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# Athens Journal of Tourism

(ATINER)

## Volume 8, Issue 1, March 2020

## Articles

ATHENS INSTITUTE FOR EDUCATION AND RESEARCH
A World Association of Academics and Researchers
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ATINER is an Athens-based World Association of Academics and Researchers based in Athens. ATINER is an independent and non-profit **Association** with a **Mission** to become a forum where Academics and Researchers from all over the world can meet in Athens, exchange ideas on their research and discuss future developments in their disciplines, **as well as engage with professionals from other fields**. Athens was chosen because of its long history of academic gatherings, which go back thousands of years to *Plato's Academy* and *Aristotle's Lyceum*. Both these historic places are within walking distance from ATINER's downtown offices. Since antiquity, Athens was an open city. In the words of Pericles, **Athens*"…is open to the world, we never expel a foreigner from learning or seeing"*. (**"Pericles' Funeral Oration", in Thucydides, *The History of the Peloponnesian War)*. It is ATINER's **mission** to revive the glory of Ancient Athens by inviting the World Academic Community to the city, to learn from each other in an environment of freedom and respect for other people's opinions and beliefs. After all, the free expression of one's opinion formed the basis for the development of democracy, and Athens was its cradle. As it turned out, the Golden Age of Athens was in fact, the Golden Age of the Western Civilization. *Education* and *(Re)searching* for the 'truth' are the pillars of any free (democratic) society. This is the reason why *Education* and *Research* are the two core words in ATINER's name.

The Athens Journal of Tourism
ISSN NUMBER: 2241-8148- DOI: 10.30958/ajt
Volume 8, Issue 1, March 2021
Download the Entire Issue (PDF)

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The current issue is the first of the eighth volume of the *Athens Journal of Tourism,* published by the Tourism, Leisure & Recreation Unit of ATINER.

Gregory T. Papanikos
President
ATINER

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The **Center for European & Mediterranean Affairs** organizes the **14th Annual International Conference on Mediterranean Studies, 29-31 March & 1 April 2021, Athens, Greece** sponsored by the Athens Journal of Mediterranean Studies. The aim of the conference is to bring together academics and researchers from all areas of Mediterranean Studies, such as history, arts, archaeology, philosophy, culture, sociology, politics, international relations, economics, business, sports, environment and ecology, etc.You may participate as stream leader, presenter of one paper, chair a session or observer. Please submit a proposal using the form available (https://www.atiner.gr/2021/FORM-MDT.doc).

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**Important Dates**

- Abstract Submission: **15 February 2021**
- Acceptance of Abstract: 4 Weeks after Submission
- Submission of Paper: **1 March 2021**

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- **Dr. Peter Jones**, Co-Editor, Athens Journal of Tourism & Professor of Management, University of Gloucestershire, UK.

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*Athens Journal of Tourism - Volume 8, Issue 1, March 2021 – Pages 9-18*

# Corporate Digital Responsibility in the Hospitality Industry

*By Peter Jones[*] & Daphne Comfort[+]*

*The emerging digital technologies are reshaping and disrupting traditional business practices throughout the hospitality industry, and companies face, and may have to address, several new responsibility issues as they adopt these technologies. However, the issue of corporate digital responsibility within the hospitality industry has received limited attention, in the academic literature and this paper looks to make a small contribution to addressing that gap the literature. The paper outlines the characteristics of corporate digital responsibility, provides a short literature review, to give some context and points of reference for the paper, reviews the some of the responsibility issues hospitality companies face as they increasingly look to adopt digital technologies, and offers some concluding reflections.*

**Keywords:** *corporate digital responsibility, hospitality industry, digital technologies, privacy and cybersecurity, digital inclusion*

## Introduction

Many commentators increasingly suggest that the emergence and continuing development of digital technologies, including artificial intelligence, big data analytics, virtual and augmented reality, the Internet of Things, robotics, and blockchain, is reshaping and disrupting traditional business practices throughout the hospitality industry. Writing under the *Hospitality Net* banner, Gumerov (2019), for example, argued "as new technologies evolve and market disruptors reach their critical mass, every industry faces the need for a core transformation. The hospitality industry is no exception". On the one hand, these new technologies have provided a major threat to many companies within the industry, not least in that many traditional business models and operations are becoming increasingly redundant. On the other hand, in enthusiastically embracing the opportunities offered by digital technologies, many existing, and new, businesses are claiming to be reaping a wide range of benefits.

Digital technologies are becoming more commonplace within the hospitality industry and some simple examples provide illustrations of the ways they are being used, for example, in a growing number of hotels. Artificial intelligence systems are being used to analyse revenue management data and to build individual customers' preferences into personalised marketing messages. Chatbots enable hotel companies to respond automatically to large numbers of routine questions and calls for information from customers, and this may, in turn, enable companies to reduce labour demands and free up available staff time for more

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complex tasks. The Internet of Things is enabling a growing number of hotels to use smart energy systems to reduce the power of lighting systems, or to automatically switch off heating systems, when rooms or spaces are unoccupied. Virtual reality is being employed in marketing within the industry in that it offers the virtual experience of a hotel and its facilities, or of a tourist attraction, to potential customers before they make a booking. More generally, big data analytics offers improvements in both inventory and workforce management, increased market efficiency and enhanced customer experiences, while blockchain, a ledger of all transactions across a network, looks to offer hotels secure and personalised payment systems and greater provenance of their supply chains.

However, companies that introduce these new technologies may have to address new sets of responsibilities to their businesses, their shareholders, their employees, as well as to society at large, and to the environment. Here, Andersen (2019) argued that companies should treat "corporate digital responsibility with the highest strategic priority, helping to create positive futures not only for their businesses but also for the societies they are part of ". That said, to date, corporate digital responsibility in the hospitality industry has not been addressed adequately in the academic literature. With these thoughts in mind this paper reviews some of the responsibility issues hospitality companies may face, and look to address, as they adopt digital technologies. As such, the paper looks to make a small contribution to addressing what is currently a gap in the hospitality literature on the digital technologies, and while it is not a conventional academic paper, it offers an exploratory review of some of the digital responsibility challenges hospitality companies may need to address as they increasingly engage with digital technologies. The paper provides a literature review, to give some context and points of reference for the paper, reviews the some of the issues hospitality companies face as they increasingly look to adopt digital technologies, and offers some concluding reflections.

## Literature Review

There is no generally agreed definition of corporate digital responsibility. Lobschat et al. (2021), described corporate digital responsibility as a "novel concept", and defined it as "the set of shared values and norms guiding an organization’s operations with respect to the creation and operation of digital technology and data". For Schneevoigt (2020), corporate digital responsibility is a "a voluntary commitment", which "starts with the need to conform to legal requirements and standards — for handling customer data, confidential, intellectual property and so on — but it also extends to wider ethical considerations and the fundamental values that an organization operates by". More simply, Driesens (2017) argued that corporate digital responsibility "is about making sure new technologies — and data in particular — are used both productively and wisely ". ConPolicy (2020), the German research and consulting company, argued "corporate digital responsibility means that companies take responsibility for the consequences of their business processes, products and services, for employees, suppliers, customers, society as a whole, and the environment ".

In looking to identify the scope of corporate digital responsibility, Wade (2020) suggested it "spans four areas — social, economic, technological, and environmental — that should be merged under one organizational umbrella". More specifically, Wade (2020) argued that the social dimension, for example, "involves an organization's relationship to people and society. The vital topic of data privacy and the protection of customers, employees, and other stakeholders is included in this area. It also incorporates aspects of digital diversity and inclusion, such as bridging an increasing divide between digital haves and have-nots across geographies, industries, social classes, and age demographics". The economic dimension, "concerns responsible management of the economic impacts of digital technologies" and looks to explore "how companies share the economic benefits of digitization with society through taxation of digital work, and if, and how, the original owners of monetized data are fairly compensated" (Wade 2020).

Driesens (2017) argued "as the world becomes more digital, companies will be faced with an ever-growing need to adopt a robust corporate digital responsibility approach to protect both customers and employees". More assertively, Lobschat et al. (2020) argued "organizations must determine how to operate responsibly in the digital age". For ConPolicy (2020), the business case for companies addressing corporate digital responsibility revolves around enhancing reputation, creating competitive advantage, motivating employees, and shaping its own future. In looking to explain the growing importance of corporate digital responsibility, Driesens (2017) identified "four drivers", namely, "the increasing concerns from customers and governments about the use and abuse of personal data; the impact and challenges of automation and robotics; the potential for unethical use of new technologies; and finally, the so-called digital divide".

More generally, Grigore et al. (2017) suggested that "a consideration of new responsibilities that are emerging from digital technologies" is "almost entirely absent in corporate social responsibility research". More specifically, Grigore et al. (2017) went on to identify some of these new responsibilities relating to "commodities, contractual agreements and ownership; exploitation of immaterial labor and fair distribution of rewards; access and equality; and the use of low cost labor and/or artificial intelligence". However, research on digital corporate responsibility is emerging in the academic literature. Lobschat et al. (2021), for example, highlighted the distinction between corporate digital responsibility and corporate social responsibility, and looked to shed light on "how an organization's shared values and norms regarding corporate digital responsibility can get translated into actionable guidelines for users". In synthesising their discussions, Lobschat et al. (2021) introduced "a comprehensive framework that helps academics and managers to build a corporate digital responsibility culture". At the same time, Suchacka (2020), who described corporate digital responsibility as "a new dimension of the human-technology relationship", warned that the dynamic nature of digital development meant that both "businesses and employees have less time to thoroughly examine social consequences of ongoing implications related to digitalisation".

However, to date, limited academic work has been published on the hospitality industry's approach to digital responsibility, and it is not yet possible to identify distinct research fields. That said, the work cited below provides some illustration of the variety of research on the digital technologies within the hospitality industry. Hristoforova et al. (2019) for example, examined how digital technologies improved marketing communications in tourism and hospitality enterprises. The authors concluded that the continuing development of digital technologies would expand the range, and improve the efficiency, of information services available to customers. Mariani (2019) outlined the evolution of big data analytics in the hospitality and tourism industry and suggested that it promised to enhance other digital technologies, including artificial intelligence and the Internet of Things, that rely heavily on data. The author concluded that big data "will be increasingly adopted to enrich and corroborate research designs and generate findings that could be generalizable across different geographical and social settings" (Mariani 2019).

Onder and Gunter (2020) emphasised the importance of examining the impact of blockchain on the hospitality and tourism industry. More specifically the authors suggested that the industry needed to concentrate not on the technology itself, but on how it can be used to benefit both consumers and suppliers while also creating new hospitality and tourism products and services. Ruel and Njoku (2020) looked to explore how artificial intelligence technologies have "redefined the hospitality industry" and to evaluate its impact on employee engagement, retention, productivity, and talent management and to examine its implications for service quality and customer satisfaction, within the industry. Bezvesilnaya et al. (2020) explored economic and legal aspects of digital technology development in the tourism and hospitality industry and suggested that these technologies will allow customers to readily obtain reliable information about tourism and hospitality services and that this will, in turn, increase market efficiency within the industry.

Having recognised the need for the hospitality industry to adopt a digital perspective, Buyukozkan et al. (2019) explored how SERVQUAL, could be adapted to provide a new service quality model for the digital era. Yang et al. (2019) explored the application of artificial intelligence and robotics technology on companies, and on their employees and customers, within the hospitality industry. Nayyar et al. (2018) offered an analysis of the potential applications of virtual reality and augmented reality technologies within the hospitality and tourism industries and highlighted future opportunities for the industry as such technologies evolve. Adeyinka-Ojo et al. (2020) identified the digital literacy and employability skills that students and educators need to develop to better understand, and to negotiate, the changing digitally focused landscape of the hospitality and tourism industry. Efimova and Rhoznova (2018) examined the effects of data and technology on reporting in the digital economy. By way of an overall summary, Klimova and Glumova (2020) argued that digital technologies are changing the landscape of the tourism and hospitality industry and that "global digitalization dictates the need to adapt all business processes to it".

On the conceptual side, while there have been attempts to theorise digital labour (e.g., Fuchs and Sandoval 2014; Flanagan 2018), little or no work has been undertaken to theorise corporate digital responsibility. However, conceptual approaches merit attention, not least in that Rhou and Singal (2020) argued that "hospitality studies are largely a-theoretical" and suggested there was "a need for greater engagement with theory, and for more theory testing, within the hospitality industry literature". That said, a variety of theories have been used to shed light on corporate social responsibility within the hospitality industry. Indeed, Raimi (2017) identified "eight dominant theories of corporate social responsibility", namely "shareholder/agency, stakeholder, legitimacy, instrumental, social contract, conflict, green and communication, theories", with "diverse applications in the hospitality industry", which might provide a starting point for theoretical work on the hospitality industry's approach to corporate digital responsibility.

## Digital Responsibilities within the Hospitality Industry

As companies within the hospitality industry increasingly engage with the emerging digital technologies, so they may need to address the responsibilities associated with these technologies. Such responsibilities are wide ranging, though interlinked, and embrace people, the economy, and the planet (e. g., Wade 2020). Hospitality companies' digital responsibilities towards people include its employees and employees at its suppliers, its customers and society at large. Corporate digital responsibilities to the economy include the hospitality companies themselves, their stakeholders, their suppliers, and their relationships with states, and to intergovernmental initiatives. Responsibilities to the planet embrace a wide range of environmental sustainability agendas including climate change, greenhouse gas emissions and the transition to a low carbon economy, energy use, waste management and pollution control. More specifically, several corporate digital responsibility issues, can be identified, including privacy and cybersecurity, the digital divide, trust and responsible data stewardship, and environmental sustainability.

The high profile issues of privacy and cybersecurity loom large in corporate, political, and social debate, and customers and companies are often in the front line (e.g.,Kumar 2020). Many of the companies within the hospitality industry have complex ownership structures spanning large corporations, franchisors, individual owners and operators, and management companies, all of whom may have different computer systems and may transport data between such systems, which can increase the vulnerability of such data. At the same time, high levels of staff turnover within the industry may often make it difficult for hospitality companies to ensure all staff are familiar with the company's privacy and cybersecurity compliance procedures and know how to incorporate such procedures into their regular computer based work routines.

Large international hotel groups that process large volume of financial transactions, run loyalty programmes, and maintain data bases containing sensitive customer data, might certainly be seen to be vulnerable to data breaches. More specifically large hotel groups may be vulnerable to malicious software, that can access, corrupt, or destroy computer systems, to sophisticated hacking, which tracks a customer's travel plans and then uses the hotel's Wi-Fi to contact specific guests to gain access to sensitive information, and to point of sale card payment attacks, which target the customer rather than the hotel. Security software and constant surveillance offer some protection against such data breaches but the dynamic and sophistication nature of criminal activity in this area makes comprehensive security virtually impossible.

The collection of personal data is seen to be vitally important in the hospitality industry to enable companies to develop relationships with their customers, but the safety and security of such data is paramount, and this demands a strategic approach to the collection, storage, and usage of data (e.g.,Wainstein 2020). While hospitality companies generally collect three types of customer data, namely, personal data, preference data and transaction data, cybercriminals are normally interested in personal data, data on financial transactions, and more specifically credit card numbers, and it is vitally important that hospitality companies know where, and how, such data is stored. Where this data is stored on a company's software system it may be accessible to a range of employees, not all of whom may have received training on data security, and untrained employees can, effectively unknowingly, export data from such systems, through unsecured channels, putting that data immediately at risk. The high levels of staff turnover mentioned above, may make it difficult for hospitality companies to ensure that all its employees are always well trained. Cloud based software offers greater security but here hospitality companies need to satisfy themselves as to the reputation, and resources, of the operators they use to host their data.

