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Efsthios Kefallonitis
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Strategic Innovative Marketing and Tourism

8th ICSIMAT, Northern Aegean, Greece,
2019



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Prokopios Theodoridis
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*This volume and every of our ICSIMAT
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community, which have contributed to our
success. All for one, one for all!*

Preface

Aims and Scope of the Conference

The International Conference on Strategic Innovative Marketing and Tourism (ICSIMAT) 2019 was held from 17 to 21 July 2019 at the Northern Aegean while the conference included parallel sessions and workshops in three different Greek areas (Chios, Oinousses and Lesbos).

ICSIMAT provided a timely and interactive international platform for academics, government and industry practitioners in order to discuss and develop new perspectives in the field of marketing, innovative technologies and tourism. They were able to discuss and debate issues that affect the future direction of marketing research and practice in a digital and innovation era. ICSIMAT community includes worldwide well-known scholars, faculty members, doctorate students, researchers and business practitioners who network and exchange research work and inter-institutional co-operations.

More than 280 pre-registered authors submitted their work in the conference. ICSIMAT finally accepted and hosted 150 original research papers, after a double-blinded peer review process. Fifteen were part of the established industry session that is organized during ICSIMAT conferences. Seventeen sessions in total were held in order to advance and contribute to specific research areas in the field of strategic innovative marketing and tourism.

The sessions that were created under ICSIMAT were chaired by

Stephen Havlovic, Laurentian University, Canada, on POLICIES/STRATEGIES RELATED ISSUES IN MARKETING, MANAGEMENT, ECONOMICS, EDUCATION AND HOSPITALITY

Nikos Grammalidis, Information Technologies Institute, Centre for Research and Technology, Greece, on IT TECHNOLOGIES IN MARKETING, MANAGEMENT, TOURISM AND CULTURE

Victor-Alexandru Briciu, Transilvania University of Braşov, Romania, on HUMAN RESOURCES PERSPECTIVES

Eda Yasa, Mersin University, Turkey, and Emel Yarimoglu, Yaşar University, Izmir, Turkey, on CUSTOMERS'/TRAVELLERS'/AUDIENCES' PERSPECTIVES AND ROLE

Flavio Tiago and Teresa Borges Tiago, University of the Azores, Portugal, on MANAGEMENT/RELATED ISSUES IN MARKETING AND HOSPITALITY

Sofia Asonitou, University of West Attica, Greece, and Natalya Totskaya, Laurentian University, Canada, on SKILLS AND COMPETENCIES

Pinelopi Athanasopoulou, University of Peloponnese, Greece, on BRANDING RELATED ISSUES

Spyridon Nomicos, University of West Attica, Greece, on SMART APPROACHES

Alexios-Patapios Kontis, University of the Aegean, Greece, on MOTIVATION IN TOURISM/SPORT/MARKETING

Aikaterini Stavrianea, National and Kapodistrian University, Greece, on COMMUNICATION/ADVERTISEMENT PERSPECTIVES.

Maria Lekakou, University of the Aegean, Greece, on BLUE DEVELOPMENT AND MARITIME TOURISM

Hatice Ulusoy, Sivas Cumhuriyet University, Turkey, and Maria Tsirintani, University of West Attica, Greece, on HEALTH MANAGEMENT/TOURISM RELATED ISSUES

Kostas Fouskas, University of Macedonia, Greece, on IT TECHNOLOGIES, MOBILE AND WEB APPLICATIONS

Dorothea Papathanasiou, Hellenic Open University, Greece, on ENTREPRENEURSHIP PERSPECTIVES AND INNOVATION IN ORGANISATIONS, COMPANIES, COUNTRIES

Chara Agaliotou, Loukia Martha and Maria Vrasida, University of West Attica, Greece, on SUSTAINABLE TOURISM

