



EATSA

Euro-Asia Tourism  
Studies Association

# A PATHWAY FOR THE NEW GENERATION OF TOURISM RESEARCH

Proceedings of the EATSA Conference 2016

Lisbon, Peniche & Coimbra, Portugal

  
Grácio  
EDITOR



EDITED BY FRANCISCO DIAS

# **A PATHWAY FOR THE NEW GENERATION OF TOURISM RESEARCH**



# CONTENTS

<b>WELLCOME MESSAGES</b> .....	13
--------------------------------	----

<b>ABSTRACTS</b> .....	25
------------------------	----

<b>[3] Urban Design as a Practical Vehicle for a Sustainable Tourism Development</b> .....	27
Mona Erfanian Salim and Ali Afshar	

<b>[8] The cultural influences of an ever present past in regional gastronomy</b> .....	28
Carlos Fernandes, Alexandra Correia and Goretti Silva	

<b>[17] Regional tourism dynamics in Japan: An exploratory spatial analysis</b> .....	29
João Romão	

<b>[24] Domestic Tourists' Motivation, Overall Attitude, Place Attachment and Behavioural Intentions: The Case of Sardinia</b> .....	30
Girish Prayag, Chris Chenand Giacomo Del Chiappa	

<b>[26] Foreign direct investment in the accommodation sector in Portugal</b> .....	31
Cristina Barroco, Eduardo Anselmo Castro and Carlos Costa	

<b>[41] Body, Sexuality and Eroticism in Leisure</b> .....	32
Catarina Nadais and Norberto Santos	

<b>[43] Dissemination of Dancesport Competitions as a Determinant of Travel Geography of Participants and Spectators</b> .....	33
Audrius Armas	

<b>[46] Tourism policy, regional development and planning</b> .....	34
Simon Teoh	

	<b>[50] National consciousness development through domestic tourism advertisements</b>	.35
	Viktorija Grigaliūnaitė and Lina Pilelienė	
	<b>[53] Jessica Holding Fund and Tourism Gentrification: Hotel Santiago de Alfama as a case study</b>	.36
6	João Safara and Eduardo Brito-Henriques	
	<b>[60] Competitiveness of Polish cities in the international meetings industry</b>	.37
	Natalia Piechota and Piotr Zmysłony	
	<b>[71] Visualizing Tourists' Imaginings: Consuming Portuguese Cuisine in Macau</b>	.38
	Kate Mingjie Ji and Brian King	
	<b>[72] Slow Cities Movement: an opportunity for the city of Viseu</b>	.39
	Pedro Filipe Ferreira, Cristina Barroco and Cláudia Seabra	
	<b>[81] The Relationship between Adolescents' Tourist Motivation and Their Influence in Family Vacation Decision: The Moderating Role of Conflict Resolution Modes</b>	.40
	Che-Jen Su and Hsin-Hsing Liao and Chung-Wei Ma	
	<b>[109] Economic impact analysis of a surfing sport event: the case of the Moche Rip Curl Pro Portugal 2015</b>	.41
	João Paulo Jorge, Ana Sofia Viana, Dulcineia Ramos, Fernanda Oliveira, Sofia Eurico, José Miguel Nunes, Sérgio Leandro, Susana Mendes	
	<b>[110] The Importance of Networks for Regional Development in Sustainable Tourism</b>	.42
	Dulcineia Ramos, João Paulo Jorge, Ana Sofia Viana	
	<b>[111] The French piece for the "Magic Cube" of Brand Equity of Tourism Destinations</b>	.43
	Francisco Dias and Anne-Marie Lebrun	
	<b>[112] A Polish piece for the "Magic Cube" of Brand Equity of Tourism Destinations</b>	.44
	Francisco Dias and Joanna Kosmaczewska	
	<b>[115] The brand equity of tourism destinations - The Indian piece of "magic cube"</b>	.45
	Francisco Dias and Madhuri Sawant	
	<b>[116] The brand equity of tourism destinations for Japanese tourists</b>	.46
	Francisco Dias and Hirofumi Miyagi	
	<b>[118] The brand equity of Indonesian destinations – a new research approach</b>	.47
	Francisco Dias and Yanki Hartijasti	

## **FULL PAPERS** .....49

**[2] Is authenticity really important? The case of archaeological festival visitors** .....51

Marek Maciej Nowacki

**[4] The current situation and issues with accommodation legislation in Japan** .....67

Yuichi Hirooka

**[6] Peace, Risk and Safety in international tourism** .....73

Claudia Seabra, Elisabeth Kastenholz, José Luís Abrantes and Manuel Reis

**[7] Tourism and Terrorism: Strange Links** .....89

Claudia Seabra, José Luís Abrantes and Odete Paiva

**[11] The Enhancement of the Archaeological Heritage in the qualification  
of the Touristic Experience: the case of Bracara Augusta (Braga)** .....107

Olga Matos, Eduarda Duarte and Sandra Vasconcelos

**[12] Cross-national and experiential comparison  
in natural parks (France versus Taiwan)** .....123

Anne-Marie Lebrun, Che-Jen Su, Lhéraud Jean-Luc, Marsac Antoine and Bouchet Patrick

**[13] When tourism meets education - the tourist route  
“Cultural Remnants of the Middle Ages in Penela”** .....137

Vivina Carreira and Joana Azeredo

**[15] Company differentiation in the single-asset tourism  
city of antalya: a quantitative analysis** .....147

Hilal Erkuş-Öztürk

**[16] Innovations of Restaurants in a Mass-Tourism City: Evidence from Antalya** .....161

Hilal Erkuş-Öztürk

**[19] Study on Possibilities of Expansion of Japanese Type Ecotourism  
– Focusing on Nature-based Daytrip Tourists to Ecotourism Regions in Nabari-City** ...175