The digital divide, simply defined as the gap between those who have access to computers and the Internet, and those who have no, or at best limited, access, poses responsibility issues for hospitality companies (e.g., Withiam 2021). On the one hand, as during the COVID-19 pandemic, for example, restaurants, fast food outlets and bars that advise customers to use mobile applications to book tables and to order food and drinks, may lose business opportunities if some of their customers do not have access to, or are unable to operate, the required digital applications. Given such a loss of business opportunities, companies can be seen to have a corporate responsibility, to their owners and shareholders, to find ways to include, rather than to exclude, such potential customers within their market. Facilitating such inclusion may effectively be beyond the vision and the resources of hospitality companies, but companies might look to emphasise the availability of other ways of booking, and to offering alternative booking and ordering systems, while at the same time promoting the simplicity and user friendliness of their digital applications.

On the other hand, where hospitality companies are committed to staff development, then they may look to provide all employees with opportunities to develop their digital technology skills and knowledge bases, as part of corporate inclusion and equal opportunities programmes. However, the high levels of staff turnover within the hospitality industry mentioned above, may reduce the effectiveness of corporate investment in digital technology training, and may deter many companies from pursuing comprehensive and inclusive staff development activities. More generally, some large hospitality companies, particularly those with extensive operations in developing countries, may consider committing themselves to philanthropic digital inclusion programmes which look to develop digital technology skills for young people, especially for females, in local schools.

Trust, and the responsible use of data, are fundamental issues. While artificial intelligence may offer a range of benefits for the hospitality industry, it also has its problems. Some commentators have called into question the use of artificial intelligence systems in employee recruitment, for example, arguing that such systems do not provide fair and equitable employment practices, not least because there are concerns that they can discriminate against females and some ethnic groups. While blockchain claims to provide a secure and permanent record of all transactions, it effectively shifts the onus of trust from people and companies to the cryptography, computers, networks, and algorithms as well as to the people who drive the system, and there are serial potential failure points along the way.

The adoption of digital technologies by hospitality companies also raises several environmental issues (e.g., Rajagopal 2019). The growing use of digital technologies is contributing to increases in carbon dioxide emissions and energy consumption. Here data centres, which house computing and networking equipment used to collect, store, process, distribute, and access large volumes of data, generate large amounts of heat, and power is required to prevent overheating and to cool down the equipment. Attempts to reduce energy use include locating new data centres in colder environments, making greater use of renewable sources of energy, and reusing waste heat for local community use. Data centres use large volumes of water in the cooling process, and in some areas where water is scarce, this can reduce the water available to communities and their economies.

At the same time, the production of many of the devices, and much of the equipment, that underpin the use of digital technologies, requires rare earth elements, often referred to as the lanthanides (USGS 2014). The current methods of mining these elements cause pollution and environmental degradation. At the other end of the digital technology life cycle the disposal of such devices and equipment, at landfill sites or by recycling companies, often based in less developed countries where environmental protection regulations are often less restrictive, can lead to a variety of environmental, and human health, problems. While hospitality companies are often not publicly seen to be directly involved in causing the environmental problems outlined above, their increasing use of digital technologies certainly makes them contributors to such problems.

## Conclusion

This exploratory paper has outlined some of the challenges that hospitality companies may face, and seek to address, as they adopt digital technologies. These challenges include privacy and cybersecurity, digital inclusion, trust and the responsible use of data, and the environmental footprint of these digital technologies. The continuing development of the existing digital technologies, and the emergence of new ones, seem likely to present an evolving set of corporate digital responsibility challenges for companies within the hospitality industry. For a variety of economic and organisational reasons, it is generally, but not universally, the larger hospitality companies that have been leading on the integration of digital technologies within their business operations. Such companies may well also be the leaders in developing strategic approaches to digital responsibility within the industry, not least in that they believe that such approaches will help to give them a competitive advantage in the marketplace. Nevertheless, as local smaller, independent companies begin to engage with digital technologies, so they too would be advised to embrace digital responsibility in their business plans.

More generally, two wider sets of issues merit reflection and discussion, namely, the relationship between economic growth and sustainability, and the thorny issue of whose best interests are served by corporate digital responsibility. Firstly, economic efficiencies and continuing growth are certainly seen to be important in driving the adoption of the digital technologies within the hospitality industry. However, the introduction of some of these new technologies can be seen to be at odds with wider sustainable development goals and agendas. On the one hand, the digital technologies may be employed by companies to replace or reduce the number of their employees, while on the other hand the increasing use of such technologies may have damaging, and ultimately irreversible, environmental consequences.

Secondly, there are issues about whose best interests are served by corporate digital responsibility. The hospitality industry looks, almost exclusively, to emphasise the responsible use of digital technologies as a force for good in bringing a wide range of benefits for customers, with little or no reference to the negative consequences of such new technologies. More widely this, in turn, raises some deeper concerns about the how corporate commitments to digital responsibility play out within modern societies. At the company level, corporate digital responsibility might be seen to be important in promoting and facilitating business strategies and may effectively, if not formally, be giving hospitality companies, licence to operate. At a wider level, there are arguments that companies pursue corporate digital responsibility policies and programmes to present a socially responsible image that legitimises their business activities to their stakeholders, and more widely within society. Hanlon and Fleming's (2009), wider arguments that "corporate social responsibility is good business in that it serves to affirm the legitimacy of the companies" and "this is important in the context of the widespread cynicism and political opposition that corporations have attracted in the last few years" certainly resonate.

Finally, the authors recognise that this exploratory review of the corporate digital responsibility challenges facing the hospitality industry has its limitations, not least in that it raises more issues than it resolves, but they believe the paper helps to fill a gap in the hospitality literature. At the same time, the paper provides some thoughts for those businesses within the hospitality industry who are making increasing use of digital technologies and serves as a platform for future research. On the business side, as companies increasingly adopt digital technologies so they might be advised to seek consultancy advice to identify their digital responsibilities and to put plans in place to ensure that they look to meet such responsibilities. On the academic side future research might, for example, focus on how the major hospitality companies address, and report on, digital corporate responsibilities, and on if, and how, their stakeholders contribute to the development of corporate digital development, and to the reporting process. Research may also examine how hospitality companies communicate their policies on digital responsibility to a range of stakeholders, and if, and how, such policies influence consumer patronage. At the same time, research on approaches to corporate digital responsibilities within the hospitality industry will offer opportunities to develop theoretical work within the discipline.

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# Desterro: A Monastery Turned Hospital, Now Converted into a Mixed-Use Hub in Lisbon

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*This paper aims to analyse the conversion of the former Desterro Hospital, in Lisbon, the capital of Portugal, both throughout its history and regarding its recent transformation into an innovative project with touristic and cultural purposes. Dating back to 1591, the then Desterro Monastery was transformed into a hospital in 1848, after the extinction of religious orders in Portugal. It kept these hospital functions until 2007, when the Portuguese state decided to close it and to sell the building. The project of comprehensive rehabilitation of the former monastery intended to create a new point of interest in the city of Lisbon, a mix-used building for both locals and foreigners. The restoration project conforms to the historic building, adapting it to present-day requirements. This raises questions on the preservation and identity, also taking into consideration key aspects in terms of sustainability. This paper intends to analyse this case study as an example of maintenance and restoration of a historic building which served various purposes related to religion and healthcare, and which is now starting a "new life", while evaluating such project within the scope of sustainable tourism.*

**Keywords:** *monastery, hospital, heritage restoration, mixed-use rehabilitation project, sustainable tourism*

## Introduction

Heritage sites and listed buildings have been at the centre of discussions concerning sustainable tourism, particularly regarding their management and conservation as monuments within the current landscape of tourism massification (Mowforth and Munt 1998, Nasser 2003, Rypkema and Cheong 2011, Hall et al. 2016, Gholitabar et al. 2018, Gholitabar and Costa 2018). However, these historic buildings can have other primary functions, while remaining relevant for touristic activities.

This paper intends to address the issue of the refurbishment and repurposing of heritage buildings as it relates to sustainable tourism, with a focus on historic medical buildings. Nevertheless, this particular topic is not commonly dealt with in the analyses of the interactions between built heritage, conservation, and sustainable tourism, both in Portugal and abroad. Within this topic, the researched

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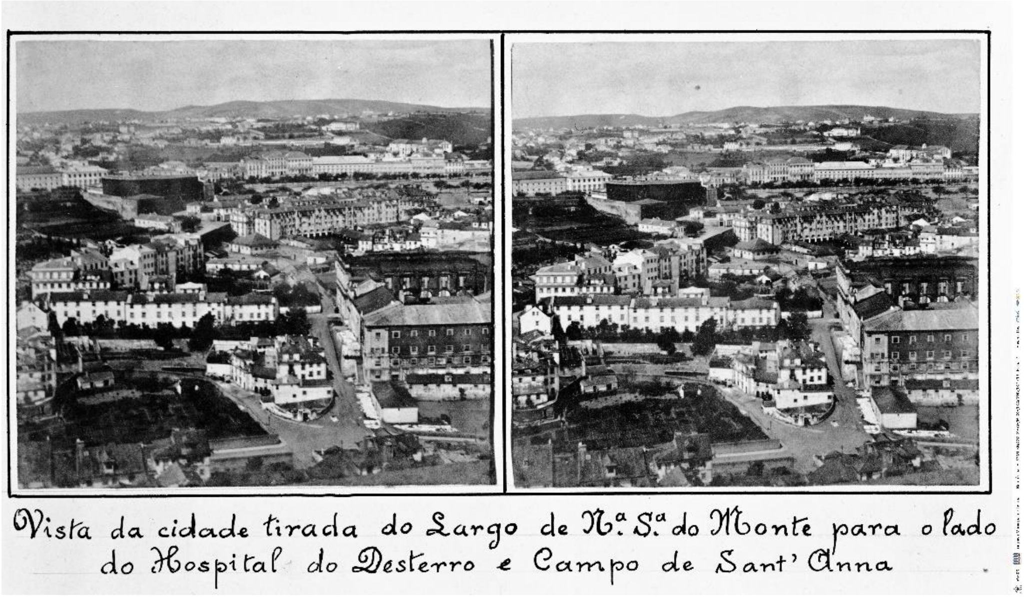
subject will be the conversion of the former Desterro Hospital, located in the old part of the city of Lisbon (in a place called Colina de Santana[1]) (Figures 1 and 2). In addition to the history of the building, there will also be an account of the recent proposal that envisions its transformation into an innovative project titled Open Experimental Centre for the World, which includes touristic and cultural purposes. It is, undoubtedly, an interesting case study that highlights the importance of interdisciplinarity and the involvement of several stakeholders throughout the process, such as architects and urban planners, geographers, heritage specialists, doctors, politicians, the private sector, and also the local population.

**Figure 1.** *Mário Novais, Panoramic Photograph of Lisbon Taken from the Nossa Senhora do Monte Square Overlooking the Desterro Hospital Square and Campo de Santana, 1973. PT-AMLSB-CMLSBAH-PCSP-004-MNV-001713. © Lisbon Municipal Photographic Archive*




The Desterro edifice, constructed at the end of the 16th century as a monastery of the Cistercian order, carries within its walls various centuries of history, consequence of multiple occupations and repurposes that tended to dilute the architectural coherence of the old monastery.

Thus, Desterro constitutes an emblematic case study affected by the ideological, political and economical circumstances in Portugal, especially over the last two centuries, following the extinction of religious orders in 1834. Thereat the Portuguese Government nationalised the properties of the religious orders and employed the countless large monasteries and convents to house various public services. Such was also the fate of the Desterro Monastery, turned into Desterro

[1]One of Lisbon's seven hills, located in the historic centre (spreading through about 183 hectares). Its urban renewal determined the closing of a number of hospitals located within that area (São José Hospital; Santo António dos Capuchos Hospital; Santa Marta Hospital; Desterro Hospital; and Miguel Bombarda Hospital), which occupied former convents, in order to replace them with a new hospital to be built in the eastern part of the city.

Hospital in 1848. Despite the many criticisms expressed throughout the years regarding the inadequacy of the building to serve as a hospital, the situation remained until 2007 due to a lack of alternative solutions.

**Figure 2.** *Eduardo Portugal, Desterro Hospital, Panoramic Photograph Taken from Rua das Olarias Overlooking Avenida Almirante Reis and Rua Nova do Desterro, 1944 PT-AMLSB-POR-010582. ©Lisbon Municipal Photographic Archive*

There have been many studies of the Desterro historic building (Pilão and Tacão 2013, Mora 2011, Branco 2008, 2011, 2013, 2014, Bastos and Ramalho 2017). Focusing as much on its architectural aspects as on the several lives of the building—which was a convent and a hospital, but also a military quarter and an orphanage—, each study emphasises certain time periods, individuals or functions, depending on its objectives.

Because memory must not be selective, the successive occupations of this historic building must be acknowledged and remembered, and their signs respected. The work was developed through a systematic archival research—which revealed important new information on the history of the building, crucial for its understanding—, to which we added an attentive analysis of the remaining structures (fieldwork), and interviews with the architect responsible for the project of the last intervention in the historic building, we address: the ways this architectural compound was perceived and understood throughout times; how it changed and adapted to its new functions; the role it played within the city dynamics, responding to the most recent tourism-related challenges; and what benefits and risks can tourism bring to this historic building. There has been ample debate on this last topic, regarding the appreciation of the historical heritage of Desterro, the rise in tourism, and real estate speculation. It is nevertheless crucial to address it as it relates to the issue of the conversion of hospitals into hotels, contributing to the debate on this particular type of contemporary use of historic buildings (Sousa 2013) —one not often addressed by both Portuguese and foreign authors.

## A Former Monastery Converted into a Hospital

The Real Mosteiro de Nossa Senhora do Desterro, or Desterro Monastery, as it is more frequently called, is an architectural compound originally belonging to the male Cistercian order, built under king Philip I, after the license granted by Pope Clement VIII in 1586.

Its construction began five years later, in 1591, led by architect Baltazar Álvares (Branco 2013, Matos and Branco 2014) who, influenced by the work of Italian Sebastiano Serlio, designed the building in a mannerist style (Figures 3 and 4). In the following reigns, the further expansion of the monastery with the church still under construction would incorporate baroque features into the building.

**Figure 3.** *Convento do Desterro (Hoje, Hospital do Desterro), onde, em Tempos, Esteve Instalada a Casa Pia de Lisboa (Desterro Monastery (Presently Desterro Hospital), where Casa Pia de Lisboa was Once Housed), 1930. PT-TT-EPJS-SF-001-001-0017-0859E. © ANTT*

**Figure 4.** *Eduardo Portugal, Desterro Hospital, 1944. PT-AMLSB-POR-060210. © Lisbon Municipal Photographic Archive*

However, the project remained unfinished, with the interruption of the construction work in the beginning of the 18th century—when the church, though in an advanced stage, was yet to be concluded, as was the case with other structures of the monastery (Projeto Lx Conventos - Mosteiro de Nossa Senhora do Desterro).

During its pre-nationalisation existence, the monumental building—with a constructed area of about 8,400 square meters and located in a central part of the city—took on many functions (see Table 1).

**Table 1.** *Different Functions of the Desterro Building*[2]

| | |
|---|---|
| 1750 | Temporarily houses the patients of the Hospital Real de Todos os Santos, who had to be transferred due to a fire. |
| 1796–1806 | Some services of the Navy Hospital. |
| 1804–1858 | Quarter of several military companies (Lima 2014, 249). |
| 1811–1833 | Casa Pia de Lisboa orphanage (1811–1833). |
| 1835 | Courtroom. |
| 1839 | Primary Education School, operating in some adjacent buildings. |
| From 1848 on | Hospital annexed to the São José Hospital. |
| 1849 | Lodging for families in need. |
| 1853 | Some facilities of the Colégio Militar (Military School). |
| 1860 | Aula Régia[3]. |

[2]Summary table systematized by the authors according to the archive documentation.

From 1848 onwards, the Desterro building was annexed to Hospital de São José[4], specifically dedicated to combating the cholera epidemic that ravaged the city (Cabral 1915, 237). In this context, Desterro would take on the hospital functions it had essayed in 1750, and which would extend for over one and a half century (Figure 5). During that period, it was a crucial hospital in combating yellow fever (1857), syphilis, and other venereal diseases (1862); and it specialised in dermatology (1897) and urology (1918), with some of the most notable clinicians of the country having practised there (Mora 2011).