Dorin Coita, University of Oradea, Romania, on BLOCKCHAIN AND RELATED ISSUES

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Topics

Marketing, Social Media Marketing, e-Branding and Brand Experience Management, Digital marketing, Marketing Analytics, Marketing Research, Services Marketing, Integrated Marketing Communications, Consumer Behaviour, New Product Design and Development, Sports Marketing, B2B and B2C Marketing, Pricing Strategies, Art and Cultural Marketing, Mobile Services, Gaming, Gamification and Augmented Reality, Location-based Services, Internet-of-Things, Heritage and Museum Management in the Digital Era, Cross-cultural marketing, Tourism and Destination Marketing, Enogastronomic Tourism, Event Tourism, Health Tourism, Transport Industry Marketing, Social Media, Experiential and Sensory Marketing, Customer Relationship Management and Social CRM, Collaborative Marketing, Safety Marketing, Economics of Business Strategy, Accounting Marketing, Global Business, Marketing Finance, Healthcare Management, Accounting Education, Skills and Competences, Higher Education, Retail Marketing, Sales Management, Public Relations and Crisis Management, E-commerce, Marketing Strategy, Sectoral Marketing, Safety Management and Marketing, Entrepreneurship.

Conference Details

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Anthony Gortzis, President, European Business Ethics Network (EBEN)

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Contents

European Works Councils in the Airline Industry	1
Stephen J. Havlovic	
From a Smart City to a Smart Destination: A Case Study	7
Sónia Avelar	
Smart Tourism Approaches Through Intelligent Print Media	15
Panagiota Konstantinou, Spyridon Nomicos, and Androniki Kavoura	
Smart Tourism Prospects: A Descriptive Sample Survey on a Sample of Potential Tourists.....	23
Panagiota Konstantinou, Spyridon Nomicos, Georgios Stathakis, and Athina Mountzouri	
Intelligent Packaging as a Dynamic Marketing Tool for Tourism	31
Athina Mountzouri, Apostolos Papapostolou, and Spyridon Nomikos	
Intelligent Ticket with Augmented Reality Applications for Archaeological Sites.....	41
Dimitrios Panagiotakopoulos and Konstantina Dimitrantzou	
Visualization of Folk-Dances in Virtual Reality Environments	51
Iris Kico, Milan Dolezal, Nikos Grammalidis, and Fotis Liarokapis	
Internal Customer Satisfaction from an e-Procurement Information System: The Case of Greek Electronic Public Procurement System (ESIDIS).....	61
Nikolaos Bitzidis, Sotirios Dimitriadis, George Karavasilis, Evangelos Kehris, and Vasiliki Vrana	
Mapping Island Tourism Research	71
Flávio Tiago, Cristina Oliveira, Ana Brochado, and Sérgio Moro	
Human Resources Role in Hospitality Service Quality	81
Flavio Tiago, Teresa Borges-Tiago, and João Couto	

The Role of Fellow-Feelings and Organisational Harmony to Organisational Performance: A Comparative Analysis Between Two National Contexts	91
Jashim Khan, Vivi Maltezou, Eddy M. Sutanto, and Meng Tao	
Cultural Identity, Innovation and Entrepreneurship	101
Efharis Mascha and Stavros Apostolakis	
A Model of Brand Cocreation, Brand Immersion, Their Antecedents and Consequences in Café Brand Context	111
Fulya Acikgoz and Asli D. A. Tasci	
City Branding: Proposal of an Observation and Analysis Grid	121
Ezzohra Belkadi	
City Branding of Casablanca in Morocco	129
Ezzohra Belkadi	
Gender Differences in Satisfaction from Hotel Room Attributes and Characteristics: Insights from Generation Z	139
Aikaterini Stavrianea, Irene Kamenidou, and Evangelia Zoi Bara	
Renewable Energy Matters for Tourism Industry in BRICS Plus Turkey Countries	149
Elma Satrovic, Adnan Muslija, and Eda Yasa Ozelturkay	
Determining of Customer's Kansei Needs and Product Design Attributes by Rough Set Theory	159
Emel Kizilkaya Aydoğan, Esra Akgul, Yilmaz Delice, and Cem Sinanoglu	
Transformative Role of Work-Integrated Learning in Industrial and Post-Industrial Society: The Russian Experience	169
Natalya Totskaya and Natalia A. Bogdanova	
What Competencies Should Be Developed in Citizenship Education in the Twenty-First Century? Analysis of Being Active Citizens in Europe and the US	179
Josélia Fonseca and Teresa Borges-Tiago	
Technologies to Communicate Accounting Information in the Digital Era: Is Accounting Education Following the Evolutions?	187
Sofia Asonitou	
Environmental Sensitivity of Business School Students and Their Attitudes Towards Social and Environmental Accounting	195
Stamatios Ntanos, Sofia Asonitou, Grigorios Kyriakopoulos, Michalis Skordoulis, Miltiadis Chalikias, and Garyfallos Arabatzis	
A Comparative Approach of E-Learning Accounting Programs in Greece and China	205
Sofia Asonitou, Chara Kottara, Sijia Duan, and Linlin Yuan	