Sangjun Kim

**[20] Business Tourism in the Central Region of Portugal:  
analyzing the results of a Delphi study** .....191

Jorge Marques and Norberto Santos

**[22] Investigating transportation mode choice behaviors  
at a tourist destination with low-carbon images** .....205

Tsung-Hsien Tsai and Ya-Ling Hsu

- [27] Hostels quality services and booking website reviews: e-WOM really matters . . . . .** 219  
Márcio Ribeiro Martins, Susana Rachão and Rui Costa
- [28] The Comparative Study of Five Mediterranean Countries of Cruise Tourism:  
Spain, Italy, Greece, Cyprus and Turkey . . . . .** 241  
Asli Ozge Ozgen Cigdemli, Kemal Kantarci and Murat Alper Basaran
- [29] The South-South Cooperation in the perspective of Education in Tourism: a report  
about the experience in the School of Hospitality and Tourism of Cabo Verde . . . . .** 255  
Juliana Vieira de Almeida and Carlos Cabral Tavares de Lima
- [32] Risk management policy and its importance in the competitiveness  
of tourism destinations strategies . . . . .** 265  
Marica Mazurek
- [33] Guided tours: a performance, from script to interpretation . . . . .** 275  
Sofia Mendonça and Cristina Barroco
- [35] Outing Activities and Programs to improve QOL in patients with Knee Surgeries . . . . .** 283  
Yasunobu Iwasaki MD, MBA
- [36] The Relationship between Local Resident Eco-consciousness  
and Governance in the Provision of Ecotourism Hainan, China . . . . .** 289  
Zhen WEI
- [37] Innovation in B to B trade shows . . . . .** 305  
Aude Ducroquet and Malgorzata Ogonowska
- [39] Residents' Influence on the Adoption of Environmental Norms in Tourism . . . . .** 315  
Malgorzata Ogonowska and Dominique Torre
- [40] Assessment of Influence of European Union Funds  
in the Tourism Industry on Volume of Tourism Movement . . . . .** 337  
Aleksander Panasiuk
- [45] Value Creation in Tourism Destination for Experience Based Perspective:  
The Case of Okinawa Prefecture . . . . .** 351  
Miyagi, Hirofumi
- [48] Emotional Labor and Emotional Exhaustion: The Case Study  
of Flight Attendants at the Full-Service Airline Company in Indonesia . . . . .** 363  
Herlina, Riani Rachmawati, and Monica Devina
- [49] Promoting the Domestic Tourism: Modelling Advertising Layout . . . . .** 377  
Lina Pilelienė and Viktorija Grigaliūnaitė

<b>[51] Wine Culture, Territory/Landscape and Tourism, the Enotourism key Pillars. How to get business success and territorial sustainability inside Wine Tourism Ecosystem? .....</b>	<b>391</b>
Josefina Salvado	
<b>[54] Benchmarking wine regions: the core wine product dimension .....</b>	<b>415</b>
Ilinka Terziyska and Desislava Pavlova	
<b>[56] Tourism Activity in Urban Space on the Example of Szczecin .....</b>	<b>431</b>
Beata Meyer	
<b>[57] Relationship between Emotional Intelligence and Entrepreneurship Competencies of Tourism Students .....</b>	<b>443</b>
Kevser Cinar, Ercan Yilmaz	
<b>[62] Why don't tourism firms use academic knowledge for innovation? A conceptual framework .....</b>	<b>453</b>
Marcin Olszewski and Marlena A. Bednarska	
<b>[65] Volatility of Tourism Demand: A Review of Recent Research .....</b>	<b>463</b>
Alexandra Mendes and Ana Brochado	
<b>[73] The impact of terrorism on tourism consumption behavior of Romanians .....</b>	<b>477</b>
Puiu Nistoreanu and Ana-Maria Nica	
<b>[76] Evaluating Chinese Female College Students' Experience towards on B&amp;B Hostel: A Case of Taiwan .....</b>	<b>487</b>
Jingyi Li and Yang Zhang	
<b>[77] Socio-Economic impacts of Tourism development at Aurangabad District .....</b>	<b>501</b>
Madhuri Sawant	
<b>[79] Investigating factors affecting Job performances of Tour guides, Thailand .....</b>	<b>515</b>
Nealnara Wongkerd	
<b>[80] Intentions to use a pilgrimage app: Which features really matter? .....</b>	<b>525</b>
Angela Antunes and Suzanne Amaro	
<b>[82] Crossing frontiers between tourism and demography. An empirical analysis based on European travellers' behaviour .....</b>	<b>537</b>
Jaime Serra, Filipe Ribeiro, Lídia Patrícia Tomé, Maria Filomena Mendes	
<b>[83] The Development of Sustainable Tourism as a Means of Intercultural Communication .....</b>	<b>551</b>
Manya Melkonyana and Ana Luisa Pires	

<b>[85] Consideration on Perceptions of Young People and Travel Agents</b> .....	577
Masayuki Maruyama	
<b>[89] Importance bias in business hotel quality surveys: the role of travelers' heterogeneity</b> .....	585
Annalisa Stacchini and Andrea Guizzardi	
<b>[94] Investigating the phenomenon of medical tourism: South Korean context</b> .....	597
Eunhee Sung and Dr. Jonathan A. J. Wilson	
<b>[97] Creative Tourism based on Indonesian Local Wisdom</b> .....	609
Yanki Hartijasti and Danny I. Yatim	
<b>[99] USALI adapted to the small independent hotels</b> .....	621
Henrique Correia, Luís Lima Santos, Conceição Gomes and Raúl Ribeiro Ferreira	
<b>[100] Performance evaluation of small independent hotels through management accounting indicators and ratios</b> .....	639
Nuno Casqueira, Conceição Gomes, Luís Lima Santos, Cátia Malheiros, and Raúl Ribeiro Ferreira	
<b>[101] Museum of the Tourist: An-other perspective of reproducing national artefacts</b> ...	653
Desmond Wee	
<b>[102] The Impact of Gaming Tourism Growth On The Income Distribution In Macau</b> .	663
Luis Cunha	
<b>[103] Evaluation of tourism routes' governance – Case study: Mainland Portugal</b> ...	687
Carlos Vilela da Mota and Fernando F. Gonçalves	
<b>[105] Online purchase of peer-to-peer accommodation services: definition and proposal of a conceptual framework</b> .....	699
Luis Sousa, Elisabeth Kastenholz and Lourdes Barbosa	
<b>[106] Financial balance of small independent hotels: the management view</b> .....	713
Diana Vieira Alves, Luís Lima Santos, Cátia Malheiros, and Raúl Ribeiro Ferreira	
<b>[107] Food Motivation, Hedonic Value, and Behavioral Intention</b> .....	727
Janet Chang and Mei-Yen Chao	
<b>[113] Changing patterns of voluntourism in pondicherry a french colony in India</b> ...	731
Y.Venakata Rao	
<b>[114] Success factors of small tourism units in Serra da Estrela region</b> .....	739
Ana Teodoro, Isabel Dinis, Orlando Simões and Gonçalo Gomes	

**[117] Residents' attitudes towards casinos: The role of positive experiences . . . . .753**  
Carlos Peixeira Marques and Sónia Rodrigues

**[119] What Determines the Competitiveness of a Tourism Destination?  
The Case of Portugal . . . . .763**  
Cristina Estevão, Sara Nunes and João Ferreira

**[120] The key factor of developing the Japanese hotel industry . . . . .785**  
Shunsaku Hashimoto

**[122] Measurement of Infrastructure Profitability in Air Transport.  
A Review of Investment in the Project to Expanding Airport Capacity . . . . .797**  
Vânia Costa



# **WELCOME MESSAGES**





Welcome to the 2nd Annual Conference of the Euro-Asia Tourism Studies Association!