**Figure 5.** *Homenagem do Pessoal do Hospital do Desterro ao Respetivo Fiscal, António Lúcio dos Santos (Claustro) (Homage Paid by the Desterro Hospital Staff to the Hospital Supervisor, António Lúcio dos Santos (Cloister)), 1930. PT-TT-EPJS-SF-001-001-0016-0639E. © ANTT*

With each new occupation, various adaptations were made to the building, which altered its appearance and increasingly concealed its 15th-century origins. The conversion of the building into a hospital, in particular, led to the addition of several partition walls and false ceilings in order to create new rooms and organise wards; and also to the construction of new structures annexed to the building, destined to accommodate necessary facilities. Furthermore, the windows of the former monks' dormitory were enlarged, the cloister arches were covered, a second storey was added to the large cloister, the upper parts of the mannerist

[3]First kind of organised public secular education, established in Portugal in the 18th century, free from the influence of the Church and of the Jesuits in particular.

[4]1848.11.29 - Government ordinance authorising the hospital to keep the building of the deactivated Desterro Monastery. PT/AHM/DIV/3/20/22/48.

façade that gave access to the former church were suppressed, and its triple archway, as well as the existing niches, were covered.

"Various construction works, improvements, maintenance operations, and repairs" are made on the existing structures (Cabral 1915, 281–285), particularly the enlargement and equipping of the bathing facilities for the disinfection of patients, the expansion of the outpatient consultations area, and the construction of a proper chapel. Following the 1946[5] hospital organisation campaign promoted by the Estado Novo (New State)[6], more thorough rrefurbishing works are made in the Desterro building. From 1950 onwards, the Direção Geral dos Edifícios e Monumentos Nacionais (General Directorate of National Buildings and Monuments) (DGEMN[7]) services act upon the hospital facilities—repairing roofs, enlarging facilities, installing a resuscitation room and a patient lift, creating treatment rooms, operating theatres and an X-Ray Laboratory[8]—, in order to keep the hospital functional and adapted to current needs.

Prior to that, the construction work was mainly focused on the large support wall of the former monastery. This wall had been erected in the beginning of the 20th century, after the opening of the monastery enclosure wall, when the entrance on the side of Almirante Reis Avenue—a new and structural main artery for the northwards expansion of Lisbon—was built. Following architect Artur Simões da Fonseca's project, a decision is made towards the softening of the visual impact of the wall structure on the public road, which contributes to a better articulation between the building and the avenue, and also allows to enliven the long wall with small commercial establishments.

The successive postponements of the deactivation of Desterro would lead to a threefold problem: the adaptation works were often insufficient to respond to new and demanding functions; various pre-existing architectural and artistic features were repeatedly altered and destroyed; and the opportunity for constructing modern buildings originally conceived to cater to specific hospital needs was suppressed by the repurposing of such older buildings.

These issues, added to the lack of hygiene conditions, often led to the questioning of the existence of the Desterro Hospital throughout the 19th and 20th centuries; a new hospital was even projected to be built in another area of the city (Alto de Santo Amaro), which never materialised (Mora 2011, 42).

Hence, Desterro—and the other hospitals operating in former monasteries in Lisbon—will feed the public debate regarding specific instances of the reorganisation of health services in Portugal, the repurposing of public buildings, and also the management of the government budget. If, in the 19th century, the focus was on political and medical issues—namely the poor hygiene conditions, the lack of ventilation, the excessive humidity, and the shortage of space, beds and nursing equipment—, in most recent years—and due to the intense debate on

[5]Decree n. 2011, 02.04.1946. *Diário do Governo*, n. 70, Series I, 02.04.1946.
[6]Dictatorial political regime that ruled Portugal between 1933 and 1974.
[7]Sate organisation created in 1929 with the role of managing the construction works made on national buildings and monuments.
[8]SIPA-DGPC, *Hospital do Desterro, Processo Administrativo*; MOP, *"Obras Públicas concluídas" e "Melhoramentos" a inaugurar a cada ano no Hospital do Desterro* (1950–1970).

Colina de Santana, regarding issues such as real estate expectations and urban renewal—a new topic is introduced, concerning the importance of heritage to the determining of the future of such buildings. The acknowledgement of the past and identity of the place, based on the architectural, historical, scientific, artistic and cultural heritage of Colina de Santana, was crucial in the process that ensued the sale of the hospital buildings in that part of the city, where Desterro is located (ALM 2014).

## What Future for the Former Royal Monastery and Hospital?

As previously mentioned, the former Desterro Monastery and Hospital reached 21st century as an incomplete Cistercian building, significantly marked by the many additions introduced during the time when it served as a hospital. Like many other monasteries and convents converted into hospital settings, the building did not pacifically embrace the often forcefully imposed specific demands of its new role, which were detrimental to pre-existing architectural elements (Branco 2010, 10). Conversely, the hospital never had in the monastery a neutral space adequate to its function. For this reason, the Desterro Hospital became part of a group of buildings in similar circumstances—S. José, Santa Marta, and Capuchos hospitals—, destined to be sold in order to fund the long-awaited future Hospital de Lisboa Oriental (Eastern Lisbon Hospital).

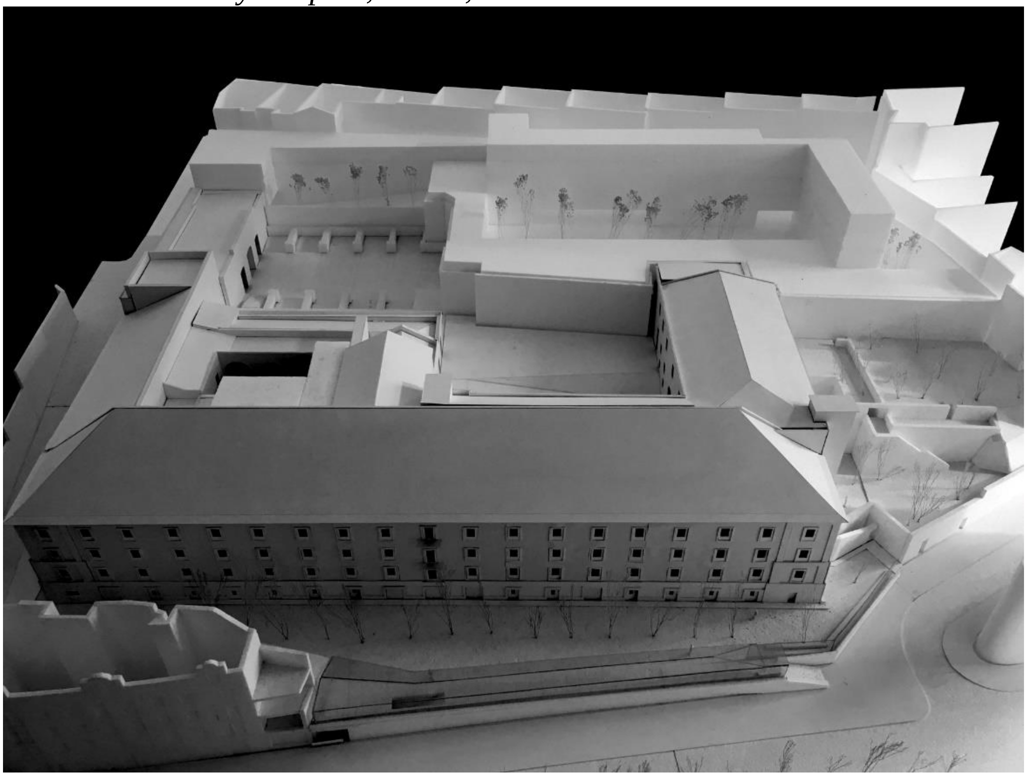
Deactivated in 2007, the building became a property of Parpública, a government-owned company which two years later put the building up for sale for 10.75 million Euros. This number was later reduced to 9.55 million Euros, which nevertheless did not attract any buyers—certainly a direct consequence of the stipulation that mandated the building to be exclusively employed in the continuous care area. After the failure of this operation, the building was bought for 9.24 million Euros by Estamo, a subsidiary of Parpública which manages sate-held real estate, and which drastically changed the strategy in regards to this building.

In 2013, Estamo signed a protocol with the Lisbon City Council and the company Mainside—known for its intervention in LX Factory[9], in Alcântara—in order to transform the former monastery and hospital into an "experimental space open to the world" (Soares 2013). For the city council, this was a strategic building for the intervention within the Martim Moniz - Praça do Chile axis, since it could established itself—due to its size, location, and relevance—as a fundamental anchor for the regeneration and revitalisation of the whole area, especially in regards to tourism (Figure 6). The goal of the company responsible for the management of the building was to inaugurate it still in that same year, launching a phased intervention to transform the building into a *campus of learning* with spaces available for cultural events, and also spaces for working, for accommodation, for "planting a vegetable garden, attending a debating club,

[9]Abandoned historic industrial compound where, after rehabilitation and improvement works, restaurants, bars, bookshops, art stores, and offices of dozens of companies operating in different fields were established.

having lunch at a community dining hall, or attending classes or workshops, among many other experiences provided by various companies and organisations" (Soares 2013). The goal was, essentially, to replicate the project that had been successfully implemented in Alcântara, creating a space that allowed to diversify the touristic offers in that part of the city, while considering the economic, social and environmental impacts of its activities, based on a model of sustainability which would take into consideration the needs of visitors, of the environment, of local communities, and also of the economic organisations.

**Figure 6.** *Pedro Domingos Arquitetos. Restoration Project for the Former Desterro Monastery/Hospital, Lisbon, 2013–2017*



Within this framework, still in 2013, a "set of construction works" took place, "as part of a first phase of interventions that aimed to clear up the area, in addition to the demolition of some elements which were not originally part of the Nossa Senhora do Desterro Monastery, specifically additions of no heritage value dictated by the necessities of the hospital setting" (Soares 2014). Afterwards, the works unpredictably stopped, which marked the beginning of a series of successive delays—on the one hand frustrating, but on the other also beneficial, for they allowed for the ripening of the concept initially proposed (Pincha 2018). The qualification of this project and its better justification were greatly impacted by the multidisciplinary team that was formed in the meantime, composed of architects, archaeologists, and historians.[10] The work developed by this team was

[10]Project team: Architecture - Pedro Domingos Arquitectos (Pedro Domingos, João Favila, João Simões, Pedro Gonçalves, Bruno Antão, João Bagorro, Nuno Castro Caldas); Structures –

so important as to lead to the redefinition of the plan established for the building; the analysis carried out by historians was of particular significance.

In 2014, José Sarmento Matos and Ricardo Lucas Branco presented a historical and patrimonial study of the building, with guidelines for its architectural reintegration aptly supported by the new information uncovered during the clearing and demolishing operations carried out in the previous year. This study was particularly critical of the alterations made during the conversion of the monastery into a hospital, from the mid-19th century until the end of the 20th century. According to José Sarmento de Matos and Ricardo Lucas Branco, these modifications were not the same as the aesthetic additions or remodellings frequent in the history of buildings, to which they add heritage value. "We can indeed declare that such kind of additions are absent from the former Desterro Monastery" (Matos and Branco 2014, 16). Thus, for this historian, "Nothing in the building was replaced by an apt nor dignified architectural element or structure, one that could have been advantageous for the object itself or for its assigned function. On the contrary, one can often notice various alterations, severe obliterations, and strictly functional depreciating additions (many poorly built, as temporary elements), which contributed to the progressive defacement of the building" (Matos and Branco 2014, 22). This also hindered the recognition of its heritage value. For all these reasons, the author argued that the intervention should focus on the architectural features as devised by Baltazar Álvares, pursuing a patrimonial reintegration as close as possible to the notable historic monument as it once was, according to what had been revealed and confirmed by the first intervention procedures.

Adopting this concept as purpose, the architectural project presented in the beginning of 2015 defended, from the start, the resumption of the process of studying and uncovering the monastery site, which had begun in 2013. The alterations made during the hospital period were described as "careless and very dissonant with the architectural identity of the monastery", hence, in order to add value to the building, it was fundamental to rid it "of the spurious annexes and additions of no heritage interest, which have defiled it" (Domingos 2015, 3). It was therefore necessary to proceed with the clearing and demolition operation, as to uncover the noteworthy spaces of the former monastery, which were originally vaster, as well as the stone arched roofs and columns that were concealed within the partitions and fake ceilings built during the hospital period (Figures 7 and 8). However, it is worth mentioning that the intent of the project's authors was not to completely erase the building’s most recent history by limiting the intervention to the recovery of the splendor of the original monastery structures. While reopening and clearing the spaces, the marks of the hospital partitions would not be erased; rather, they would remain visible on the walls[11].

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A2P (João Appleton, Pedro Ribeiro, Tomás Nunes da Silva); Infrastructures - ATPI (António Lemos, Dias da Silva); Archaeology – ERA (Miguel Lage, Mafalda Capela, Pedro Braga); History of Art and Urbanism - José Sarmento Matos, Ricardo Lucas Branco.

[11]Information supplied by architect Pedro Domingos in an interview made on 25 July 2019.

**Figure 7.** *Restoration Project for the Former Desterro Monastery/Hospital, Lisbon, 2013–2017. Demolition Works in the Monks' Dormitory. © Pedro Domingos Arquitetos*

**Figure 8.** *Restoration Project for the Former Desterro Monastery/Hospital, Lisbon, 2013–2017. Demolition Works in the Monks' Dormitory. © Pedro Domingos Arquitetos*

This intervention, which aimed to *reveal* and clarify the original structure of the former monastery in its entirety, was divided into two phases. The first focused on the large element that spreads along Avenida Almirante Reis, and consisted in a series of demolitions and clearing operations with the purpose of recovering the original spatial organisation and its architectural characteristics. In regards to the interior of the building, the project suggested the uncovering of the columns which supported the arched roofs of the eastern and northern wings—which were embedded in more recent walls or in non-structural partitions—in order to reestablish the passage and the two-naves configuration of many of those areas, an aspect fundamental to the reading of the site and to the understanding of its primordial function. As to the façade on the side of Avenida Almirante Reis, the project outlined the restoration of the portholes back to their original form—since most of them had been enlarged with distinct additions of square stone pieces to the frames due to the need for better lighting in the hospital setting (Domingos 2015, 4).

The more complex intervention planned for the two cloisters, which involved the "restoration of their original form, including the reopening of the archways and the reestablishment of passage in its galleries, will be one of the main goals of the restoration of the former monastery" (Domingos 2015, 3), had to be postponed to a second phase (Figures 9 and 10). In regards to the northern cloister, there was also a plan to demolish the large concrete stairs, which had been built on top of the gallery of the former monastery cloister, so as to allow for later archaeological investigations with the purpose of uncovering some of the former structures. This project of creating a permanent archaeological site was extended to the southern cloister and to the church area, in order to allow for some *continuity* in the study and uncovering of the hitherto concealed structures of the former monastery. For this reason, the demolition of the annexed structures located on top of the former nave of the church was also suggested, as to allow for a future archaeological excavation to reveal the structure of the former church.

**Figure 9.** *Restoration Project for the Former Desterro Monastery/Hospital, Lisbon, 2013–2017. Larger Cloister. © Pedro Domingos Arquitetos*

**Figure 10.** *Restoration Project for the Former Desterro Monastery/Hospital, Lisbon, 2013–2017. Larger Cloister. © Pedro Domingos Arquitetos*

Other than the *continuing* of the study and uncovering of the concealed structures, and the *revelation* of the original areas of the monastery, two main features of the architecture project were the *opening* of the building to the city and the *reversibility* of the new elements. The former point included the introduction of a new street that enabled the creation of two new entryways to the building. This project determined the full demolition of the four existing commercial establishments on the Avenida Almirante Reis side, and of the ruins of the building connecting the rear front of the Desterro building and the no.1 of Avenida Almirante Reis, the partial demolition of the wall on the side of Rua Antero de Quental, and the demolition of the former hospital incinerator. This intervention would allow not only to uncover the quoins of the eastern façade—thereby enabling it to be seen as a whole—, but also to create a green area on an external platform at the level of the first floor of the former monastery, directly connected to Rua Antero de Quental, Rua Nova do Desterro and Avenida Almirante Reis.