The Influence of the Big Five Personality Traits and Risk Aversion on Entrepreneurial Intention	215
Alexandros G. Sahinidis, Panagiotis A. Tsaknis, Eleni Gkika, and Dimitris Stavroulakis	
Redefining City Experiences and Thematic City Walks: The Case of “Thessaloniki Walking Tours”	225
Christina Mavini	
Setting the Ground for Successful Film Tourism Practices in Greece: A SWOT Analysis	235
Sofia Gkarane and Chris Vassiliadis	
Selective Key Studies in Seasonality Tourism: A Literature Review	247
Sofia Gkarane and Chris Vassiliadis	
Importance of Teacher Training Incorporating Sustainability in their Subjects from the Life Cycle Approach in Higher School of Computation (ESCOM-IPN)	257
Valery Viridiana Garibay Huerta, Juan Jesus Gutiérrez García, and Mónica Martínez Zamudio	
Tourism in Mexico and the Use of Cultural Heritage as a Commodification’s Product	265
Lilián Marisa Méndez Ravina, M. Gabriel Alberto Aviña Solares, and Hilda Solís Martínez	
Proposal of Training in Topics for the Curriculum Sustainability of the Program of Engineering in Systems of the Escuela Superior de Cómputo of the Instituto Politécnico Nacional, México	273
Jessie Paulina Guzmán Flores, Benjamin Cruz Torres, and Miguel Ángel Maldonado Muñoz	
Customer Based Brand Equity Models in Hotel Industry: A Literature Review	281
Kevser Çınar	
Determinants of ICT Integration by Teachers in Higher Education in Morocco	289
Mounir Elatrachi and Samira Oukarfi	
Experiential Development and Cultural Tourist, Through the Example of the Settlement “Katomera” in Trikeri in the Prefecture of Magnesia	301
Dionysia Fragkou and Garifallia Gerogianni	
Sense of Place, Identity and Memory as Elements of the Design for Tourism	311
Anna Efstathiou	

Analysis of Human Motion Based on AI Technologies: Applications for Safeguarding Folk Dance Performances	321
Nikos Grammalidis, Iris Kico, and Fotis Liarokapis	
Higher Education and Innovation in the Non-profit Sector	331
Marcela Göttlichová	
Marketing Decisions of Young Product Designers: A Study in the University Environment in the Czech Republic	341
Dagmar Weberova and Lenka Lizbetinova	
Attractiveness of Small Cities in Rural or Abandoned Regions	349
Lenka Lizbetinova and Vladimir Nyvlt	
Mental Maps and Their Potential for Tourism: A Case Study of Czech Municipality	357
Vladimír Nývlt and Lenka Ližbetinová	
Online Engagement Factors on Posts in Food Facebook Brand Pages in Greece	365
Ioannis Antoniadis, Symeon Paltsoglou, Georgios Vasios, and Panagiotis Kyratsis	
Blockchain Applications in Tourism and Tourism Marketing: A Short Review	375
Ioannis Antoniadis, Konstantinos Spinthiropoulos, and Stamatis Kontsas	
Comparisons of Health Tourism Within the EU Countries	385
Hatice Ulusoy and Nurperihan Tosun	
Contemporary Telemedicine Applications in the Provision of Mental Health Services in Greece	393
Maria Tsirintani, Lamprini Andrikopoulou, and Spyridon Binioris	
Perceptions of Hospital Quality: A Case Study from Greece	403
Spyridon Mamalis, Irene Kamenidou, Stavros Pavlidis, and Athina Xatziaggelou	
The Wine Lab Project Exploring the Views from Experts	411
Spyridon Mamalis, Alessio Cavicchi, Cristina Santini, Gigliola Paviotti, and Irene Kamenidou	
Impression Management Through Websites: An Analysis of the Romanian Banking Industry	417
Victor-Alexandru Briciu, Arabela Briciu, and Ștefania-Maria Găitan	
Participatory Culture and Tourist Experience: Promoting Destinations Through YouTube	425
Arabela Briciu and Victor-Alexandru Briciu	