Welcome to Portugal!

On behalf of the EATSA Direction Board, I would like to thank IGOT - University of Lisbon, CiTUR - Polytechnic Institute of Leiria and CEGOT - University of Coimbra for the competent organization of this international meeting and for supporting EATSA efforts to connect tourism researchers from many countries of Europe and Asia.

In a global world, the networking cooperation among researchers is the first necessary step for embracing global phenomena. Tourism stands as one of more complex and globalized industry and it is also a highly globalized sociocultural phenomenon. Its scientific study required the implementation of more broaden and holistic approaches that only can be achieved through the international cooperation of academia.

EATSA's mission consists of creating the more appropriate context in tourism research community leading the following outcomes:

1. Promoting research and education in the field of tourism, hospitality and recreation in Asia and Europe, with special focus on the comparative international studies.
2. Promote the dialogue among scholars of all scientific disciplines engaged in the tourism studies, in order to move from the current multi-disciplinary approach to a more integrated and trans-disciplinary one.
3. Foster more close connections between tourism academia and tourism industry.
4. Encourage the exchange of research results, practical experience, and ideas by organising conferences, meetings and developing research networks among members and institutions.
5. Promote a more intensive cooperation between European and Asian scholars in the fields of Tourism, Hospitality and Recreation.
6. Disseminate research results through various channels.

The annual conferences of EATSA, that go side-by-side with the General Assembly, is a high spot of this volunteer and enthusiastic dynamic that is ruled by a common will of constructing a new world in tourism research academy.

In our conferences we are paving a new pathway for encouraging and consolidating new international projects. Since the EATSA Inaugural Conference, last year in Taiwan, EATSA gave its patronage to the following multinational or worldwide) projects:

- The Commonwealth Research Project, coordinated by Ch-Jen Su, from Taiwan;
- The Tower of Babel Project, coordinated by Francisco Dias, from Portugal;
- The Conference Attractiveness Project, coordinated by Viktorija Grigaliūnaitė and Lina Pilelienė, from Lithuania.

16 | To encourage new networking projects, we created in our conferences a specific forum – the International Collaborative Forum (ICF) - where participants can share their innovative projects with other participants. In the EATSA Conference 2016 two interesting projects will be presented at the ITC, namely:

- Coastal and maritime destinations: between attractiveness and preservation, by Patrick Bouchet, from France;
- Performance evaluation of small independent hotels, by a team of Portuguese researcher coordinated by Luís Lima Santos.

In the very short period of its existence, EATSA networking approach has been demonstrated its effectiveness, that consists of (1) discuss and co-create common research methodologies at global level; (2) carrying out international studies based on common methodologies; (3) coordinating efforts to make more credible the voice of tourism research community inside the academia and in relationship with the industry.

Those above facts that are aligned with the EATSA's mission make EATSA members much more confident in the international cooperation and are the main motivational driver of its Direction Board.

Francisco Dias

President of Direction Board of EATSA

## Welcome to EATSA Conference

The promotion of international scientific meetings is itself an asset. Not only the exchange of experiences as well as by the approach of people and institutions, fostering partnerships, projects and essentially communication and friendship to both institutional and personal. The EATSA has this virtue and brings together people, institutions, countries, cultures and continents and congratulations to the entire organization and to all participants.

The Polytechnic of Leiria (IPLeiria), and specifically its School of Tourism and Maritime Technology (ESTM), as a partner of this organization, see the institutional and international partnerships as a strategic option for sustainability and growth. The universality that the genesis of a higher education institution must have, based perfectly in the strategy that IPLeiria has followed in the field of training, research and extension, demonstrating their visionary capacity for future and involvement.

In terms of educational offer, currently IPLeiria offers a hundred Portuguese courses, undergraduate, masters and Tesp, directed not only to national students but also to the Portuguese-speaking countries. It also offers nine specific masters in English, looking for other international student's want of Europe and the rest of the world. Specifically we are one of the few national institutions that have a degree of Portuguese-Chinese and Chinese-Portuguese, in partnership with higher education institutions in China and Macau. This year the IPLeiria has close to a thousand international students in its various schools, either in educational offer or in research and the future goal is to grow and through strategic partnerships.

The tourism industry is extremely important to Portugal and ESTM attentive to this opportunity based part of their educational offer in tourism, hospitality and catering. About 60% of teachers are PhD and this has allowed the development of applied research in the area, based on the CITUR-Applied tourism Research Center. Partnerships with several countries such as Oman, China, Macau, Brazil, Cape Verde, Lithuania, Italy, Poland, Taiwan, Spain, among others, have allowed the ESTM is internationally involved with mobility of teachers and students, organizing conferences and international meetings and development international research projects.

Thus, it is for the IPLeiria and particularly for ESTM an honor to receive such an important conference and as distinguished speakers, presenting, discussing and promoting new ideas, new cultures and innovative methodologies that foster more research in tourism, en-

courage participation and sharing skills, promote knowledge and establish friendly professional relations, institutional partnerships and creative relationships making tourism the industry of friendship. As lovers of this fantastic area that is tourism, and interested in creating science, we are available to find out more and available to embark on new challenges, so challenge us!

18 | Be Welcome to Portugal, experience the Portuguese culture and I hope you have a good time in this Western Region and be happy in the ESTM.

Paulo Almeida

Dean ESTM

Dear EATSA 2016 delegates,

Contemporary society is structured upon change, everything happens very fast. Distances are measured in hours rather than in kilometres, allowing the concept of tourist destination to expand and consolidate new development models as leverage of economic benefits for beneficiary communities.