This new street would take on a dual purpose, as a new public place in the city, and also as a connecting link between the former monastery and the city.

Similarly, the project for the four levels of the eastern part of the edifice sought to promote the desired opening of the building to the city, by occupying it with different purposes, for diverse audiences, and with various opening times. For this reason, it was suggested that each floor should have an independent use, with the possibility of each having its own separate entrance. The first floor would be occupied by restaurants, and would have a direct access to the street. The idea that served as reference was "the kitchen set around the fire, … a big communal dining hall, set around an imposing fireplace, symbolising fire as the main element" (Tomás 2015). For the second floor, a more conventional 20-room hotel was proposed.

In addition to the spacious polyvalent nave, which would be available for cultural—and other— uses, the third floor would house a centre for well-being or for alternative therapies "with naturopathic, acupuncture or ayurvedic consultations and treatments, massages, or wellness and healthy eating workshops, complemented by a revival of bibliotherapy and cinema therapy, in which treatments are accompanied by books and films. The idea is to provide consultations with specialists in traditional Chinese medicine or even conventional medicine, depending on the diagnosis, and to complement the treatment with books or films" (Tomás 2015). This project was inspired by the British medical publication *Novel Cure*.

The project for the fourth and final floor consisted in a hostel-type accommodation unit, furnished with a modular system of 50 removable wooden capsules. This would constitute one of the most representative examples of the intention of occupying the building with non-intrusive, reversible systems by using structures and facilities easy to disassemble in the future.

It can therefore be concluded that, rather than a conventional restoration, the architectural project envisioned a process of subtraction and stabilisation of the existing structures in order to prepare the spaces for a temporary occupation—one that, upon its ending, could be quickly removed, without leaving any marks, completely freeing the spaces for new purposes[12]. In December 2018, after the announcement of various dates for the opening of the first spaces, the third trimester of 2019 was declared a possible date for "a partial opening, obviously depending on the developments of the space adaptation works" (Pincha 2018). Upon the arrival of the advertised date, one could see, from the new street, that something was changing in the former Desterro Monastery and Hospital. But that was it. As for the rest, the city still awaits the new life of this monument (Figures 11–13).

[12]Information supplied by architect Pedro Domingos in an interview made on 25 July 2019.

**Figure 11.** *Desterro Building. Narthex Façade. ©CMS, 07.2020*

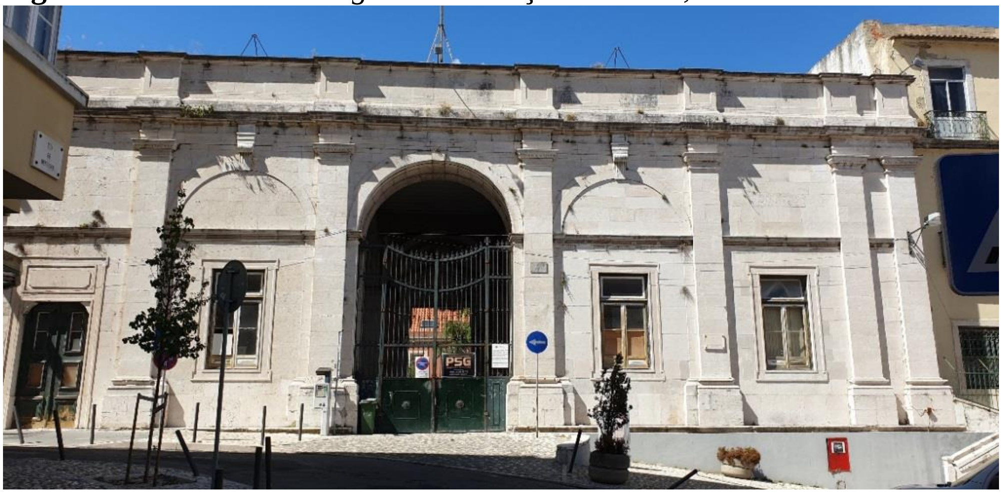


**Figure 12.** *Desterro Building. Partial View of the Narthex Leading to the Church which was Demolished in the 19th Century © CMS, 07.2020*

**Figure 13.** *Desterro Building. Partial View of the Lateral Façades. ©CMS, 07.2020*

**Discussion**

The sale by the Portuguese government of a group of historic hospital buildings in the Colina de Santana—most of them occupying former convents, as was the case with the former Desterro Hospital—provoked an intense public debate involving many institutions and specialists. This process led to the maintenance of hospital functions in most of the buildings, to the postponement of the construction of the new hospital in eastern Lisbon, and to the suspension of the repurposing projects conceived for the hospitals that were already deactivated (as was the case with the Desterro hospital).

The topic of shutting down hospitals is controversial on its own; the controversy is naturally aggravated when the new life of such establishments is associated with tourist accommodation—even when these include spaces dedicated to cultural events, or when clinical services keep being provided in the building, as was the case with Desterro.

Certainly due to such reasons, examples of hospitals converted into hotels do not abound in Portugal nor in any other country. Such project constitutes a considerable challenge involving various participants (Government, private sector, various professionals of architecture, urbanism, medicine, art history, etc., local communities, tourists) and is frequently subject to extensive public debate.

In the Council of Europe Convention on the Value of Cultural Heritage for Society, signed in Faro, in 2005, important aspects such as the "contribution of cultural heritage to society and human development", "environment, heritage and quality of life", "sustainable use of the cultural heritage" and "cultural heritage and economic activity" are reinforced.

In line with these ideas, and taking into account the principles of the Vienna Declaration (2009) under the motto "An Incentive to Heritage in the Period of Economic Recession"[13], the Portuguese government implemented in 2009 a national programme to restore classified heritage buildings, involving the private

[13]The Vienna Declaration, drafted within the framework of the European Forum of Responsible for Heritage (EFRH), calls on all national governments to recognise the fundamental role of heritage in the development and implementation of sustainable economic recovery policies.

sector in their safeguarding[14]. In 2016, the Programa Revive (Revive Program)[15] was launched to support private investment in the restoration and repurposing of state-held heritage properties into tourist attractions, turning them into a national economic asset. The buildings made available include former convents, castles, fortresses, and private palaces. In Portugal, as in many other countries where tourism has such a great weight in the Gross Domestic Product (Ismagilova et al. 2015, Papanikos 2020), the official discourse has regarded built heritage as a valuable resource for the country's economic development in association with the tourism sector.

There is an obvious reciprocal relationship between cultural tourism and historical heritage. Thus, if on the one hand revenue from the growth of heritage tourism can be an effective way of preserving cultural heritage buildings, on the other hand the revitalisation of historic buildings should be seen as an important asset for tourism development. In general terms, their adaptation to the needs of tourism - not always peaceful and sometimes implying a risky relationship (Dris 2016, Nilsson 2018) - is often, from a multi-faceted understanding, the most sustainable option (from an economic, cultural, social and environmental point of view) to assure their preservation for future generations (Langston et al. 2008). However, it is crucial that principles such as those invoked by the Faro convention, mentioned above, are properly respected, withal, contributing to the economic and social development of the neighbourhood (Powter and Ross 2005, Barthel-Bouchier 2013) while ensuring that refurbishments and adaptive reuses of cultural heritage buildings do not irreparably damage the existing historical testimonies and resources (Boudiaf 2019).

Nevertheless, the issue becomes more complex when the heritage sites associated with the tourism industry are former hospitals, even when the project is aligned with sustainable tourism principles—which World Tourism Organisation defines as a practice "that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities"[16].

In Portugal, there are few cases of historic buildings of healthcare facilities employed by the tourism sector. Representative examples include the Hotel Palacete do Mondego, in Penacova, a former tuberculosis preventorium, which opened as a hotel in 2001 (and closed six years later); Pousada de Viseu, in the former Misericórdia Hospital, inaugurated in 2009 as a hotel designed by architect Gonçalo Byrne; Pousada Serra da Estrela, in Covilhã, a former sanatorium which reopened as a hotel in 2014, with a project by awarded architect Eduardo Souto de Moura (recipient of the Pritzker Architecture Prize in 2011); or Vila Galé Collection Braga, a former hospital (S. Marcos Hospital) which was converted into a hotel with a project by Miguel Guedes Arquitetos in 2016–2017 (Pascoal et al. 2020). These projects usually combine funding from official and community

[14]Programa de Recuperação do Património Classificado (Classified Heritage Restoration Program). Resolution of the Council of Ministers n. 70/2009. Diário da República, 1st series, n. 162, 21.08.2009 (https://dre.pt/application/file/a/488241).
[15]Programa Revive: presentation (https://revive.turismodeportugal.pt/en).
[16]UNWTO. Our focus: sustainable development. https://www.unwto.org/sustainable-development.

sources and from the private sector; the restoration plans are usually designed by a renowned architect, and often have the objective of establishing a luxury hotel.

In the international panorama, there are some particularly challenging cases somehow comparable to Desterro, for their many centuries of history, and for having functioned as convents and hospitals. Such is the case with the Hôtel-Dieu de Lyon (France), a hospital founded in the 12th century by the semi-monastic Pontifices Fratres brotherhood, which reopened as a five-star resort (InterContinental Lyon, Hôtel-Dieu 2019) after being restored with a project by architect Jean-Philippe Nuel in collaboration with Didier Reppelin, chief architect of Historic Monuments (Ayers 2019)[17]. This building is located in the Historic Site of Lyon, classified by UNESCO as World Heritage.

Another interesting example can be found in Tel Aviv (Israel). In this case, the British architect John Pawson together with the local historic conservation architect Rami Gill were called upon to restore and convert the School of the Sisterhood of Saint Joseph Convent and an adjacent 19th century former hospital into the stunning Jaffa Hotel (which opened in 2018)[18].

There are also some cases of deactivated and ruined health facilities converted into spacious and inviting hotels. To mention a few: the St. Columba's Lunatic Asylum in Ireland, transformed into the restful Clarion Hotel Sligo (2005); or the Comwell Kellers Park (Børkop, Denmark), turned into a hotel with Danish flair, set in the beautiful and historic scenery overlooking Vejle Fjord (2008); or the former Buffalo Asylum (Buffalo, New York), converted into the Hotel Henry Urban Resort Conference Center (2017). (Flanagan 2018).

In any of the cases mentioned above, the projects were conceived taking design, memory, consumption, and real estate into consideration, which is often regarded in specialist literature as a sort of "magical solution" for urban restructuring (Safara and Brito-Henriques 2018).

The repurposing of historic buildings for contemporary use, based on its adaptive reuse (Ferreira 2014) became frequent and often desirable, since it solves the issue of abandonment and decay of many historic buildings which no longer fulfilled the roles they were conceived or repurposed for (Palmer et al. 2012). In other words, the attribution of a new role arises as the best warranty for the building's survival, allowing it an active participation in contemporary society. It is nevertheless fundamental to observe a "compatible use", i.e., "a use which respects the cultural significance of a place" and which "involves no, or minimal, impact on cultural significance" of such place (Australia ICOMOS, The Burra Charter 2013[19]). This is the aspect in repurposing projects in which most divergences arise; these projects do not only threaten the remembrance of the

[17]For further information about the project see http://www.grand-hotel-dieu.com/en/place/, https://www.patrimoine-lyon.org/la-presqu-ile/centre-ville-2/hotel-dieu and http://www.guangzhouaward.org/uploads/20191218/0d7a93c0a3b1ed376905595722bdb59b.pdf.

[18]See https://img.archilovers.com/projects/7ae83990-6d29-4ba7-a8bf-7446f9dbf534.pdf and https://www.dezeen.com/2018/08/21/john-pawson-transforms-historic-convent-jaffa-hotel-tel-aviv/.

[19]The Burra Charter - The Australia ICOMOS Charter for Places of Cultural Significance, 2013. Available at: https://australia.icomos.org/wp-content/uploads/The-Burra-Charter-2013-Adopted-31.10.2013.pdf.

history of heritage sites (Aspres 2017b, 462), but also aggravate the issue of the market consumption of patrimony within the tourism industry (Choay 2011, 48).

In regards to former hospital buildings, closed because they no longer offered the necessary conditions for clinical activities, or because new hospitals were built, the requirements should be the same as the ones met in other cases of intervention on heritage buildings. In this context, taking into consideration the new developments presented in the 2005 Faro Convention—based on the endorsement of partnerships between the government and civil society—, there is a recognition of the "value" of heritage to society; an understanding of its dynamic nature, resulting from a fruitful dialectic between what we inherit and what we bequeath; the adoption of heritage policies which benefit society as a whole (the concept of European common heritage); and also the prevention of possible abusive uses of patrimony, from its deterioration to potentially contentious misinterpretations. The adaptive reuse projects of historic buildings must rest on the balance between such factors, prioritising solutions with the least possible impact on the cultural significance of the places.

## Conclusion

The account of the history of the Desterro building and its different inhabitants and functions over the course of the last two centuries allowed to identify distinct criteria as to how to repurpose the building and assign it a new function. Over many decades, under a laicistic and anti-religious ideology, there was an attempted erasure of the legacy of the monastery through the demolition of the church and the disfiguration of the cloister and the dormitory, executed with the aim of optimising the space for the new military or hospital functions. Such interventions gradually distanced the building from the image and idea of the monastery, which was only remembered when it came to highlight its inability to house a hospital with the adequate conditions.

As the years passed, Desterro emerged as a building which never pacifically embraced the imposed specific demands of its new role, which were detrimental to pre-existing architectural elements. At the same time, the hospital which operated in the building never had in the monastery an adequate space for its function, which sparked debate and triggered several recommendations of shutting it down over the 19$^{th}$ and 20$^{th}$ centuries. Its existence as a hospital is nevertheless notable in the history of medicine in Portugal, both for the medical specialties it developed and for the healthcare professionals that led them.

After the closing of the Desterro Hospital in 2007 and its consequent sale, an intervention on the former Cistercian building is projected by the architect Pedro Domingos's team. Considering the adopted guidelines based on the historical and artistic research made until that point, the project aimed to approach the building in a new way, based on the valuing of its most ancient memories while promoting a contemporary repurposing attending to present needs, interests and tendencies, aligned with rigorous economic, cultural, social and environmental sustainability criteria. It is essential that historic buildings can be integrated into urban development in order to ensure their survival. Nevertheless, it is no less crucial for remembrance not to be selective in this process. The legacy of Desterro as a hospital, in addition to the monastery vestiges, must be preserved as a mark of its own history and of the place identity (Aspres 2017a), which will have a positive impact on local residents. To protect the tangible historical heritage, although granting it new uses, it is also to respect the history of the inhabitants, involving them, directly or indirectly, in the entire transformation process.

The shutdown of key hospital units in Lisbon triggered, since the beginning, an intense public debate on the interventions planned for the group of hospital buildings in Colina de Santana, in which Desterro is included. In addition to essential public health issues, there was a concern about the "deep alteration of the uses and of the urban landscape" (AML 2014). The heritage and history aspects were decisive in the formulation of such arguments, contributing to the adaptive reuse project guidelines (Ashworth 2011).

As for the "compatible use", i.e., "a use which respects the cultural significance of a place", as defined in the Carta de Burra (Article 1.11), there is still some controversy. The adaptive reuse of the Desterro building in the realm of the tourism industry, while contributing to the revitalisation of a historic part of the city where social vulnerabilities abound, will nevertheless impact the area with issues such as urban touristification, tourism gentrification, and elitization (Safara and Brito-Henriques 2018).

After several advances and interruptions, the construction work is currently suspended due to the COVID-19 pandemic, leaving the city to await the new life of this monument. Meanwhile, with this study we hope to make our contribution to a broader knowledge of the building's history, while also contributing to the reflection around its conscientious future use, both in regard to cultural tourism and to urban development.

## Acknowledgments

This paper was developed within the framework of the research project CuCa_RE: Cure and Care_the rehabilitation (PTDC/ATPAQI/2577/2014), funded by the Portuguese Foundation for Science and Technology (FCT).