Designing the Virtual Product Experience: Learnings from Shenzhen, China and the ESUN Solutions	435
Arabela Briciu and Victor-Alexandru Briciu	
Social Networking Sites: The New Era of Effective Online Marketing and Advertising	443
Christos Papademetriou, Andreas Masouras, and Avgoustinos Ioannou	
Winery Visitors' Experience, Emotional Stimulation, Satisfaction and Behavioral Intentions: The Role of Age and Previous Experience	449
Ifigeneia Leri and Prokopis Theodoridis	
Factors That Influence Tourist Satisfaction: An Empirical Study in Pafos	459
Michailina Siakalli and Andreas Masouras	
Cyber-Citizenship: A Challenge of the Twenty-First Century Education	467
Josélia Fonseca and Hugo Bettencourt	
Turkish Gen Y Customers' Visit Intentions and Word of Mouth Activities Regarding Online Travel Agencies	475
Yigit Sebahattin Bozkurt and Emel Yarimoglu	
Exploiting Human Cognitive Architecture to Design a New Cultural Narrative for Non-captive Audiences: The TOURiBOOST Project	483
Dorothea Papathanasiou-Zuhrt, Aldo Di Russo, and Kevser Cinar	
Creating a Personalised Experience for Libraries' Visitors	491
Anastasios Giannaros, Konstantinos Kotsopoulos, Dimitrios Tsolis, and George Pavlidis	
Strategic Planning to Promote the Cultural Heritage. The Business Model Canvas for the Kapodestrian Buildings of the Island of Aegina, Greece	499
Kiriaki Alyfanti	
Social Media Activism on Cultural Tourism: A Proposal for Paleochora in Aegina, Greece	511
Konstantina Chatzina	
The Role of Market Segmentation and Target Marketing Strategies to Increase Occupancy Rates and Sales Opportunities of Hotel Enterprises	521
Kevser Çınar, Seda Yetimoğlu, and Kaplan Uğurlu	
Climate Change and Cultural Heritage Case Study: The Island of Chios	529
Olga Tsakirides and Sofia Theofanidi	

Relationships Among National Tourist Destination Arrivals, Effective Governance, Environmental Performance, and Human Development	541
Barry A. Friedman and Merve Yanar Gürce	
Industrial Design in Event Tourism Marketing: The Case of Thessaloniki International Film Festival Pavilion	549
Athanasios Manavis, Nikoleta Kapakiari, Ioannis Antoniadis, and Panagiotis Kyratsis	
Keep It Smart and Sustainable: A Bibliometric Analysis	557
Sónia Avelar	
Sustainable Tourism in Europe from Tourists' Perspectives	565
Teresa Borges-Tiago, Osvaldo Silva, and Flavio Tiago	
Employer Branding: Innovative Human Resource Practices in Tourism Sector	575
Christina Chalimourda and Nikolaos Konstantopoulos	
Optimal Feature Selection for Decision Trees Induction Using a Genetic Algorithm Wrapper - A Model Approach	583
Prokopis K. Theodoridis and Dimitris C. Gkikas	
Analyzing the Brand Personality of Athens	593
Pinelopi Athanasopoulou, Apostolos N. Giovanis, and Spyros Binioris	
Sport Motivation in Outdoor Sport Activities	601
Pinelop Athanasopoulou and Krinanthi Gdonteli	
Residents' Perceptions of Tourism Impact on Local Economic Development During the Economic Crisis: The Case of Kavala	609
Alexios-Patapios Kontis, Maria Doumi, Anna Kyriakaki, and Konstantinos Mouratidis	
Taxonomy of Supervised Machine Learning for Intrusion Detection Systems	619
Ahmed Ahmim, Mohamed Amine Ferrag, Leandros Maglaras, Makhlof Derdour, Helge Janicke, and George Drivas	
A Detailed Analysis of Using Supervised Machine Learning for Intrusion Detection	629
Ahmed Ahmim, Mohamed Amine Ferrag, Leandros Maglaras, Makhlof Derdour, and Helge Janicke	
Multispectral Monitoring of Microclimate Conditions for Non-destructive Preservation of Cultural Heritage Assets	641
Nikolaos Bakalos, Nikolaos Doulamis, and Anastasios Doulamis	

