χώρων, των εγκαταστάσεων και των υπηρεσιών; *</p> <p>Δ.16 Ο Οργανισμός υποστηρίζει ενεργά πρωτοβουλίες για την δημιουργία τοπικών υποδομών και τη κοινωνική ανάπτυξη της κοινότητας, συμπεριλαμβανομένων, μεταξύ άλλων, της εκπαίδευσης, της κατάρτισης, της υγείας και της υγιεινής και έργων που αντιμετωπίζουν της επιπτώσεις της κλιματικής αλλαγής; *</p> <p>Δ.17 Ο Οργανισμός ασκεί πολιτική κοινωνικής ευθύνης έμπρακτα; *</p> <p>Δ.18 Ο Οργανισμός προβάλλει στα έντυπα του φωτογραφίες και υλικό αναδεικνύοντας</p>	<p>reporting to the public and addressing any risks, safety and health that meet the needs of both visitors and residents? *</p> <p>D.13 Does the Organization fully adopt accessibility and access procedures, physical or electronic, for all? Where possible, premises, facilities and services, including those of physical and cultural importance, are accessible to all, including persons with disabilities and others with special access requirements or other special needs (e.g., elderly or families with children). or parents with strollers;)* *</p> <p>D.14 In the event that the premises and facilities are not immediately accessible, is access provided through the design and implementation of solutions that take into account both the integrity of the premises and the reasonable access requirements for persons that can be achieved? *</p> <p>D.15 Is information provided on the accessibility of premises, facilities and services? *</p> <p>D.16 Does the Organization actively support initiatives to build local infrastructure and the social development of the community, including, inter alia, education, training, health and hygiene, and projects addressing the effects of climate change? *</p> <p>D.17 Does the Organization pursue a policy of social responsibility in practice? *</p>
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<p>δράσεις του κοινωνικής ευθύνης υπέρ της περιοχής; *</p> <p>Δ.19 Ο Οργανισμός προβάλλει έστω και ένα κοινωνικό φορέα στα έντυπα ή τις ιστοσελίδες του αναγνωρίζοντας έτσι την αξία της τοπικής κοινωνικής συνεκτικότητας; *</p> <p>Δ.20 Ο Οργανισμός έχει 'υιοθετήσει' την προστασία ενός κοινωνικού φορέα δημοσιοποιώντας την δράση συμβάλλοντας έτσι στην διατήρηση της αξίας της τοπικής κοινωνικής συνοχής; *</p>	<p>D.18 Does the Organization display photographs and material in its publications highlighting its actions of social responsibility in favor of the region? *</p> <p>D.19 Does the Organization promote even one social body in its publications or websites, thus recognizing the value of local social cohesion? *</p> <p>D.20 Has the Organization 'adopted' the protection of a social body by making the action public, thus contributing to the preservation of the value of local social cohesion? *</p>
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