The authors thank Architect Pedro Domingos for the permission to reproduce figures 6 to 10, and the ANTT (Arquivo Nacional da Torre do Tombo) and the Lisbon Municipal Photographic Archive for the authorisation to publish Figures 1, 2, 4 and 3, 5, respectively.

The authors would also to thank to the anonymous reviewers for their helpful comments.

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*Athens Journal of Tourism - Volume 8, Issue 1, March 2021 – Pages 43-54*

# Planning for Sustainable Tourism Development using SWOT Analysis – Case Study: Pasargad Region – Fars, Iran

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*The tourism industry has high potential and nowadays it is being categorized as one of the fastest-growing industries in the world. Sustainable tourism is the concept of visiting some place as a visitor and trying to make a positive impact on the environment, society, and economy and tourism development must be based on sustainability principles. Understanding the potential of each region allows the researcher and planner to identify the development way in accordance with the current situation. This study is aimed at developing sustainable tourism in Pasargad region with planning and definition of strategies. Appropriately, to achieve this goal SWOT analysis is used for conducting a comprehensive assessment for development. Effective factors in sustainable development are evaluated. As a result, for sustainable tourism development, an offensive/ competitive strategy (SO) should be the priority of these programs using internal strength to realize the external opportunity in Pasargad region.*

**Keywords:** *sustainable tourism, SWOT analysis, sustainable development, Pasargadae, Pasargad region*

## Introduction

Nowadays, tourism is a dynamic industry and unique characteristics include an important part of economic activities and products in the developed and developing countries (Mosapour Miandehi and Yahyapour 2013, Edgell 2016, Khoshnevis Yazdi 2012, Steck 1999, Dimoska 2008). Sustainable tourism is tourism in a form that can maintain its viability in an area for an indefinite period (Butler 1993). Tourism and associated infrastructures that operate within natural capacities for the regeneration and future productivity of natural resources, recognize the contribution that people and communities, customs and lifestyles, make to the tourism experience; accept that these people must have an equitable share in the economic benefits of local people and communities in the host areas, both now and in the future (Eber 1992).

Tourism development must be based on sustainability criteria (Juganaru and Juganaru 2008, Edgell 2016). Obviously, without the knowledge and recognition of actual potential in each region, there is no possibility of planning and forecasting. To make further tourism development in a sustainable way, an integrated strategy for tourism planning is necessary. In fact, understanding the potential of each region allows the researcher and planner to identify the development way in accordance with the current situation. Like other activities, tourism both yields and

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takes from communities and travelers. If it is not properly planned, tourism can negatively impact everything such as villages, cities, parks, and historical monuments, and severely affected local infrastructure, residential communities, and their resources. Properly planning and management of sustainable tourism can contribute to improving livelihoods, inclusion, cultural heritage, and natural resource protection, and promote international understanding (FIAS Development Partners 2017).

Pasargad is famous for its numerous historical attractions, that some of which are unique in the world, as well as the existence of some natural attractions such as "Tang-e Boulaghi", "Tang-e Pir Choopan", Chahbid Forest, unparalleled effects of ecotourism, and the enjoyable weather. The view of the rocky mountainous with a variety of caves in the background of the plain and the edge of the Sivand river with the green bar of willow trees along the access path from Shiraz to Pasargad adds to the beauty of the area (Gerami et al. 2019). Furthermore, the area is on the nomadic route, and the rural community living in this area has a profound agricultural background.

This study is aimed at developing sustainable tourism in Pasargad region with planning and definition of strategies. Clearly, tourism is a multi-faceted activity and many different stakeholders are potentially engaged in the sector or are affected by it, directly and indirectly (UNWTO 2013). While the focus of this paper is on developing sustainable tourism, it is important to acknowledge that what is the positive and negative role of these effective factors in developing sustainable tourism? And, which strategy could be more practical to achieve this goal? Appropriately, to achieve this goal SWOT analysis is used for conducting a comprehensive assessment for development.

## Literature Review

In the 1980s, the concept of sustainable development in international tourism planning was introduced (Edgell 2016). Most researches in the tourism industry cite the 1987 Brundtland Report (Brundtland 1987) as a starting point for discussing sustainable tourism.

The literature on sustainable tourism in Pasargad region is very scanty. Most of the literature on sustainable tourism in the world emphasized the economic aspect of tourism. Angelevska-Najdeska and Rakicevik (2012) concluded that sustainable development can only work successfully when four of its constituent elements, economic, social, cultural, and environmental components have approximately equal importance and strength and conditioning and interconnection without the domination of any part of these elements. Simpson (2001) described the evaluation of theory related to three specific issues and argued that the value of these propositions may exist more strongly in theory than in practice. After discussing several factors, he proposes a quantitative instrument by which a specific tourism development planning process can be assessed for its conformity with desirable principles of sustainability in tourism development. Bahaire and Elliott-White (1999) indicated that Geographical Information Systems (GIS) can be regarded as providing a toolbox of techniques and technologies of wide applicability to the achievement of sustainable tourism development. They examine the progress tourism, related organizations are making towards the utilization of GIS and its integration with the principles of sustainable development in the UK.

In the field of using SWOT analysis for sustainable tourism development, numerous studies have been done and various strategies and guidelines have been presented to develop tourism (Akca 2006, Collins-Kreiner and Wall 2007, Ghanbari et al. 2012, Goranczewski and Puciato 2010, Hadiani et al. 2012, Khayyati and Nourani 2015, Mosapour Miandehi and Yahyapour 2013, Nasehi et al. 2017, Noori and Zand 2013, Rahmani et al. 2013, Reihanian et al. 2012, Shams et al. 2018, Subramoniam et al. 2010, Zhang 2012, Sabokkhiz and Sabokkhiz 2010).

Several studies for tourism planning have used SWOT with a system approach to show the traditional SWOT analysis does not seem enough. The reason can be expressed in some cases, such as the multi-field nature of tourism studies, diversity of tourism services, the multiplicity of involved organizations in tourism, and paying attention to inside and outside the tourism system simultaneously. Hadian and his colleagues used SWOT matrix for data analysis and presentation of tourism development strategies in the Shiraz city based on descriptive-analytical methods and with assessment capabilities and opportunities of Shiraz tourism, indicate that tourism planning strategies acceptable in this city, conservative strategies would be planned in first priority and second priority planning aggressive strategies. In Ardabil, survey-descriptive and analytical method with selecting two groups of tourist and authorities by using Cochran sampling was used. The results of experimental analyses indicate that the studied area has high variability of potentials and tourist attractions. Therefore, revising the existing policies to address the limitations and to use the relative advantages is inevitable. However, the survey in Bandar-e Anzali was done on three groups includes village household, the managers of the organizations related to villages and the tourists to identify and examine the effects of expansion of tourism on sustainable development of the rural areas in terms of economy, society, culture and environment and finally, some recommendations are provided for the development of tourism.

Moreover, some researchers mentioned that to sustainable development we should respect certain principles. Managing sustainable tourism depends on good strategic planning. To evaluate capabilities and tourism feasibility, each of the five elements resulting from tourism including attractions, accessibility, infrastructural facilities, hospitality services, and organizational and institutional elements must be studied and used in portraying the overall tourism products (Goranczewski and Puciato 2010, Collins-Kreiner and Wall 2007, Mustika and Aditya 2018, Laitamaki et al. 2016, Stephen 2019). Indeed, sustainable development has become an important criterion in attracting tourists and its sustainability in tourism can only be achieved if all the stakeholders apply the concept and practices of sustainability (Jaini et al. 2012).

## Methodology

In this section, we explain the selected method for sustainable tourism development in a region to get a better result. Therefore, by determining cultural and natural attractions, a historical region is selected for planning. In this stage, we obtain the right choice of tourism planning by using an interview with locals and tourists at a specific time of year. Locals were invited to a sustainable tourism workshop organized by Pasargadae world heritage site (see Figure 1) to collect the positive and negative features of the tourism industry in the region. The next stage is for developing true planning by providing the tables of SWOT analysis.

**Figure 1.** *Sustainable Tourism Workshop by PWHS*[20]

*Source:* Image Archive of Pasargadae World Heritage Site (PWHS), Authors 2019.

### *SWOT Analysis*

SWOT analysis or SWOT Matrix was developed in the middle of the 1960s for large organizations to identify the main factors to achieve the goal. In fact, it is a method for decision-making and selecting a strategy to determine the short-term or long-term strategy about various problems and issues and order in various affairs. This model can be designed for an organization or cooperation or a certain geographical region. It is composed of two matrices of internal and external factors. Internal factors are related to weaknesses (W) and strengths (S) of a set, a region or subject, and external factors are related to opportunities (O) and threats (T) of a region or system (Khayyati and Nourani 2015, Zhang 2012) (see Figure 2). The scale of this analysis research is in a region.

[20]Pasargadae World Heritage Site.

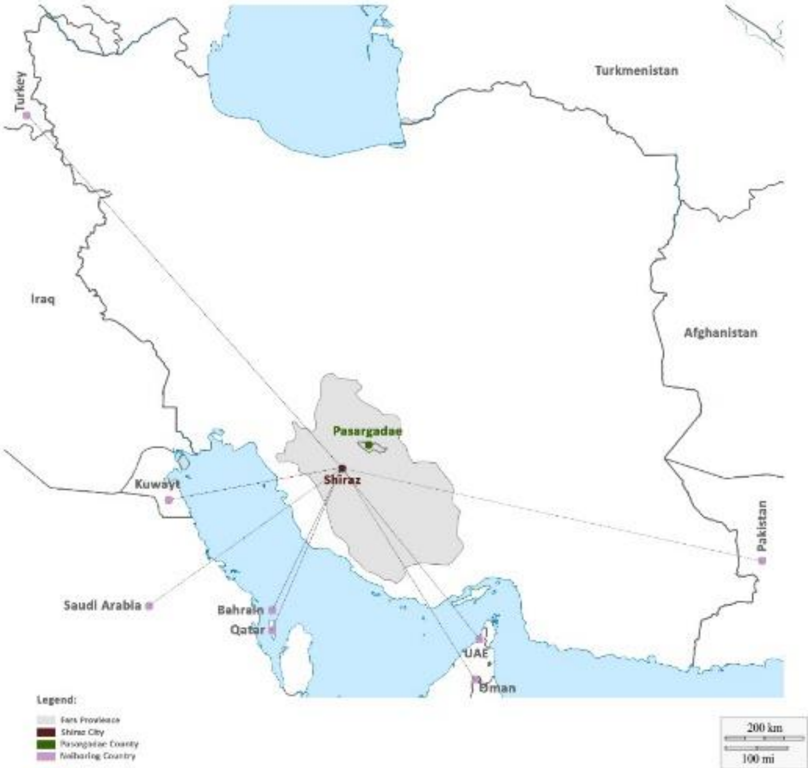
**Figure 2.** *SWOT Matrix*

| | Internal | | |
|---|---|---|---|
| Positive | S<br>Strengths | W<br>Weaknesses | Negative |
| | O<br>Opportunities | T<br>Threats | |
| | External | | |

*Source:* https://www.wikipedia.org.

*Study Area*

**Figure 3.** *A Sketch Map of Iran, the Location of Shiraz and Pasargad, Fars Province, and its Relation with Nearby Countries*




*Source:* Authors 2019.

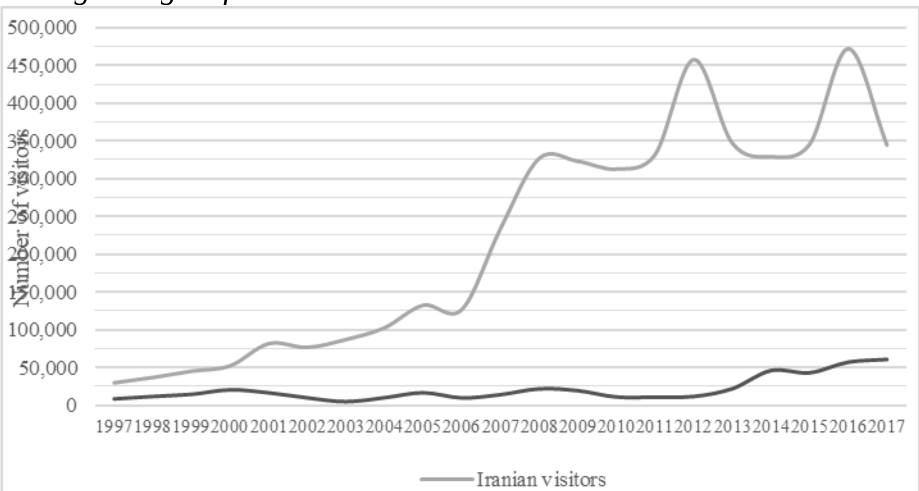
Pasargad is a district in Pasargad county that is situated within 130 kilometers of northeastern of Shiraz. Located in the fertile plain known as the Dasht-i Murghab. This city is a 708 square kilometer area and is located between 30°21.267 north latitude and 53°20.465 east longitude (see Figure 3). This city consists of five rural centers with 6,532 inhabitants and villages named: Madar Soleyman with 1,605 inhabitants, Korshul with 850 inhabitants, Mobarakabad with 1,288 inhabitants, Abolvardi with 2,641 inhabitants, and Dehno with 148 inhabitants (see Figure 4).

The number of annual visits to Pasargadae world heritage site by Iranian and overseas residents is presented in Figure 5. In 2017, more than 50,000 foreign tourists visited Pasargadae world heritage site that reaches a peak from 1997 and can be known as a consequence of the political position of Iran in the middle east and the world. This data shows the high potential of this region to increase the number of tourists by introducing other attractions such as natural and health opportunities.

**Figure 4.** *An Aerial Photo of Pasargad Region*


*Source:* Authors 2019.

**Figure 5.** *The Line Chart of Iranian and Foreign Visitors who Entered into Pasargad Region from 1997 to 2017*




*Source:* Gerami 2018.

The Pasargad region has the potential to substantially benefit from cultural tourism (Mozaffari 2014). Pasargadae World Heritage Site (PWHS) was the first dynastic capital of the Achaemenid Empire, founded by Cyrus II the Great, in Pars, the homeland of the Persians, in the 6th century BC. Cultural and heritage tourism is a vast field within which rural heritage and culture play a strong role.

## Results

**Table 1.** *Internal Environment*

| | Strength | Weakness |
|---|---|---|
| Internal Environment | S1. One of the popular and well-known tourist place in Iran because of Pasargadae World Heritage Site (PWHS) and the value of PWHS for local communities<br>S2. Smooth area, the ability to visit for all age groups and even patients and people with movement restrictions<br>S3. Low cost of tourism services and facilities in the region<br>S4. Diversity and plurality of natural, cultural, and tourist attractions to be developed<br>S5. The hospitable and friendly behavior of the people in this region<br>S6. Suitable tourism infrastructure in the region<br>S7. Suitable tourism infrastructure to develop health tourism in the region<br>S8. Suitable tourism infrastructure to develop eco-tourism in the region<br>S9. Appropriate geographical position as a tourist attraction center<br>S10. The presence of unique vegetation and animals<br>S11. Enough security in the area<br>S12. High motivation to travel to the region<br>S13. High ability and potential to expand tourism<br>S14. Employment of indigenous residents in tourism activities<br>S15. Beautiful and unique natural landscapes with Mountainous environment and jungle in the background<br>S16. Diversity in native dishes<br>S17. Diversity in native handicrafts<br>S18. Suitable tourism infrastructure to develop rural tourism in the region<br>S19. Suitable tourism infrastructure to develop cultural tourism in the region<br>S20. Presence of a quiet environment without noise<br>S21. Is adjacent to international borders (Shiraz – Isfahan Road) | W1. Lack of attention by aware people to the tourism industry<br>W2. Local People's unfamiliar with tourism and lack of training<br>W3. Lack of trained experienced workforce<br>W4. Lack of tourist facilities including residential and green space<br>W5. poor advertising and activity of travel agencies<br>W6. Lack of planning and management talents to use sustainable resources<br>W7. Climate constraints in the region<br>W8. Lack of progress in implementing executive plans<br>W9. Improper environment and swage structures<br>W10. No willingness to invest in the area<br>W11. lack of proper parking<br>W12. The lack of participation of elders in the development of tourism<br>W13. Lack of adequate water resources<br>W14. Unsuitable accommodation and recreation facilities due to the government's lack of planning and investment in this region<br>W15. Inappropriate infrastructure such as the Internet for tourists, especially foreign tourists<br>W16. Low-quality tourism products<br>W17. Unsuitable hygienic and service facilities<br>W18. The inability of people to speak in an international language such as English or French |

*Source:* Authors 2019.