The relevance of tourism activity is usually measured by the impact on exports, by the weight of revenues in GDP and also by their contribution in creating jobs, benefiting countries, business dynamics and family economy. These are the main reasons that support the importance of tourism in countries' economies. For these reasons, in the early XXI century it is fair to praise the tourism activity that, because of its multidisciplinary, interdisciplinary and consequently transversal nature in its social dynamics, presents itself as leverage for the sustainable development of many countries, particularly those considered to be developing.

However, the importance of tourism to a country's economy cannot be dissociated from its geopolitical reality, which states the economic and financial sovereignty and guides the establishment of major strategic axes for the tourism sector. In this particular case, there cannot be doubts that one of the strategic priorities for the tourism sector should go through applied research on tourism as an economic and social phenomenon, by the suppression of regional needs at national level or by the understanding of global scale phenomena.

The Polytechnic of Leiria, through the Centre of Tourism Applied Research (CiTUR), seeks to position itself as an applied research key partner by participating on scientific research projects involving the training of 2nd and 3rd cycles, by publishing scientific papers in national and international peer-reviewed journals and by presenting papers at scientific meetings. For these reasons, CiTUR adopts applied research, production and transfer of scientific knowledge in tourism as its mission and develops studies and work oriented to meet the needs of the academic, corporate and national institutional community.

To motivate highly qualified researchers in multidisciplinary areas for international cooperation is essential, particularly in association with tourism knowledge dissemination projects in cooperation with other international research units. The global dimension of tourism as a study object requires a worldwide response from researchers, grounded in knowledge networks.

CiTUR welcomes the three research units for their joint organization, and for promoting EATSA 2016 as an event which will allow the tourism phenomenon to be discussed with

global partners, structured in thematic areas such as regional development and planning, hotel management, tourism marketing, cultural heritage and leisure, practices of sustainable tourism, ecology and innovation, among others.

Serious work and networking research is the chosen path by many of those who will attend this great meeting between researchers and international experts.

20 |

Just as Portugal is committed to tourism development, Leiria Polytechnic teachers and CiTUR researchers are seriously dedicated to advanced training and to quality tourism research as an essential phenomenon of social sciences for the individual's well-being, the companies' competitiveness and the nations' prosperity.

Luís Lima Santos  
CiTUR Coordinator



Institute of Geography and Spatial Planning (<http://www.igot.ulisboa.pt/>)

IGOT is an organic unity of education and research at the University of Lisbon in the fields of Geography and Spatial Planning. It was established in 2009, following an institutional reform of Portuguese higher education system, as a new autonomous body of the University of Lisbon, incorporating a teaching and training unit - the Geography Department (created in the 50's) and a research unit - the Centre for Geographical Studies (created in 1943), of the same university.

The IGOT mission is to ensure higher education, conduct research, disseminate knowledge and provide technical and specialized scientific consulting to the community in the fields of geography, spatial planning and management, development and territorial cohesion policies, urban planning, environment, resources and risks, the dynamics and socio-spatial organization. Thus, the mission of IGOT articulates the three functions of universities - Education, Research and Connection to society - in order to stimulate innovation, disseminate knowledge and contribute to development. The IGOT has approximately 750 students, considering all levels of education, a full-time teaching staff of 43 people (80% with a PhD) and 180 researchers (40% with a PhD).

In nowadays the IGOT is the leading Portuguese institution in geographical research and teaching developing diverse projects, either coordinated by its professors and researchers or in partnership with others, which include in their teams many PhD and Master students as well as young undergraduates who benefit from the applied research, very often working closely with policy makers both at the municipal and central level. The international reputation of the IGOT's professors and researchers is furthermore highlighted by a number of invitations for visiting professors at other institutions; present lectures at leading institutions, keynote speakers at international conferences and memberships of editorial boards and boards of directors.

Benefiting from the beginning of a close cooperation relationship with the Geography Department, the IGOT offers actually 2 Bachelor degree programs: "Geography"; and "Spatial Planning". In addition to this, it actively cooperates in the degrees of "European, African and Asian Studies" offered by the Faculty of Letters, University of Lisbon. Regarding to post-graduate education, IGOT has 5 Master degree programs ("Physical Geography and Spatial Planning"; "Urban Management and Urbanism"; "Population, Society and Territory"; "European Policies"; "Geographical Information Systems Applied to Spatial Planning and Management") and is institutionally involved in the joint Master degree of "Demography"; "History and Geography Teaching"; and "Tourism and Communication". In addition to this, it also conducts

a PhD program in “Geography”, which is open to the various disciplinary fields, and a PhD program in “Tourism” (with the collaboration of the Higher Institute of Hospitality and Tourism Studies of Estoril); and is also partner of 2 other PhD programs: “Migrations”; and “Territory, Risk and Public Policies”.

22 | IGOT comprises the CEG - Centre for Geographical Studies, (<http://www.ceg.ul.pt/>), the most important center of R&D within the Portuguese Geography and rated internationally as a center of excellence.

The CEG was founded in 1943 by Professor Orlando Ribeiro. For over seven years, the CEG has been the main Portuguese institution carrying out research on Geography and promoting the progress of the geographical science in Portugal, achieving a remarkable position in the international geographical context. The CEG received the highest classification of “Excellent” in the last 3 evaluation periods by the official panels of international experts nominated by the Portuguese Foundation for Science and Technology.

The scientific activity of CEG is being now developed by 180 researchers (40% PhD graduates), and is focused on the development of the geographical science and on the application of geographical knowledge in Portugal, Europe and other territories. It is also often visited by researchers from other countries and all its senior researchers have been invited to cooperate in international teams, as well as to teach and give lectures in foreign universities.

The CEG is now organized in 7 Research Groups: MIGRARE - Migration, Spaces and Societies; MOPT - Modelling, Urban and Regional Planning; RISKam - Environmental Hazard and Risk Assessment and Management; SLIF - Coastal and Fluvial Systems: Dynamics, Environmental Changes and Management ; TERRITUR - Tourism, Culture and Space; ZEPHYRUS - Climate Change and Environmental Systems; and ZOE - Urban and Regional Change and Policies.

The CEGOT (Centre of Studies on Geography and Spatial Planning) brings together the majority of researchers/teachers of Portuguese Geography based on the universities of the North and Center of Portugal (Coimbra, Porto and Minho), as well as a large number of researchers associated with research projects, completing PhD or post-doctoral projects in these universities.