Ancient Digital Technologies Using ICT Tools	647
Anastasios Doulamis, Nikolaos Doulamis, Ioannis Rallis, and Ioannis Georgoulas	
Greek Traditional Dances 3D Motion Capturing and a Proposed Method for Identification Through Rhythm Pattern Analyses (Terpsichore Project)	657
Efthymios Ziagkas, Panagiotis Stylianidis, Andreas Loukovitis, Vasiliki Zilidou, Olympia Lilou, Aggeliki Mavropoulou, Thrasyvoulos Tsiatsos, and Styliani Douka	
Greece, Tourism and Disability	667
Maria Poli	
Turning a Problem into an Opportunity Through Tourism and Marketing: The Case of Wild Rabbits in Lemnos Island, Greece ...	677
Georgios K. Vasios, Ioannis Antoniadis, Yiannis Zevgolis, Costantinos Giaginis, and Andreas Y. Troumbis	
A Systematic Literature Review on E-Commerce Success Factors	687
Konstantinos Fouskas, Olga Pachni-Tsitiridou, and Chrysa Chatziharistou	
Influencer Versus Celebrity Endorser Performance on Instagram	695
Deniz Zeren and Nilüfer Gökdağlı	
Displaced Due to Conservation and Tourism in the Heart of India: A Review of the Relevant Policies	705
Zilmiyah Kamble, Pragati Kelkar, and Abhishek Bhati	
Review of Social Media's Influence on Airbnb Accommodation's Booking Intention	715
Zilmiyah Kamble, Suchittra Namnuad, Nguyen Hoang Phuong, Nguyen Dinh Tuan, and Nguyen Hong Hanh	
Blockchain Technology: A Case Study from Greek Accountants	727
Stamatios Ntanos, Sofia Asonitou, Dimitrios Karydas, and Grigorios Kyriakopoulos	
University Pedagogy in Greece: Pedagogical Needs of Greek Academics from Ionian University	737
Georgia Rotidi, Katerina Kedraka, Efrossini-Maria Frementiti, and Christos Kaltsidis	
Experiencing a Museum After Dark: The Practice of 'Lates' in the Industrial Gas Museum of Athens	745
Anastasia Doxanaki, Katerina Dermitzaki, Kali Tzortzi, Maria Florou, and Despoina Andriopoulou	
Culture as an Instrument of Mass Construction	755
Dorothea Papathanasiou-Zuhrt, Aldo Di Russo, and Kevser Cinar	

Travel and Tourism Competitiveness of Economies Around the World Using Rough SWARA and TODIM Method	765
Emel Kızılkaya Aydoğan and Mihrimah Özmen	
E-commerce Success Factors: A Taxonomy and Application in the Fashion Industry	775
Konstantinos Fouskas and Chrysa Chatziharistou	
Linking Luxury Brand Experience and Brand Attachment Through Self-Brand Connections: A Role-Theory Perspective	783
Eirini Koronaki, Prokopis K. Theodoridis, and George G. Panigyrakis	
Revolutionizing Marketing in Tourism Industry Through Blockchain Technology	789
Dorin C. Coita and Olimpia Ban	
Consumers' Perceptions of Gender-Neutral Advertising: An Empirical Study	799
Aikaterini Stavrianea, Antonios Theodosis, and Irene Kamenidou	
The Contribution of New Construction Technologies to Interactivity, Flexibility and Personalization in Hospitality Design, as Explored in Student Projects	805
Stavros Vergopoulos and Anna Efstathiou	
Exploring the Mediating Role of Interactivity Between Content Engagement and Business Performance in a Mobile-Marketing Strategy: A Quantitative Research in a Business-to-Business Context	815
Gerasimos Ntarlas and Despina A. Karayanni	
The Strategic Use of Social Media in the Business-to-Business Context. Two Social Media Users' Clusters	825
Gerasimos Ntarlas, Athina Ntavari, and Despina A. Karayanni	
Examination of the Current Literature on How Robots Can Contribute on Hotel Service Quality	835
Dimitrios Belias	
Teaching Critical Thinking Through Tourism Advertising	843
Georgia-Zozeta Miliopoulou	
Analysis Based on the Hotel Industry, the Lodging Market in Mexico: The Posadas Case	853
José G. Vargas-Hernández, Elsa Patricia Orozco Quijano, and Kurt Tonatiuk Winkler Benítez	