According to analyzed the current status and identified the actual potential of this region, SWOT analysis, has been used in the proper investigation and rational assessment of available capacities. The internal and external factors of the region are presented in Tables 1 and 2, according to the studies carried out.

**Table 2.** *External Environment*

| | Opportunities | Threat |
|---|---|---|
| External Environment | O8. Increasing the incentive of the private company and sponsors in the region to invest, such as the prosperity of tourism in the region<br>O9. Establishing a market for animal products (wool and sheep) and dairy products (milk, cheese, yogurt, and so on)<br>O10. Create an indigenous handicraft market<br>O11. The possibility of attracting international participation to introduce and develop the tourist attractions of the region<br>O12. improve training local workforces<br>O13. Informing local people in accepting tourists<br>O14. Possibility to utilize natural plants with a nutritional and medicinal value<br>O15. Developing the route to facilitate the tourists<br>O16. Possibility to export native products and handicraft<br>O17. Prevent migration from rural to urban areas with the prosperity of tourism in the region and support rural and nomadic productions and employment<br>O18. Established tourist agencies in the villages<br>O.19. Cultural Activities and Beautifying the Environment of Villages<br>O.20. Village and environment tour | T1. forgetting cultural events or customs in the region<br>T2. Pollution and damage to natural and historical attractions and reducing the economic power of the region due to the lack of attention by tourists and lack of planning to prevent the exploitation of the capacity of bearing areas in some seasons due to lack of planning for space management and Once upon a time tourists, as well as the lack of funds for their reconstruction, aim at the prosperity of the tourism economy, especially with the lack of alternative industries with equal competitive power.<br>T3. The lack of tourism growth and the reduction in the length of stay of tourists due to the lack of infrastructure funding, accommodation facilities, welfare, recreation and promotion, as well as the lack of transparency of rules and regulations regarding the involvement of the private company and sponsor in the region and beyond<br>T4. Destruction of the authenticity of the handicraft of the region due to the combination with the tradition of tourists<br>T5. Cultural Problems Due to a Combination of Native Culture with Tourism<br>T6. Unwillingness to live in the countryside after economic progress<br>T7. Unwillingness to produce handicrafts after economic progress<br>T8. Inappropriate behavior and providing non-correct tips to tourists due to lack of local expert<br>T9. Functional weaknesses of governmental and nongovernmental training organization<br>T10. Inadequate introduction of Pasargadae Tourist attraction at the international level |

*Source:* Authors 2019.

This stage aims to evaluate the internal environment of the historical village of Pasargad for the identification of the strengths, weaknesses, and look for the effects of the external environment to recognizing opportunities and threats. As is shown in the table1, in this study area there are 21 internal strengths points and 18 weakness points while there are 20 external opportunities and 10 external threats. Totally, there are 41 strengths and opportunities as advantages and 28 weaknesses and threats as disadvantages and constraints for the sustainable development of Pasargad region. Generally, the advantages for the development of sustainable tourism are quantitatively superior to the limitations. The analysis shows that with coherent and targeted planning and with a focus on strengths and taking advantage of existing opportunities to remove weaknesses and avoidance of threats, an effective step can be taken to turn the region into a sustainable tourist destination.

**Table 3.** *SWOT Strategies*

| SWOT strategies | Strength | Weakness |
|---|---|---|
| Opportunities | SO1. Improving tourism infrastructure and facilities for travelers and tourists<br>SO2. Identification and use of the other attraction or the region such as natural attraction, handicrafts, and so on<br>SO3. Hiring educated people to train the locals to better welcome the tourists<br>SO4. Inviting the private sector investors for investment in tourism to develop it in this region<br>SO5. Establishing Temporary residence by the Government in Certain seasons<br>SO6. Encourage local people to participate in developing tourism infrastructure and facilities in the region<br>SO7. Interaction and co-operation between the local community, governmental and non-governmental organizations related to tourism to promote the tourism industry | WO1. Planning for the establishment of residential and recreational facilities because of the high potential of the region to increase the number of tourists<br>WO2. Increasing Tourism efficient ads at national and international level<br>WO3. Promote tourism education through various meetings with people in the region<br>WO4. Developing and constructing a green and appropriate place for tourists |
| Threats | ST1. Attracting popular contributions to the production, promotion, and protection of indigenous quality handicrafts<br>ST2. Planning to protect the natural resources and use the necessary strategies for this purpose<br>ST3. Informing local people about the positive impacts of tourism on local life through the formulation of educational programs and cultural development and implementation among local people | WT1. Avoid bad weather conditions by creating hot spots (quiet places and restaurants) for winter tourists use as well as cool resorts to stay in during summer trips.<br>WT2. Develop tourism by taking advantage of the researches done in this field<br>WT3. Revitalizing the religious and cultural events in the region to attract tourists and increase the length of stay of tourists<br>WT4. Holding seminars on investment and tourism industry by the members of the city council and governor's office and inviting the investors to provide the tourists with such facilities as traditional resorts in villages and nature.<br>WT5. Establishing close cooperation between the village councils and people and Local authorities to develop the tourism industry |

*Source:* Authors 2019.

External and Internal factors add to the SWOT matrix and four different categories of strategies can be considered (see Table 3): (a) Offensive-Competitive strategies (SO); internal strength can be used to realize the external opportunity, (b) Diversification strategies (ST); that devoted to internal strengths and external threats which means internal strength is used to minimize external threats, (c) Overview strategies (WO); that can be used to reduce internal weakness, and (d) defensive strategies (WT); which reduce the internal weakness to avoid external threats. Finally, by adjusting the strategic planning and internal and external factors that are the base in the strategies planning, the SWOT matrix was extracted, and accordingly, quantitative strategic planning, appropriate strategies, and priorities matrices of tourism development are identified.

## Conclusions

In planning the sustainable tourism development in each tourist area, recognizing attractions, introducing them to the tourism community, investigating the existing facilities in that area, considering the current opportunities and capabilities, and finally analyzing the various aspects of tourism influences on the host community and environment are essential.

In this research, tried to understand that recognizing the potential and limitations of the region can have a valuable impact on the planning of tourism development, the strengths, weaknesses, opportunities, and threats have been analyzed using the SWOT analysis. Ultimately, appropriate strategies are needed to exploit the strengths and opportunities and eliminate the weaknesses and threats to develop tourism in the Pasargad region. In a concise and simple analysis, it is clear that the threshold of the vulnerability in this region is increasing and, in case of attention to the strengths and using opportunities of the region, the good conditions for overcoming the weaknesses and threats and thus the development of tourism industry in this region is available.

The analysis of tourism in Pasargad region using the SWOT analysis suggests that the region with its strengths and opportunities has a favorable context for planning sustainable tourism development and overcoming the threats faced by tourism. To achieve this goal Offensive/competitive strategies (SO) should be the priority of tourism development programs in this region. Most importantly, co-operation between the local community, governmental, and non-governmental organizations could help the improvement of the tourism infrastructure and facilities. Inviting private investors and the support of the local people or investors by the government by providing tourism loans to set up accommodation and tourist service centers could improve the economy and develop the tourism industry in Pasargad region. Training local people to better identify the tradition and culture, and other attractions such as natural and handicrafts paying attention to the quality of services, and to better welcome, the tourists will increase not only the satisfaction of tourism, also the locals with high income.

**Acknowledgments**

When doing this research many people have contributed their supportive ideas. We have a duty to thank the local people of Pasargad region and Sepid Pars NGO for their guidance in this regard.

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*Athens Journal of Tourism - Volume 8, Issue 1, March 2021 – Pages 55-74*

# Perceptions of Using Private Dwellings at Gamaleyah as Airbnb Rent Listings in Old Historic Cairo

*By Mohamed Hany B. Moussa*[*]*, Mohamed Tawfeek Essawy*[±]*, Fabio Naselli*[‡] *& Islam Momtaz Mohamed*[+]

*The social movement renowned as the "sharing economy" is becoming increasingly noticeable in online peer-to-peer platforms recently. One of these platforms is Airbnb; an accommodation marketplace that offers access to alternative accommodation. These platforms have a mega important socio-economic impact on tourist destinations. Old Cairo historic area encounters a lot of historical, heritage, and cultural features and folklores. Many owners of private homes in the area use them to accommodate guests and visitors to the area. Unfortunately, this is taking place under no organization or control by the Ministry of Tourism (MoT) since Egyptian accommodation regulations do not include a classification for such rent places. However, the area is well known among tourists and visitors and is included in downtown tours organized by tour operators and guides. This paper discusses the idea of using these homes as rent listings using the Airbnb platform among the executives of Historical Cairo Development Project (HCDP), Ministry of Tourism (MoT), and Egyptian Tourism Federation (ETF) as well as academics heading Heritage programs in Egyptian, Bahrain, and British Universities. This paper is devoted to revealing the differences in these perceptions among guests, professional practitioners, and academics, and officials "executives" of the government. Results indicate that all parties are in line with the idea and they recommended a change of regulations for that purpose.*

**Keywords:** *Airbnb platform, old Cairo, hospitality regulations, architectural heritage, local community welfare, functioning model*

## Introduction

The sharing economy has become a major phenomenon; Airbnb, Uber, ZipCar, Kickstarter, and many more embrace the speedily growing pioneers list in the world of sharing economy. This new concept has introduced an alternative peer-to-peer marketplace platform for consumers (Botsman and Rogers 2010, Botsman 2010).

The "P2P" or "Peer to Peer" business model is highly correlated to the sharing economy. This allows for the shared creation, production, distribution, and

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consumption of products and services among individuals (Tussyadiah 2015). To state it differently, the sharing economy joins individuals who have surplus property capacity to guests who require accommodation using an online platform maintained by a third-party company (Botsman and Rogers 2010). Together with the rise of the sharing economy, sharing private space takes place through platforms like Airbnb (Guttentag 2015), which became phenomenal. Airbnb, founded in 2008, is a sharing economy platform for the short-term exchange of rooms and apartments for a fee (Airbnb 2017) despite that Airbnb operates in most locations with minimal regulatory controls (Ert et al. 2016). This paper aims to investigate the adequacy of Old Cairo historic area private homes for use as Airbnb listings for rent. The objectives were to detect variances among beneficiaries.

*Airbnb Guests' Perspectives*

A recent study explored sources of distrust in Airbnb. The study focused on Airbnb customers' negative reviews posted on Trustpilot's website (Sthapit and Björk 2019). The keyword on this search was based on the word "trust". Two thousand seven hundred and thirty-three comments were reviewed of which only two hundred and sixteen described distrust. These reviews constituted the sample of the research. Two main findings were found, poor customer service and host unpleasant behavior. Eventually, the study called for more care on service and a higher trust-based relationship between host and guests.

In recent years, the sharing economy has become rapidly permeating the lodging industry (Sthapit and Jiménez-Barreto 2018). "Share economy" is an umbrella term that covers the sharing of consumption through online platforms (Hamari et al. 2016). Airbnb is the world's largest accommodations provider in the shared economy (Mody et al. 2019). On the supply side, Airbnb enables private owners or tenants of houses, apartments, and spare rooms to offer their premises to visitors for short-term rentals (Sigala 2017). On-demand side, Airbnb fulfills travelers' needs, such as accommodations with lower prices and opportunities to interact with the local community (Guttentag 2015).

Many pieces of research examined Airbnb brand personality (Lee and Kim 2018), consumer experience (Pappas 2019), value co-destruction memorability, and sharing in the Airbnb context (Sthapit and Jiménez-Barreto 2018).

Customers of the sharing economy—like, Airbnb—are exposed to other risks than monetary loss (Ert et al. 2016), and guests may be confronted with unreliable hosts or even personal security (Huurne et al. 2017). In most cases, the host rents rooms to strangers (Ert et al. 2016), and the host competence defines the accommodation service quality (Zhang et al. 2018). As a result, many unexpected incidents may occur, as guests cannot determine one another's reliability in advance (Sun et al. 2019). For instance, a recent unfortunate incident involved the sexual assault of a nineteen-year-old boy by his Airbnb host during his stay in Madrid (Lieber et al. 2015). Although the notion of sharing assumes trust between the two parties, host and guest (Schor et al. 2015, Parigi and Cook 2015), such unpleasant experiences may certainly occur, and eventually causes distrust, and might discourage travelers from staying at Airbnb accommodations (So et al.

2018). Recent studies identified distrust as one of the major barriers encountered in consumers' use of Airbnb (Tussyadiah and Pesonen 2018) and, in some cases, the only constraint that significantly predicts the overall consumer attitude towards Airbnb (So et al. 2018).

The core of a successful transaction in the sharing economy is the trust between providers and consumers in the sharing economy (Guttentag 2015, Zervas et al. 2015a, Ert et al. 2016). Negative experiences are possible even though it is generally presumed that experiences are positive encounters (Sthapit 2013). Despite some studies indicate that Airbnb possesses remarkable customer satisfaction levels, which is also evidenced by its user reviews (Ert et al. 2016), in the same vein, some recent studies identified an extremely positive bias among Airbnb's ratings (Zervas et al. 2015a, Bridges and Vásquez 2018).

Aside from monetary risks, additional risks do also exist in sharing economy platforms like Airbnb (Ert et al. 2016). The authors stress that "the mere act of sharing a home with a stranger can be risky". Such risks and unpleasant experiences may lead to distrust and discourage travelers from choosing Airbnb as an alternative to conventional accommodation types (So et al. 2018). From another perspective, since Airbnb is a third-party platform that offers online accommodation services between sellers and buyers, the risk is always there. However, Airbnb consumers have one choice but to estimate the risk of their transactions from the available information and communications because they cannot experience the actual service before they arrive at their chosen properties (Liang et al. 2018).

In the same context, most "P2P" accommodation platforms are suffering flimsy trust (Ert et al. 2016, Wu et al. 2017). Recent studies indicate that distrust is the most frequently cited barrier to "P2P" accommodation in a sharing economy, which includes the basic mistrust among strangers and privacy concerns (So et al. 2018, Tussyadiah and Pesonen, 2018).

### *The Role of Heritage Branding in the Sharing Economy*

Recently, a series of new concepts that relate to new consumption and economic organizations forms have gained substantial importance, some of these concepts are shared consumption, collaborative economy, and sharing economy. The latter is based on the interaction between two or more parties using a digital platform (Botsman 2010). This reduces transaction costs. Airbnb is a case among those who offer and those who buy accommodation. Schor and Fitzmaurice (2015) also pointed out that consumers in the sharing economy tend to be of high cultural level people, which is a prevailing characteristic in urban destinations.

In traditional online platforms, consumer reviews or rating scores are key factors with which to build and enhance trust between consumers and sellers. However, in sharing economy platforms, such as Airbnb, host ratings are particularly high and positive (Hu et al. 2009, Zervas et al. 2015b). Some researchers found that hosts' photos on Airbnb may affect guests' decisions more than other attributes (Ert et al. 2016). Furthermore, in 21st-century cities, there are numerous attractions distributed throughout the city, enabling hosts to have unique and greater opportunities to market their offer. Thus, the sharing economy is embracing culture and heritage to exhibit and promote its authenticity, a key factor when generating the trust and the satisfaction of guests (Kolar 2010, Lalicic and Weismayer 2017).

Considering all the above, this new socio-economic movement- which includes the concepts mentioned above- gained additional momentum, due to the interval of several emerging social, cultural, and economic situations. In social media, users are no longer passive beings seeking and receiving information; instead, the logic of connectivity between peers—or "P2P"—facilitates direct contact between users, without the need for intermediation. The rules of the game have changed, and social media has promoted the empowerment of consumers.