Thus, this R&D unit, approved for funding by the Science and Technology Foundation, corresponds to a large space of collaboration, in which individual interests of scientific research are articulated with collective goals, gathered around the geography, both in its theoretical approaches and in its articulation with the spatial planning. CEGOT research is structured around three main groups:

- Group 1 – Nature and environmental dynamics
- Group 2 – Cities, competitiveness and well-being
- Group 3 – Cultural landscapes, tourism and development

In addition to the research that is developed internally, CEGOT is open to cooperation with other scientific disciplines of the earth and social sciences, as well as with colleagues from all relevant institutions of geographical research in the country and from abroad, notably from Brazil and other Portuguese-speaking countries, also electing as priority relations with Spain and other European countries.

In Group 3 we try to give value to the use of space and of time, assuming that they play a decisive role in the organization of our society. The demand for territorial identities and the marketing of places gain special importance and intersect the value of development at different scales with the activities associated with leisure and tourism.

This multidimensionality projects a territorial cohesion requiring depth knowledge of local and regional resources, on its tangible and intangible aspects, and provide special expression to researches on competitiveness, innovation, positioning, and destinations management. The processes of monitoring and diagnosis are invariably present and are seen as fundamental methodology in scientific research of mobility, leisure activities and tourism, cultural landscapes and the processes of development. Considering tourism as a strategic domain, to which natural and built heritage, material and immaterial culture and development are associated, this group privileges the study of two areas articulated among themselves, for which several objectives and research strategic guidelines have been established for the next years:

TOURISM: Heritage(s), culture and innovation in the construction of touristic territories; Environmental, economic, social and cultural sustainability in tourism; Tourism and culture as strategic factors to local/regional development. SPACE DYNAMICS AND DEVELOPMENT Leisure and promotion of well-being in populations; Social inequalities in low density territories; Cultural landscapes and development.

24 | The CEGOT welcomes the EATSA 2016 delegates and wishes everyone a great scientific work that contributes to a better scientific understanding of tourism, promoting its development and sustainability.

Lúcio Cunha  
Scientific Co-ordinator of CEGOT

# FINANCIAL BALANCE OF SMALL INDEPENDENT HOTELS: THE MANAGEMENT VIEW

Diana Vieira Alves<sup>1</sup>, Luís Lima Santos<sup>1</sup>,  
Cátia Malheiros<sup>1</sup>, and Raúl Ribeiro Ferreira<sup>2</sup>

| 713

## ABSTRACT

In order to succeed in a competitive tourism world, financial balance is fundamental to hotel management. In the particular case of small independent hotels, the financial ratios and indicators analysis have been used connected with the decision-making process, which allows their survival. Prior studies related to the use of financial ratios and indicators in the hospitality industry in several countries has demonstrated that these analysis are one of the most important management tools. Hotel chains normally use global financial ratios and indicators, which provide a huge amount of information. That can be explained by the fact they have to follow management worldwide rules. However, as in many Europeans countries, the Portuguese corporate structure is composed by micro and small enterprises. This fact has led us to propose a set of suitable financial ratios and indicators (liquidity, solvency, profitability and turnover ratios and indicators) – “tableau de bord” – to be used on small independent hotels’ management. A questionnaire addressed to independent hotel managers was conducted to obtain data, which has been submitted to a statistical analysis. To characterize the financial ratios and indicators descriptive statistics were used. The conclusion shows that despite the importance of some of the financial ratios and indicators they are not being used, which indicates an opportunity related to the proposal of a “tableau de bord” adapted to small independent hotels management.

## KEYWORDS

Financial balance; ratios and indicators; small independent hotels; performance.

## Introduction

The hospitality industry represents the core business of the Portuguese global tourism. The Portuguese supply, similarly to other European countries, is composed by a majority of small independent hotels that have to compete in a global scale. To achieve success, it is critical that hospitality managers develop skills in financial analysis to optimize the decision making process. Indeed, financial analysis provides useful information. Even though financial indicators and ratios are important, for example, working capital, solvency, return on equity (ROE) and breakeven point, in hospitality industry hoteliers mostly used operational tools.

Consequently, this research intends to measure the usage and the importance of financial ratios in the case of Portugal. Thus, the aim of this study is to validate the management view concerning the financial balance by identifying the ratios and indicators that are being used and their importance for small independent hotels.

<sup>1</sup> CItUR – Centre of Tourism Applied Research, ESTM - Polytechnic Institute of Leiria Santuário N<sup>o</sup> Senhora dos Remédios, 2520-641 Peniche - Portugal, Tel: +351-262783607, E-mail: dianavieiraalves@gmail.com; llsantos@ipleiria.pt; cmalheiros@ipleiria.pt

<sup>2</sup> Associação dos Diretores de Hotéis de Portugal, P Av. Ilha da Madeira, 32-A, 1400-204 Lisboa - Portugal, Tel: +351-213 017 443, E-mail: raulribeiroferreira@gmail.com

This article is structured as follows: first, there is a literature review about the financial ratios and indicators. Then, it is explained the methodology used on the research. The last part is dedicated to detailed analysis of research findings and conclusions.

## 714 | Literature review

Recently, the Portuguese hotel industry has undergone some adjustments caused by changes in the framework legislation. Some differences are associated to reducing the number of existing typologies, approaching the Portuguese reality of what is internationally known. In 2014, there were 2048 accommodation establishments in Portugal, of which 55% were hotels (Turismo de Portugal I. P., 2015). Four stars hotels represents the typology that offer the largest accommodation capacity in terms of rooms and beds. Like the majority of European countries (PORDATA, 2015), the supply of Portuguese lodging industry is mostly composed of micro and small independent hotels, despite the importance of national and international chains, such as Accor (Ibis, Mercure, Novotel), Best Western, NH Hotels, Holiday Inn, Pestana and Vila Galé (Tuță and Micu, 2013; Deloitte, 2015).

According to Chiao et al. (2006), Son et al. (2006) and Svetlic 2007), cited by Deaconu and Buiga (2015:334) SMEs have an increasing contribution in generating wealth both in developed and emergent economies.

For the small independent hotels – 99.7% according Serrasqueiro and Nunes (2014:99) – the financial balance is a very important issue as they have to be competitive on a global scale. Therefore, Mia and Patiar (2001:115) consider that hotel managers could use the management accounting system for positioning their hotel in the competitive market. Damitio and Schmidgall (2006:38) include ratio analysis between 24 managerial accounting skills ranked by managers and controllers of the lodging industry.