The Implementation of Internal Marketing in Public Sector Organizations: The Case of Job Satisfaction at Chios Police Department	861
Maria Salamoura, Viktoras Ntamposis, and Eleni Gaki	
Tourists' Perceptions and Intended Behavior Thanks to Celebrity Endorsement: Antetokounmpo Invites You to Santorini with Aegean Airlines	871
Maria Salamoura, Antonios Giannopoulos, and Foteini Moumouri	
National Heritage as a Resource for Tourism Marketing	881
Aline Rebeca Silva Medina, Roberto Galán Galán, and Consuelo Guadalupe Blancarte Godínez	
Strategic Management and Art Museums: The Case Study of the Historical Museum of the University of Athens	889
Evangelos Papoulias and Theoklis-Petros Zounis	
The Importance of the Training of Professionals Related to Tourism with Full Knowledge of the Heritage of Mexico: Case Study of the Higher School of Tourism of the National Polytechnic Institute	899
Marissa Alonso Marbán, Hilda Solís Martínez, María Belén Solís Mendoza, and Mauricio Igor Jasso Zaranda	
Nautical Tradition and the “Aquaman” Case: The “Hidden” Source of Inspiration from the Greek Cultural Heritage of the Sea	909
Olga Tsakirides	
Determinants That Influenced Mexican Cocoa Beans Exports During 1996–2016	917
Rubén Molina Martínez and María Fernanda Ramos Martínez	
MIT Start-Ups Ecosystem and Greek Start Ups Reality: An Ecosystem Comparison	925
Theocharis Spyropoulos	
Analysis of Factors for the Increase Foreign Tourism to Michoacán, México	931
Rubén Molina Martínez and Amparo Guadalupe Chávez Chávez	
Research Methods on the Contribution of Robots in the Service Quality of Hotels	939
Dimitrios Belias	
The Contribution of Wine Tourism in the Development of Rural Areas in North Greece	947
Spyridon Niavis, Dimitrios Belias, and Dimitrios Tsiotas	

Assessing the Competitiveness of Greek Coastal Destinations	957
Spyros Niavis and Dimitrios Tsiotas	
Internal Marketing on the Tourism Sector: Examination of How the Staff Can Develop on Greek Hotels	963
Dimitrios Tsiotas, Dimitrios Belias, and Spyridon Niavis	
Exploratory Study of the Impact of Significant Ecotourism Experience on Voluntary Carbon-Offset Behaviour of Young Travellers in Their Long-Haul Air Travel Choices	971
Alan Lee and Tay Koo	
Greek Embassies on Twitter and the Quest for a Strategy	981
Georgia-Zozeta Miliopoulou and Eftychia Papaioannou	
Knowledge Management on Hotels: The Case of Greek Hotels	991
Lambros Vasiliadis, Dimitrios Belias, and Evangelos Zaftis	
What Can the TripAdvisor Tell Us About the Complaints Management Strategies? The Case of the Greek Hotels	999
Dimitrios Tsiotas, Spyros Niavis, Dimitrios Belias, and Labros Sdrolas	
Towards an Understanding of Temporary Exhibitions Through Visitor Research	1007
Katerina Koukouvaou and Kali Tzortzi	
The Touristic Upgrade Through Preservation and Respect of Environmental and Cultural Heritage: The Ayasi Project	1017
Emily Papapetrou and Ioanna Chatzistamatiou	
Visual Communication, the Evolution of Greek Tourism Development as Represented by GNTA Posters	1025
Chara Agaliotou, Loukia Martha, and Maria Vrasida	
The Use of Social Media on Board: A Comparison Study Throughout Deck and Engine Cadets of Merchant Marine Academy of Macedonia, Greece	1035
Maria G. Vassiliadou and Charalampos G. Yakinthos	
Impact of Seasonality on the Management of Tourist Accommodation Establishments in the Azores	1043
Flavio Tiago, João Couto, Diana Verissimo, Sandra Faria, and Teresa Borges-Tiago	
Exploring the Relationship of Physician Practice Characteristics with Patient's Therapeutic Experience: An Exploratory Quantitative Research	1053
Dimitrios Apostolopoulos, Despina A. Karayanni, and Christina C. Georgi	