According to the Spanish National Commission on Markets and Competition (NOU 2017), the sharing economy is a novel economic model, based on the exchange of goods and services and rented assets, these assets are provided in exchange for some sort of benefit agreed upon between the parties. The change that is occurring, regarding the consumption habits of people, is exceptional. This was translated into substantial growth in shared digital economy platforms—usually a digital framework—that only a few years ago reported residual activity. Redefining tourism, Zervas et al. (2017) see a series of conclusions to draw. That there was a significant negative impact on hotels and that this impact was not heterogeneous. The most affected were the modest and standard establishments, whereas luxury establishments did not report significant alterations. Due to this impact, it was noticeable that hotels had taken competitive measures, such as lowering prices.

In the case of Bilbao, however, it was found that the Airbnb platform had no detrimental effects on the operation of traditional hotels, due to the relatively small weight it still has in Bilbao (Fierro and Salmón 2017).

The main conclusion here is that the hosts creating image branding cause a positive impact on the sharing economy and tourism. In this way, the hosts become co-initiators of the city branding, this is the crossover point between heritage tourism and the sharing economy. Moreover, the events that take place in the city could also be included as heritage elements.

Finally, it would be interesting to analyze the reasons why the hosts rent out their own homes, and whether it is a response to the need for living or is a pure business motivation. Moreover, if there is voluntary gentrification for heritage sites and surroundings it is believed that it is thanks to Airbnb (Chen and Rothschild 2010).

### *Integration of Tourism Sustainability and Airbnb*

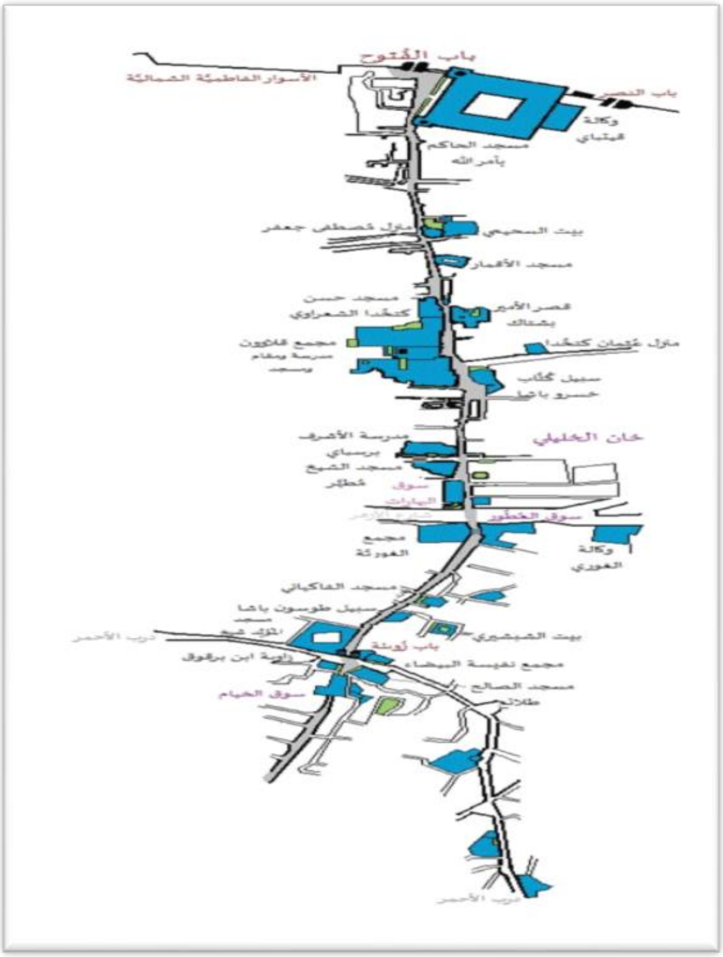
Tourism integration surpasses the outmoded concept of offers. It is benefitting the interpersonal connections and environmental ones and stimulating the historical/cultural sensibility in the dialog between bidders and receivers. This is done through the integration between the productive areas of the micro and middle sizes, with the aid of technologies, pursues, and encourages tenable development. The term "Integrated" indicates the objective of support. In integrated relational tourism, not only the cultural activity become elements characterizing of territory but also the local productions (agricultural and handicraft), become the same and, at the same time, fundamental levers of marketing on that work strategically to prime and to maintain the virtuous circles that subtend the development. Human interaction and communication return to be central in every phase of the trial. This is the meeting among people places, culture, values, and tourism (Cardaci et al. n.d.).

The perspectives of relational tourism- as alternative tourism- are those that maintain within the territory the greater quantity of the tourist surplus. The relational tourism is, in fact, "integrated" with the activity and the resources of the territory productive-handicraft and historian-cultural. The good part is that the hospitality offered here is one of the same typology of rural tourism (villages, beams, farms, villas, etc.) calling in also some cause parts historical of the town, of the villages and the countries, stretching the offer of assets and services to all the environment, urbanized and not, to its products, to its story, and its culture (Chica-Olmo et al. 2017). This includes direct management, the alive offer in the places, develops traditional activity, and root incomes in the territory. Besides, this integrated type builds themselves widespread relations via the use of the technology of data transmission where the host is directly reached at home (face-to-face) from the ones which offer the hospitality like Airbnb. Five typologies of elementary sustainability are individualized from the studies on integrated tourism: Environmental Sustainability, Social Sustainability, Human Sustainability, and Economical Sustainability, besides financial, Technological Sustainability (Chen and Rothschild 2010).

### *History of Old Cairo Historic Area*

Cairo has a complex history of domination that followed over the centuries, from 969 AC, when Gwadar traces the path of a quadrangular which were then built and made the walls of Cairo, until the arrival -in 1798- of Napoleon's troops. The first is the urban core Fustat, a word of Greek origin that means in Egyptian camp surrounded by a moat, and dates back to the military camp Caliphs in 640 AD, used to lay siege to the ancient fortress of Babylon, Egypt, built by the Romans the place where the slaves deported from Babylon, had allocated. The fortress was a settlement and its conquest meant for Arabs the opportunity to create a strategic base for expansion throughout North Africa (Swelim 2015).

**Figure 1.** *Old Historic Cairo Map*




The form of the camp set up was very similar to the Roman era and was ruled by general "Amr ibn al-" as which has built-in 642 A.D., the mosque named the first Muslim place of worship on the territory of Africa. Around the mosque, as in the traditional conception of the matrix territory, expanded the settlements, which was divided into sectors, "Khitta", in which it settled about fifty tribes, reflecting social organization that was available from the center, consisting of the mosque, to the sides in a rigid schedule. The mosque of Amr had fourfold importance because it did not represent only the center of worship but also performed duties of defense, justice, and social aggregation. The new settlement had incorporated the remains of Babylon, which was inhabited by the Coptic elite of officials and was preparing to become, for many centuries, joined later by the al-Qahira, the most important report and trade across the region. At the Omayyad Dynasty (661–750) followed that of Abbasids who, after having besieged Fustat, entered the north of the site, providing it with a new mosque, a palace headquarters of the government, and a market. This site took the name of Al-Askar and his move away from the previous wording was not grounds for expansion of the city but met a phenomenon typical of the history of the Muslim world, called "dynastic urbanism". This attitude was confirmed in the subsequent reign of Ibn Tulun (868 AD), the most famous Abbasid governor, which used the premises earlier, but used a place already occupied by the graves of a Jew and a Christian cemetery in a strategic position at the foot of the hills Muqattam (Fletcher-Jones 2016).

Again, the territory was divided into lots and the mosque was built by Ibn Tulun became the center of social life. The name of the new site was al-Qata'i and inside, over the mosque, built a new royal palace, a major commercial avenue that linked these new places.

### *Regulations of Classifications for Hospitality Operations in Egypt*

The Ministry of Tourism is the Egyptian governmental entity responsible for licensing of hospitality operations. The licensing is done based on ministerial decree number 26 (1, 2 and4) issued in 1982. This decree had been in use till 2006. One update was done in 2006 keeping the same criteria intact also keeping the same classifications intact. According to this classification Egyptian hotels fall under one of the following categories

One to five-star hotels, One to five-star Holiday Villages, One to Five-star Floating hotels, Tourist apartments, and unclassified enterprises (ETF 2018).

In November 2018, Egypt launched the Egypt—Tourism Reform Program (E—TRP) with a vision to achieve a sustainable tourism sector through implementing structural reforms that strengthen the sector's competitiveness and are consistent with international standards (Egypt Today 2019).

Updating the hotel classification criteria according to international standards is a major cornerstone, according to Mashat (2018) who stated that "Today, and in collaboration with the UNWTO and Egypt's Hotel Association, this important cornerstone has been completed".

For the first time, new types of hotels, namely, Eco- friendly Lodges, Dahabeya, Heritage Hotels, Apartment Hotels, and Environmental Safari Camps were included in the New Hospitality Criteria, according to a statement issued by the Tourism Ministry. This decision was made considering the increasing international demand for such hotels.

This is an important step that will give the Ministry of Tourism the leverage to monitor them and ensure the quality of services provided to Egypt's tourists are in line with international standards. However, single private rooms and suites within private homes were included neither in old nor in new classification guides (Egypt Today 2019).

## Methodology

A cross-sectional study was conducted during the period from July 2019 to April 2020 using an online questionnaire via Survey Monkey site on the Google platform. The survey was forwarded to guests who previously visited or stayed in the Old Cairo historic area or its surroundings.

The research has utilized two methodological tools to obtain the data required. These tools are guest questionnaires and in-depth interviews.

The questionnaire research tool was a semi-structured questionnaire developed for this study. It included 10 choice questions besides one open-ended question for comments. These questions meant to measure support given by MoT, perception of this proposed type of business, the adequacy of architectural and cultural features to encourage the proposed idea, the already existing business in the area, support of other governmental bodies, the fit of the area urban design for the proposed idea, regulations needed, cultural exchange possibility among inhabitants and visitors, and the probable positive impact of the idea on the welfare of the area inhabitants in the same sequence they are mentioned. The open-ended question was used for respondents to voice their comments.

A five-point Likert scale was used in the choice questions ranging between 1 (strongly disagree) to 5 (strongly agree). The mean score was calculated for each item to yield a range from 0 to 5. Subsequently, Likert grades were applied like follows: Grade 1(1–1.80), Grade 2 (1.81–2.60), Grade 3 (2.61–3.40), Grade 4 (3.41–4.20), and Grade 5 (4.21–5).

The questionnaire was circulated among repeated guests and visitors of the area using the Survey Monkey tool on the Google platform and 356 questionnaires were obtained valid for analysis.

Besides, 10 in-depth interviews were conducted using the same tool with high-rank officials representing governmental entities as well as top-rank academics. Entities investigated included:

- Heritage Department of Cairo Governorate
- Ministry of Tourism
- Egyptian Tourism Federation
- Historic Cairo Development Project
- Heritage Conservation and Site Management Program, Helwan University, Egypt
- Heritage Conservation Program, Bahrain University, and Heritage Conservation and Site
- Management Program LSBU, UK

*Reliability Analysis*

For the survey statements, the Cronbach Alpha coefficient was calculated to decide on the internal consistency of the survey. The computation of Alpha Chronbach was 0.882. The reliability coefficient equal to or higher than 0.70 is considered acceptable in social science researches generally (Pallant 2007). Therefore, the instrument proved to be reliable.

*Statistical Packages Used*

The statistical package for social science SPSS Version 20 for Windows and Excel statistical package Version 19 for Windows were used to analyze data collected. A descriptive analysis was used to present data. Alpha Cronbach, frequency, percentile, mean, standard deviation, t-test, Chi-square, correlation coefficient, and Anova test were used.

## Results and Discussion

Table 1 discloses many findings of guests' viewpoints. First, that guests believe Airbnb needs to be supported by MoT. This question gained the first ranking of importance as expressed by respondents. Guests who previously visited the area had experience there and probably felt the area needs more attention, conservation, and maintenance and therefore, believe this is the responsibility of the Egyptian government represented in MoT.

Second, respondents expressed that the urban design of the Old Cairo historic area and its heritage surrounding areas fit for accommodating tourism and tourists. Many guests around the world now prefer to stay in historical and heritage areas and prefer to stay around these areas. This calls for MoT to stimulate and encourage the use of private homes in Airbnb activities in the Old Cairo historic area. The two findings somehow correlate with each other.

**Table 1.** *Ranking of Statements according to their Importance as Perceived by Guest Respondents*

| Questions | Frequency | W. Average | Ranking |
|---|---|---|---|
| Q1: MoT supports the use of private dwellings in Airbnb | 74 | 370 | |
| | 114 | 456 | |
| | 54 | 162 | |
| | 54 | 108 | |
| | 60 | 60 | |
| | | **1156** | **1** |
| Q2: Airbnb can attract lots of lucrative business to Egypt | 74 | 296 | |
| | 182 | 546 | |
| | 67 | 134 | |
| | 20 | 20 | |
| | 13 | 65 | |
| | | **1061** | **4** |
| Q3: Architectural & cultural features support Airbnb | 80 | 320 | |
| | 175 | 525 | |
| | 94 | 188 | |
| | 0 | 0 | |
| | 7 | 35 | |
| | | **1068** | **3** |
| Q4: There is already business in the area from tour operators and guides | 108 | 324 | |
| | 114 | 228 | |
| | 80 | 80 | |
| | 14 | 70 | |
| | 40 | 160 | |
| | | **862** | **8** |

| | | | |
|---|---|---|---|
| Q5: Concerned governmental bodies support the use of private dwellings in Airbnb | 88 | 264 | |
| | 88 | 264 | |
| | 114 | 228 | |
| | 33 | 33 | |
| | 33 | 165 | |
| | | **954** | **7** |
| Q6: Old Cairo Historic area is already included in downtown tours | 100 | 300 | |
| | 88 | 176 | |
| | 74 | 74 | |
| | 54 | 270 | |
| | 40 | 160 | |
| | | **980** | **6** |
| Q7: The urban design of Old Historic Cairo fits for accommodating tourism | 80 | 320 | |
| | 175 | 525 | |
| | 88 | 176 | |
| | 0 | 0 | |
| | 14 | 70 | |
| | | **1091** | **2** |
| Q8: Legislations need to be modified to allow the use of Airbnb | 88 | 264 | |
| | 166 | 332 | |
| | 74 | 74 | |
| | 14 | 70 | |
| | 14 | 56 | |
| | | **796** | **10** |
| Q9: The application of Airbnb in Old Historic Cairo encourages cultural exchange | 94 | 376 | |
| | 121 | 363 | |
| | 114 | 228 | |
| | 20 | 20 | |
| | 7 | 35 | |
| | | **1022** | **5** |
| Q10: Airbnb can contribute positively to the socio-economic community welfare | 135 | 405 | |
| | 154 | 308 | |
| | 53 | 53 | |
| | 7 | 35 | |
| | 7 | 28 | |
| | | **829** | **9** |

Third, respondents expressed their belief that the architectural and cultural features of the Old Cairo historic area and its surrounding locality gives support to the use of private homes at Old Cairo historic area as accommodation facilities for Airbnb. This goes in the same vein as the two previous questions. That those, guests believe that the architectural and cultural features of the Old Cairo historic area and its surrounding localities pave the way towards the use of already existing private homes in the same area as accommodation facilities for Airbnb guests and that MoT should give support to this. This coincides with one of the main requirements of Airbnb activities.

From an economic perspective respondents when asked about whether Airbnb can attract lucrative business to the area designated, respondents "guests previously visited the area" showed their belief that Airbnb activities in this area of Old Cairo historic area can attract lots of lucrative business to add to the Egyptian inbound tourism.

Fifth, within the same vein, respondents believed that the institution of Airbnb application at Old Cairo historic area can encourage the exchange of culture among residents from one side and guests from the other side. It is important to stress that respondents previously visited the area and mingled with the local culture there, even more, they accepted and probably enjoyed staying in that area and therefore support the exchange of their culture with those of residents, this came in the fifth ranking according to weight.