In the same way, Altman (1968:590) refers that “the detection of company operating and financial difficulties is a subject which has been particularly susceptible to financial ratio analysis” and that “in general ratios measuring profitability, liquidity and solvency prevailed as the most indicators”. Altman adds that the order of their importance is not clear.

Chiu and Huang (2011:2160) refer that “it seems insufficient only to use the operational efficiency to evaluate a performance. Instead, adding the profitability efficiency as an indicator provides additional insights into the industry’s performance measures”. Lamminmaki (2008:163) mentions that outsourcing on management accounting is broadening influence in terms of financial and non-financial accountability. However, Mia and Patiar (2001:124) state that general managers’ greater emphasis on financial than non-financial indicators, which require further research.

Faello (2015:75) highlights that financial ratios and indicators “help explain financial statements”, “assist in benchmarking a firm’s performance with other firms in the same industry” and “help financial statement users in identifying problem areas with a company’s operations, liquidity, debt position, or profitability”. In this context, Faello (2015:82) concludes that these benefits are dependent on the comparability of a firm’s financial ratios and indicators with itself and between firms over time.

In his research, Phillips (1996:350-353) presents a table which includes prior studies of mixed companies, where financial ratios and indicators are referred, such as “average of

three years sales and profits”, “profitability”, “return on sales”, “return on equity”, “return on assets”, “stock prices”, “stockholders’ return” and “earnings per share”. In relation to small hotels’ business performance, Phillips (1996:355) indicates “return on investment” and “profit margin”.

About the Irish small independent hotels, Melia and Robinson (2010:6) conclude that “annual accounts”, “operating profit margin”, “asset turnover”, “return on investment”, “sales” and “earnings per share” form the preferred financial performance measures which are critical to their business success and development.

In contrast, Chhabra and Pattanayak (2014:49) conclude that Indian small companies’ owners consider financial accounting as waste of time with no tangible benefits. In contradiction, Geller and Schmidgall (1984), cited by Harris and Brown (1998:172) refer that the role of the hospitality accountants has changed from “a necessary evil” to a partner on the management process.

Harris and Brown (1998:172) explain that accounting and finance knowledge and skills are required by all members of the management team in hospitality organisations. Briciu et al. (2013:37) confirms that accounting information is very useful in decision making process in Romanian hospitality industry. Karadag (2015:25) states that strategic financial information is one of the key managerial areas of SMEs in Turkey, due to its vital role on their survival, growth and performance.

According to Mills and Yamamura (1998), cited by Ryu and Jang (2004:16), a business’ true economic health can no longer be fully measured with an accrual basis accounting system alone. Ryu and Jang (2004:16) add that financial ratio analysis has been extensively employed for a long time, to assess the financial performance by managers. In their study (2004:20) it was presented a table with two ratio categories, “traditional” and “cash flow”, indicating the ratios and formulas, which are related to “liquidity”, “solvency” and “profitability”.

These setting of financial ratios is important as they should be considered as ultimate indicators of hotels’ performance (Aissa and Goiaed, 2016:479). Supporting this view, Uyar and Guzelyurt (2015) cited by Anuar and Chin (2016:275) emphasis that SMEs have limited access to external financing and they are more dependent on internally generated funds resulting from profitable operations.

The financial balance consists in short term and long term analysis, which ensures stability in terms of liquidity and structure (Mihajlović, 2015). Safety in terms of profitability and turnover, can be added.

To assess financial balance, Schmidgall and DeFranco (2004:3) and Jorge (2010:31-43) strengthen that ratios can be divided into five main areas: “liquidity”, “solvency”, “activity”, “profitability” and “operating”.

In line with the most of the author’s abovementioned, the ratios were organized in four groups:

- a) Liquidity;
- b) Structure;
- c) Profitability; and
- d) Turnover.

The first group, refers to liquidity ratios which measure hotel's ability to meet its short-term liabilities (table 1). By calculating these ratios the hotels can assess the state of short-term financial balance because it establishes a relation between current assets and liabilities.

**Table 1: Financial ratios and indicators - liquidity**

Description	Formula
Current quick ratio	$\frac{\text{current assets} - \text{inventory}}{\text{current liabilities}}$
Cash ratio	$\frac{\text{cash}}{\text{current liabilities}}$
Liquidity margin	$\text{quick assets} - \text{current liability}$
Current liquidity ratio	$\frac{\text{current assets}}{\text{current liabilities}}$
Working capital	$\text{current assets} - \text{current liabilities}$

Source: prepared by authors

The second group, referring to structure ratios, presents the ratios that evaluate the hotel's capacity to fulfil its long-term obligations (table 2). By calculating these ratios the hotels can ascertain the state of long-term financial balance because it establishes a relation between financing and investment.

**Table 2: Financial ratios and indicators - structure**

Description	Formula
Investment coverage ratio	$\frac{\text{equity}}{\text{tangible assets} + \text{intangible assets}}$
Fixed Assets coverage ratio	$\frac{\text{permanent capital}}{\text{fixed assets}}$
Financial autonomy ratio	$\frac{\text{equity}}{\text{non} - \text{current liabilities}}$
Solvency	$\frac{\text{equity}}{\text{liability}}$

Source: prepared by authors

The next group refers to ratios and indicators that allows the knowledge of the hotel profitability. As the name suggests, it evaluates the management of the hotel, through the relation between income and other variables from financial statements (table 3)

**Table 3: Financial ratios and indicators - profitability**

Description	Formula
Return on equity (ROE)	$\frac{\text{Net income after income tax}}{\text{equity}} \times 100$
Return on Assets (ROA)	$\frac{\text{net income after taxes} + \text{Financial charges}}{\text{assets}} \times 100$
Financial leverage degree	$\text{cost of indebtedness impact in equity profitability}$
Business segment profitability	$\frac{\text{business segment net income}}{\text{business segment turnover}} \times 100$

Source: prepared by authors

The last group refers to ratios and indicators related to the hotel turnover (table 4). These ratios and indicators give information about the reasonability of the value expressed in some balance sheet items.