**The Effects of Workplace Well-Being on Individual’s Knowledge
Creation Outcomes: A Study Research Among Hotel Employees 1063**
Maria Koutiva, Dimitrios Belias, Ilias Flampouras Nietos,
and Athanasios Koustelios

**The Value of Cultural Routes in Greece: Examination
of the Current Situation 1073**
Lambros Vasiliadis and Dimitrios Belias

Developing a Tourism Destination Through Gastronomy Branding 1083
Maria Vrasida, Magda Peistikou, and Natasa Iliopoulou

**Personality Type and Career Preferences Among Young Adults
in Post-Recession Greece 1089**
Alexandros Sahinidis, Eleni Gkika, Panagiotis A. Tsaknis,
and Dimitris Stavroulakis

**Dominance of Tourism Marketing Channels in the Global Travel
and Tourism Industry: A Financial Market Perspective 1097**
Alexios-Patapios Kontis, Ioannis Tsakalos, and Theodoros Stavrinoudis

European Works Councils in the Airline Industry



Stephen J. Havlovic 

Abstract European Works Councils (EWCs) have been present in most of the large airline carriers in the European Economic Area (EEA) since EWC Directive 94/45/EC in the mid 1990s. As privatization of the national EEA airlines and increased competition have occurred, the number of airline EWC agreements has decreased. There are now only three EEA major multinational airline groups with EWC agreements (Air France KLM; Lufthansa Group; International Airlines Group). The two EEA major discount airlines (Ryanair and easyjet) have recently added EWCs, but copies of these agreements are not available for analysis. Labour conflicts have plagued the EEA airline industry for the past three decades which has created work environments of low trust and frequent strikes. Until pay equity and working condition issues are resolved within the EEA airline conglomerates, it is unlikely that their EWCs will be able to contribute effectively to improving organizational outcomes.

Keywords European · Works councils · Airlines

1 Introduction

This paper aims to fill a void in the literature by providing a qualitative analysis of the airline EWC agreements in the European Trade Union Institute (ETUI) database [1]. EWCs have existed in most of the major European Union (EU) airlines since EWC Directive 94/45/EC took effect in 1996. “The EWC legislation covers MNCs [multinational corporations] which employ at least 1000 workers in the EU/EEA and, at the same time, at least 150 staff in two or more Member States” [2]. The intent being to improve transnational airline operations in Europe by sharing firm information and consulting with their EU/EEA employee representatives. Many of

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the national airlines have discontinued their original stand alone EWCs because of mergers (e.g., Iberian, KLM) and acquisitions (e.g., Aer Lingus, Alitalia). Most of the large European air carriers are now covered by EWC agreements of the new MNC airline conglomerates. There is also evidence that two of the major discount airlines (easyJet in 2011 and Ryanair—date unconfirmed) have also recently established EWCs, but copies of their EWC agreements are not available to ETUI which maintains the EWC database [1].

1.1 Select Committees

The establishment of a Select Committee (SC) within the EWC is encouraged by the Directive for firms such as airlines with large EWCs. A study by Marginson et al. found that 62% of all EWC agreements had SCs. They discovered that over half the SCs had responsibilities involving EWC communication, liaison, coordination, meeting preparation, and setting the meeting agenda [3].

1.2 Labour Conflict in European Airlines

In spite of the major European airlines operating with EWC consultations there have been considerable union-management conflicts and strikes in the European airline industry [4]. Privatization of the national airlines in Europe and increased competition from both start-up discount airlines (e.g., easyJet) and non-European international carriers (e.g., Emirates) have contributed to wage disputes and tensions over airline reorganizations [5]. The following are recent examples of European airline labour disputes. “Dutch airline KLM . . . lashed out at its partner Air France for allowing a ‘destructive strike’ . . . that threatens to disrupt travel to France during the Euro 2016 football championship” [5]. British Airways’ cabin crews planned to strike on December 25 and 26, 2016 over a two-tiered pay scale that pays recent hires less than crew hired pre-2010 [6]. In April 2019, Aer Lingus Regional cabin crew staff threatened strike action during Easter over pay and working conditions [7].