Sixth ranking according to weight however represented those respondents who assured that private homes at Old Cairo historic area suites the purpose of accommodation facilities for tourists via Airbnb application. Respondents are very enthusiastic about the area, its surrounding heritage, its culture and express their desire to be accommodated there.

Seventh, within the same context, respondents urged government entities to give support to the idea of using private homes as Airbnb rent listings in the Old Cairo historic area. This goes alongside with previous findings and gives evidence on the enthusiasm of guests for the area of Old Cairo historic area.

In the eighth weighted rank, respondents stated that tour operators and tour guides already include the area of Old Cairo historic area in their downtown tour itineraries. The late ranking here refers to the fact that those guests previously visited the area and that they sought no need to urge for that since it is already taking place.

The ninth rank shows respondents' interest in social contribution to the wellbeing of the residents and inhabitants of the area. However, since the ranking comes late in weight and grade, this means that the guest is not very keen on whether the introduction of the designated idea may or may not benefit residents. This finding is somehow puzzling.

The final tenth ranking by respondents was that of question number eleven, where respondents were asked about the need to modify legislations of MoT to permit the use of private homes at Old Cairo historic area and its surrounding localities as accommodation facilities within Airbnb activities.

Most probably this is due to a lack of knowledge from the part of respondents that such legislations do not exist. Or it might be due to the perception among respondents that these legislations are not required because most of them are foreigners.

**Table 2.** *Descriptive Analysis of Guests regarding the Use of Private Homes as Airbnb Rent Listings at Old Cairo Historic Area*

| Questions | F & % | S. Disagree | Disagree | Neutral | Agree | S. Agree | Mean/ SD | Likert Grade | P. Value |
|---|---|---|---|---|---|---|---|---|---|
| **Q1** | **F** | 60 | 54 | 54 | 114 | 74 | | | |
| | **%** | 17 | 15.1 | 15.1 | 32.1 | 20.8 | 3.24±1.5 | 3 | 0.26 |
| **Q2** | **F** | 13 | 20 | 67 | 182 | 74 | | | |
| | **%** | 3.8 | 5.7 | 18.9 | 50.9 | 20.8 | 3.79±0.8 | 4 | 0.57 |
| **Q3** | **F** | 7 | 0 | 94 | 175 | 80 | | | |
| | **%** | 1.9 | o | 26.4 | 49.1 | 22.6 | 3.91±0.8 | 4 | **0.038*** |
| **Q4** | **F** | 40 | 14 | 80 | 114 | 108 | | | |
| | **%** | 11.3 | 3.8 | 22.6 | 32.1 | 30.2 | 3.65±1.3 | 4 | 0.71 |
| **Q5** | **F** | 33 | 33 | 114 | 88 | 88 | | | |
| | **%** | 9.4 | 9.4 | 32.1 | 24.5 | 24.5 | 3.44±1.12 | 4 | **0.05*** |
| **Q6** | **F** | 40 | 54 | 74 | 88 | 101 | | | |
| | **%** | 11.3 | 15.1 | 20.8 | 24.5 | 28.3 | 3.23±1.14 | 4 | 0.15 |
| **Q7** | **F** | 14 | 0 | 88 | 175 | 80 | | | |
| | **%** | 3.8 | 0 | 24.5 | 49.1 | 22.6 | 3.87±0.9 | 4 | **0.014*** |
| **Q8** | **F** | 14 | 14 | 74 | 166 | 88 | | | |
| | **%** | 3.8 | 3.8 | 20.8 | 47.2 | 24.5 | 3.85±0.9 | 4 | 0.21 |
| **Q9** | **F** | 7 | 20 | 114 | 121 | 94 | | | |
| | **%** | 1.9 | 5.7 | 32.1 | 34 | 26.4 | 3.77±0.9 | 4 | 0.15 |
| **Q10** | **F** | 7 | 7 | 53 | 154 | 135 | | | |
| | **%** | 1.9 | 1.9 | 15.1 | 43.4 | 37.7 | 4.13±0.8 | 4 | **0.011*** |
| **Weighted Mean** | | | | | | | **3.71±0.58** | | |

Significant correlation at P<0.05; SD standard deviation.

According to Table 2, the outcomes regarding perceiving the idea of using private homes as Airbnb rest listings at the Old Cairo historic area showed many interesting findings. The highest scores (4.31±0.08) was for Q10 "Airbnb can contribute positively to social responsibility through creating an unlimited number of jobs and the welfare of inhabitants at Old Cairo historic area and its heritage surrounding sites", followed by Q3, "The architectural and cultural features, surroundings and locality support Airbnb activities at Old Cairo historic area" where scores were (3.91±0.8). Followed by Q7, "The urban design of Old Cairo historic area and its heritage surrounding sites fit for accommodating tourism and tourists" scoring (3.87±0.9). Adversely, the lowest score, surprisingly was that of Q1, "MoT supports the use of private homes for Airbnb activities" scoring (3.24±1.5). This means that respondents are not aware or are not convinced that MoT is supporting the designated idea.

Most important is that using private homes available at Old Cairo historic area as accommodation listings in Airbnb was significantly correlated with, "The architectural and cultural features, surroundings and locality support Airbnb activities at Old Cairo historic area" (*p=0.038*), "the urban design of Old Cairo historic area and its heritage surrounding sites fit for accommodating tourism and tourists" (*p=0.014*), "Concerned governmental bodies support the use of private homes in Airbnb activities" (*p=0.05*) and, "Airbnb can contribute positively to social responsibility through creating an unlimited number of jobs and the welfare of inhabitants at Old Cairo historic area, and its heritage surrounding sites" (*p=0.011*). This indicates the relevance of architectural and cultural features of Old Cairo historic area and its surrounding area, as well as its unique urban design, which can contribute positively to the welfare of its inhabitants and residents provided that this gets support from governmental bodies.

*Governmental Bodies' Executives in-Depth Interview Analysis*

To complete the picture and have a full image of the situation concerning the use of private homes at the Old Cairo historic area and its surrounding localities it seemed necessary to have in-depth interviews to explore the viewpoints of representatives of governmental bodies involved in this application as well as academics involved in heritage preservation graduate and post-graduate studies introduced by Egyptian universities.

Ten In-depth interviews were conducted face to face with executives of the Egyptian Federation of Tourism and the MoT. Also, these interviews included executives of both the Heritage Department at Cairo Governorate (HDCG) and those of the Historic Cairo Development Project. The Chamber of travel agents (CTA), and the chamber of Hotel Facilities (CHF) were also represented in these in-depth interviews. Besides, academics involved in heritage educational graduate and post-graduate studies in Egypt, Bahrain, and Great Britain were also interviewed via mail and zoom meetings. Table 3 shows the responses of those academics and practitioners and executives.

**Table 3.** *Ranking of Practitioners/Academics Responses*

| Question | Strongly Disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly Agree | Weight | Ranking |
|---|---|---|---|---|---|---|---|
| 1 | 1 | 3 | 2 | 3 | - | 25 | 9 |
| 2 | - | 1 | 1 | 4 | 4 | 41 | 5 |
| 3 | - | 1 | - | 5 | 4 | 42 | 4 |
| 4 | - | 3 | 3 | 3 | 1 | 32 | 7 |
| 5 | 1 | 3 | 4 | 1 | 1 | 28 | 8 |
| 6 | - | 2 | 3 | 2 | 3 | 36 | 6 |
| 7 | - | 2 | - | 2 | 6 | 42 | 4 |
| 8 | - | - | 1 | 4 | 5 | 44 | 3 |
| 9 | - | - | - | 5 | 5 | 45 | 2 |
| 10 | - | - | - | 4 | 6 | 46 | 1 |

To further explore the difference between the group of professional practitioners and academics t-test was employed. Table 4 shows the results of the test.

**Table 4.** *Difference between Practitioners and Academics*

| X1 Prof. | Dif(X-M) | Sq.Diff(X-M)2 | X2. Acadm | Dif(X-M) | Sq.Diff(X-M)2 |
|---|---|---|---|---|---|
| 17 | -3 | 9 | 13 | -5 | 25 |
| 21 | 1 | 1 | 18 | 0 | 0 |
| 22 | 2 | 4 | 23 | 5 | 25 |
| 17 | -3 | 9 | 14 | -4 | 16 |
| 15 | -5 | 25 | 13 | -5 | 25 |
| 19 | -1 | 1 | 17 | -1 | 1 |
| 21 | 1 | 1 | 15 | -3 | 9 |
| 23 | 3 | 9 | 22 | 4 | 16 |
| 23 | 3 | 9 | 22 | 4 | 16 |
| 22 | 2 | 4 | 23 | 5 | 25 |
| M=20 | ss.72 | | M=18 | ss.158 | p-value 0.22692 |

The *t*-value is 1.25109. The *p*-value is 0.22692. The result is *not* significant at $p<0.05$.

Since *t value=1.25109, p-value=0.22692* at a significance level of <0.05, therefore, it is possible to accept the null hypothesis and therefore, meaning there are no significant differences between professional practitioners and academics regarding their viewpoints towards the use of private homes as Airbnb units for rent at Old Cairo historic area. Moreover, the Person correlation value is (0.8813) which means there is a high correlation between the academics and the practitioners concerning the aforementioned idea.

Academics had a lower mean *(M=18)* than the practitioner's mean *(M=20)*. In a sense, this might be interpreted as more conservatism from the part of academics than their counterparts of professional practitioners towards the use of private homes as Airbnb listings in the Old Cairo historic area. Therefore, it can be concluded that practitioners including government executives support and encourage the idea of using private homes as listings on the Airbnb platform while academics are a bit conservative despite they also support the idea.

To further explore the perceptions of all parties concerned re-ranking of statements according to the importance and Anova analysis were conducted. These tests were meant to reveal the differences between practitioners, academics, and guests concerning the application of the investigated idea. Table 5 shows a re-ranking of the importance of statements from guests' viewpoints compared to practitioners and academics.

**Table 5.** *Comparative Ranking of Guests to Practitioners and Academics*

| Guests Ranking of Statements | Practitioners/academics Ranking |
|---|---|
| 1. MoT supports the idea | 1. The idea contributes to comu. welfare |
| 2. Urban design fits Airbnb listing | 2. Cultural features support the idea |
| 3.Arch. Features support the idea | 3. Regulations need to be changed |
| 4. The idea can drive lucrative business | 4. Urban design fits Airbnb listing<br>4. Arch. Features support the idea |
| 5. Cultural features support the idea | 5. The idea can drive lucrative business |
| 6. Business already exists in O.H Cairo | 6. T.leaders &guides take guests there |
| 7. Government bodies support the idea | 7. Business already exists in O.H Cairo |
| 8. T.leaders &guides take guests there | 8. Government bodies support the idea |
| 9. The idea contributes to comu. welfare | 9. MoT supports the idea |
| 10. Regulations need to be changed | --------------------------------------------- |

Moreover, Anova tests were conducted to reveal differences among groups investigated. Table 6 displays Anova test results on comparing practitioners to guests.

**Table 6.** *Anova Test Results – Comparison of Practitioners and Guests*

| Summary of Practitioners and Guests Data | | | |
|---|---|---|---|
| | **Treatments** | | |
| | 1 | 2 | Total |
| N | 10 | 10 | 20 |
| ∑X | 200 | 1963.8 | 2163.8 |
| Mean | 20 | 196.38 | 108.19 |
| $\sum X^2$ | 4072 | 390874.5 | 394946.5 |
| Std.Dev. | 2.8284 | 24.0912 | 92.0083 |

| ANOVA of Practitioners and Guests Data | | | | |
|---|---|---|---|---|
| **Source** | **SS** | **df** | **MS** | |
| Between-treatments | 155549.522 | 1 | 155549.5 | $F = 528.73271$ |
| Within-treatments | 5295.476 | 18 | 294.1931 | |
| Total | 160844.998 | 19 | | |

The *f*-ratio value is 528.73271. The *p*-value is < 0.00001. The result is significant at $p < 0.05$.

The results of the Anova test showed that there is a significant difference in points of view between guests and practitioners as revealed in Table 6. Table 7 displays Anova test results between academics and guests.

**Table 7.** *Anova Test Results between Academics and Guests*

| Summary of Academics and Guests Data | | | |
|---|---|---|---|
| | **Treatments** | | |
| | 1 | 2 | Total |
| N | 10 | 10 | 20 |
| ∑X | 180 | 1963.8 | 2143.8 |
| Mean | 18 | 196.38 | 107.19 |
| $\sum X^2$ | 3398 | 390874.52 | 394272.52 |
| Std.Dev. | 4.1899 | 24.0912 | 93.0418 |

| ANOVA of Academics and Guests | | | | |
|---|---|---|---|---|
| **Source** | **SS** | **df** | **MS** | |
| Between-treatments | 159097.122 | 1 | 159097.122 | $F = 532.14921$ |
| Within-treatments | 5381.476 | 18 | 298.9709 | |
| Total | 164478.598 | 19 | | |

The *f*-ratio value is 532.14921. The *p*-value is < 0.00001. The result is significant at $p < 0.05$.

The results of the Anova test showed that there is a significant difference in points of view of guests and practitioners meaning that guests favor the idea while academics are conservative towards it. Table 8 displays Anova test results among groups of practitioners, academics, and guests.

**Table 8.** *Anova Test Results among Groups of Practitioners, Academics, and Guests*

| Summary of Academics & Practitioners and Guests' Data | | | | |
|---|---|---|---|---|
| | **Treatments** | | | |
| | 1 | 2 | 3 | Total |
| N | 10 | 10 | 10 | 30 |
| $\sum X$ | 200 | 180 | 1963.8 | 2343.8 |
| Mean | 20 | 18 | 196.38 | 78.127 |
| $\sum X^2$ | 4072 | 3398 | 390874.5 | 398345 |
| Std.Dev. | 2.8284 | 4.1899 | 24.0912 | 86.1497 |

| ANOVA of Academics & Practitioners and Guests' Data | | | | |
|---|---|---|---|---|
| **Source** | **SS** | **df** | **MS** | |
| Between-treatments | 209778 | 2 | 104888.9 | $F = 519.30178$ |
| Within-treatments | 5453.48 | 27 | 201.9806 | |
| Total | 215231 | 29 | | |

The *f*-ratio value is 519.30178. The *p*-value is < 0.00001. The result is significant at $p < 0.05$.

The results of the Anova test showed that there is a significant difference in points of view of guests as compared to practitioners and academics. It is obvious that academics are more conservative towards the use of private dwellings in Old Historic Cairo as Airbnb rent listings while practitioners and guests favor and support the idea.

In conclusion, it can be observed that guests were the most interested group in the use of homes in the area and were very enthusiastic about that while practitioners and academics were less enthusiastic and more pragmatic and focused on the benefits of the application of the idea. It might also be noted that academics were the least enthusiastic group among all groups. The two main groups, i.e., practitioners and academics at one side and guests on the other side- may look different in views, however, from another perspective the authors see that the two views complement each other. In other words, practitioners need to adopt guests' views and priorities regarding the application of the idea aforementioned to be able to achieve their desired general scope benefits. A demand-driven approach is needed from the side of practitioners and academics to cope up with the priorities of guests and be able to realize the return on investments devoted to the preservation, restoration, and upgrade of Old Historic Cairo.

## Conclusions and Recommendations

From the previous analysis, it can be concluded that all of (guests, professional practitioners, MoT, and ETF high-rank officials and academics) all agreed on the value-added of using private homes in the Old Cairo historic area as Airbnb rent listings. There were some differences among them, but these differences refer only to the level of enthusiasm they show towards the idea. All parties concerned assured the socio-economic positive impact of the idea for Old Cairo historic area and its residents, meanwhile, guests showed their welling and desire to stay in these homes. It is therefore recommended that MoT creates a classification for these homes to fit into and to permit these homes to use Airbnb under this updated classification, also ETF: to launch awareness programs for residents of the area. Academics are required to include this area in heritage programs. Many high-rank officials from other governmental entities are required to show cooperation towards the application of this idea.

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