**Table 4: Financial ratios and indicators - turnover**

Description	Formula
Average time of cash payments	$\frac{\text{Suppliers}}{\text{purchases (goods \& services)}} \times 365$
Average time of cash receipts	$\frac{\text{customers}}{\text{sales (goods \& services)}} \times 365$
Days' sales in inventory	$\frac{\text{inventories}}{\text{cost of sales}} \times 365$
Breakeven point	<i>the level of sales at which a company will make neither an income nor a loss</i>

Source: prepared by authors

## Methods

A quantitative approach was adopted. The study covers the period until the year of 2016. It was developed a structured questionnaire to serve as main data for this study. The questionnaire was elaborated on an online platform and was conducted between March and April of 2016. Afterwards, in collaboration with Portuguese Hotel Managers Association (Associação dos Diretores dos Hóteis de Portugal - ADHP), an email was sent to the CEO of small independent hotels of Portugal containing a link to the online survey. It was asked to fill out the questionnaires properly. The hoteliers who answered will receive the study's results on this first phase.

The questionnaire was divided in three parts. In the first one, the CEO's were asked to provide information about the hotel unit description (management type, number of stars, employees, rooms and available F&B seats, last available year turnover, existing departments) and they also were asked to indicate the significant revenue and expenses topics, normally used in the USALI.

In the second part, the CEO's were asked about the use of operational indicators and ratios. First they had to answer if they use or not each indicators and ratios. After that they had to rate their importance to the hotel unit management, using a 5 point Likert scale with "1" being "not important", "2" being "less important", "3" being "important", "4" being "very important" and "5" being "extremely important".

In the third part, the CEO were asked about the use of financial indicators and ratios, namely: liquidity, solvency, profitability and turnover indicators and ratios. Likewise, first they had to answer if they use or not each indicators and ratios, after that they had to rate their importance to the hotel unit management, using a 5 point Likert scale with "1" being "not important", "2" being "less important", "3" being "important", "4" being "very important" and "5" being "extremely important".

The results of the third part were used in this study and the results of the first and second parts were used in independent papers.

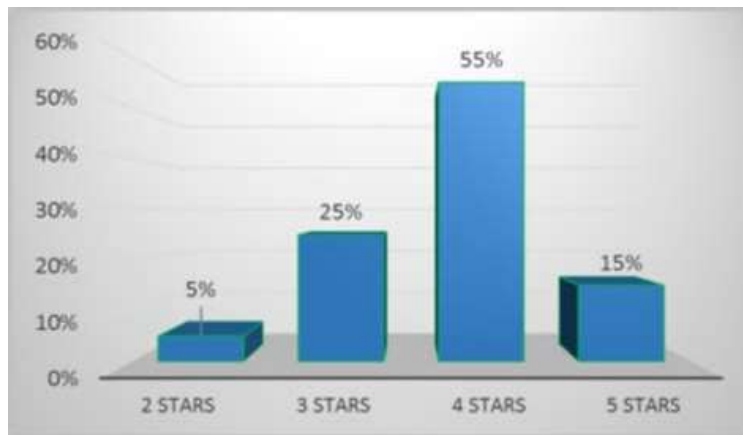
A total of 25 surveys were collected, of which 21 were usable. The data was processed using SPSS. It was used descriptive statistics in order to determine financial indicators and ratios that are being used by hoteliers.

718 |

## Results

In this study, 21 hotels of Portugal were analysed. The sample consists of hotels with one to five stars rating and, as it can be observed in Figure 1, it was found that most hotels in the study (55%) are classified with four stars. The number of rooms varies from 17 to 240 and the mean of hotels' rooms is 65.

Figure 1: Hotels classification

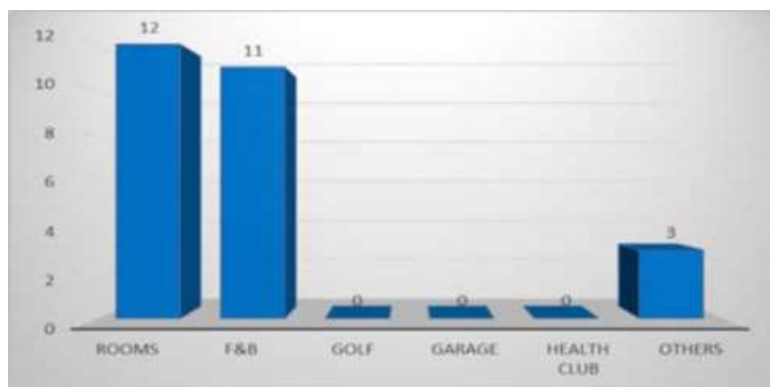


Source: prepared by authors

Relatively to the number of employees, the sample is featured with a mean of 30. The turnover confirms this profile (small enterprise), with a mean of 2.3 EUR millions.

When asked about organizational structure, 57% of hoteliers replied that their units were organized by departments. As shown in Figure 2, the two most common departments are the two traditional major operating departments: "Rooms" and "Food & Beverage" (F&B).

Figure 2: Hotels' departments



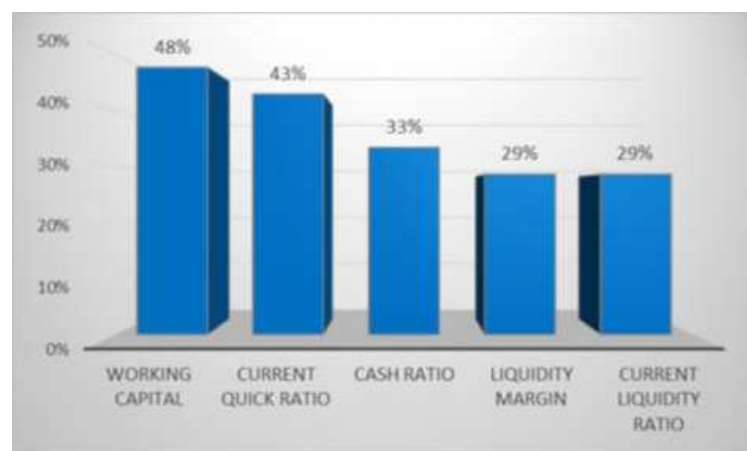
Source: prepared by authors

To analyse the results concerning the use of financial ratios and indicators, as it is mentioned in methods section, four groups were created: liquidity, structure, profitability and turnover ratios and indicators.

As presented in Figure 3, the percentage of usage concerning the liquidity ratios is lower than 50% for each ratio and indicator. That means that less than half of the hospitality managers inquired are using them. The “working capital” reaches the best usage percentage with 48% and the “current quick ratio” reaches 43%, which is representative of their practical usefulness for hoteliers, as they consider important the operating liquidity available and the ability to use its current assets (cash / cash equivalents, negotiable securities and accounts receivable) to pay its current liabilities.