2 Characteristics of Airline EWCs

The ETUI website and EWC database were utilized to download copies of the airline EWC agreements and information on their organizations [1, 2]. A qualitative analysis was conducted of this information which is presented and discussed in Sects. 2 (characteristics) and 3 (Scope) of this paper. As can be seen in Table 1, there are three European airline conglomerates (Air France—KLM; Lufthansa Group;

Table 1 Characteristics and scope of Airline European Works Council agreements [1]

	Air France KLM	Lufthansa Group	International Airlines Group ^a
<i>Role of the EWC</i>			
Information and consultation	X	X	X
Giving opinion/comments	X	X	X
Making recommendations	X	–	X
EWC Composition	n/a	Employee	Joint
Select Committee	Yes (7)	Yes (2)	Yes (7)
<i>Competences of the EWC</i>			
Economic and financial situation of the company	X	X	X
Corporate strategy and investment	X	X	X
Changes to working methods/organisation	X	X	X
Probable development of the business, production and sales	–	X	X
Employment situation and forecasts	X	X	X
Mergers, take-overs or acquisitions	X	X	X
Collective redundancies	–	X	X
Company structure	X	X	X
Closures or cutbacks	–	X	X
Equal opportunities	–	–	X
Health and safety	–	X	X
Environmental protection	–	X	–
Reorganisation of production	–	X	X
Transfers/relocation	X	X	X
New technology policy	–	–	–
Corporate social responsibility	–	–	–
Human resource management practices	–	–	–
Vocational training	–	–	–
Subsidiary and Partner Airlines	Martinair, Transavia	Austrian, Brussels, Dolomiti, Eurowings, Edelweiss, Swiss Air, Sun Express	Aer Lingus, British Airways, Iberian, LEVEL, Vueling

^aEWC agreements analyzed by ETUI except IAG which was analyzed by the author

and International Airlines Group) that have EWCs covering some 17 airlines. It is surprising that Scandinavian Airlines (SAS) does not have an EWC given the tradition of industrial democracy in the Nordic countries.

2.1 *Air France KLM*

Air France KLM has operations in 16 EEA-EFTA (European Free Trade Association) and EU candidate countries. An Air France KLM EWC agreement in 2010 replaced their earlier individual company EWC agreements. Their EWC currently operates under a 2014 updated agreement which states that "... management and employee's representatives will seek to ensure the effectiveness of the Group's enterprises while also taking their employees into account. Particular attention will be paid to issues relating to employment, working conditions, health, safety, training, mobility, diversity and equal opportunities." The Air France KLM EWC has 33 representatives from 25 countries with France and the Netherlands having proportionately more members given the larger number of employees in these two countries. The EWC meets twice per year and the SC meets a minimum of three times per year. French, Dutch and English are the working languages of the EWC. In 2017, the total Air France KLM EEA workforce was 80,148 employees [1, 8].

2.2 *Deutsche Lufthansa AG*

Deutsche Lufthansa AG (Lufthansa) established an EWC agreement in 1996 which now covers the Lufthansa Group which has eight airlines including Austrian and Swiss Air. As of 2017, the Lufthansa Group has an EEA workforce of 83,817 in 22 EEA-EFTA and EU candidate countries. The Lufthansa EWC does not have a set number of meetings per year. The EWC agreement is only four pages long and does not provide a lot of detail in terms of procedures or membership. However, the Lufthansa EWC agreement states the intention that: "The information and consultation must occur early enough that the opinion of the responsible employees' representation bodies can still be included in DLH's decisions" [1, 9].

2.3 *International Airlines Group*

International Airlines Group (IAG) created their EWC in 2014 with the merger of British Airways, Iberia Airlines and Vueling. Aer Lingus was purchased by IAG and in 2017 a new EWC agreement was signed. IAG has operations in 24 EEA-EFTA and EU candidate countries with 37 EWC representatives (3 from Ireland, 5 from Spain, 8 from the UK, and 1 each from the other IAG countries) for 51,426