719

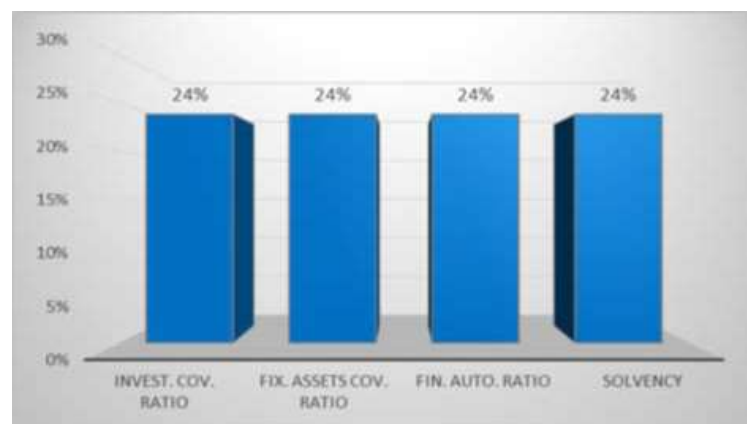
**Figure 3: Usage rate of liquidity ratios/indicators**



Source: prepared by authors

Regarding the structure ratios and indicators (Figure 4), the results are lower than the liquidity ratios, as the four ratios and indicators in this group obtained 24% of usage, which can be interpreted as a neutral attitude in face of investments financing and of solvency of the small hotels.

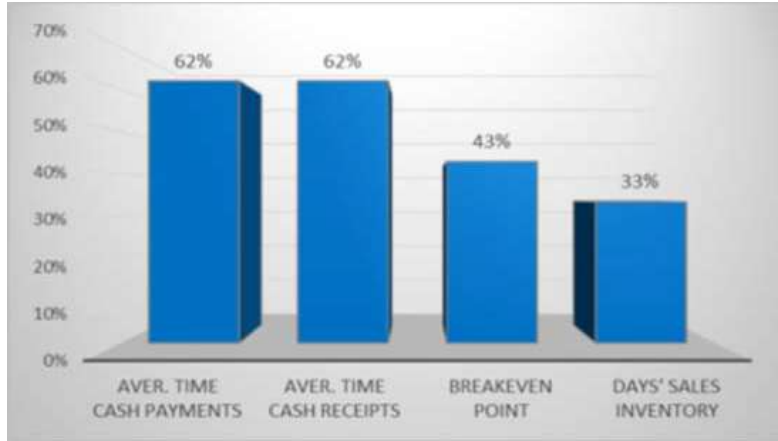
**Figure 4: Usage rate of structure ratios/indicators**



Source: prepared by authors

In the case of profitability ratios and indicators (Figure 5), the results are also lower than 50%, with two of them reaching 33% (“ROE” and “ROA”) and the other two obtaining a usage percentage lower than 30%.

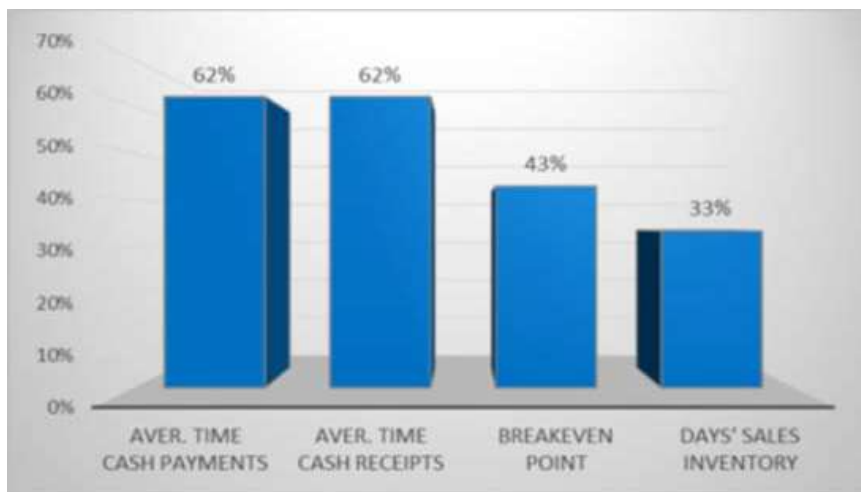
**Figure 5: Usage rate of profitability ratios/indicators**



Source: prepared by authors

Concerning the turnover ratios and indicators (Figure 6), some of them reach higher results compared to the other three groups. In fact, the “average time cash payment” and the “average time cash receipts” are being used by more than half of the hoteliers with a percentage of usage of 62% for both, which is representative of a bigger involvement on daily routine management. The “breakeven point” almost reaches 50%, which means the interest about the point where total revenue equal total expenses.

**Figure 6: Usage rate of turnover ratios/indicators**

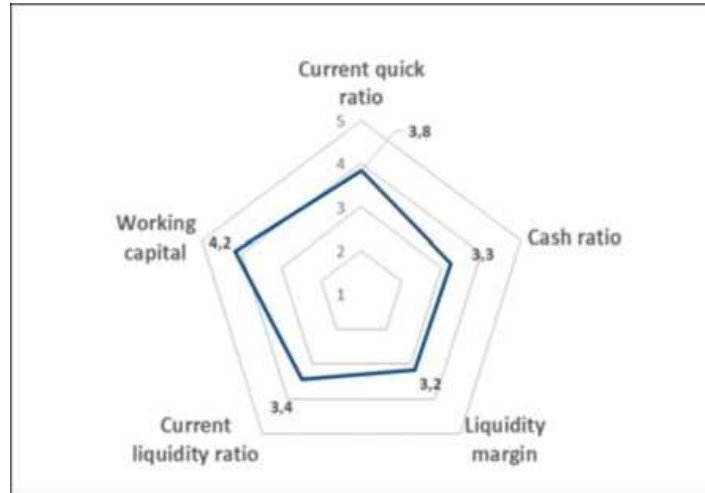


Source: prepared by authors

The second part of the survey respecting the financial ratios and indicators measured the importance rate of all of them for the decision making process, regardless of their use. The results for these four groups of ratios and indicators highlight that all of them reached a mean higher than three, which means that they are all considered at least important, despite the low percentage of utilization. As it can be confirmed, results concerning their use are similar to results about their perception of importance.

In the case of liquidity ratios and indicators, Figure 7 shows that the “working capital” and “current quick ratio” obtained the highest mean of importance, with 4,2 and 3,8 respectively.

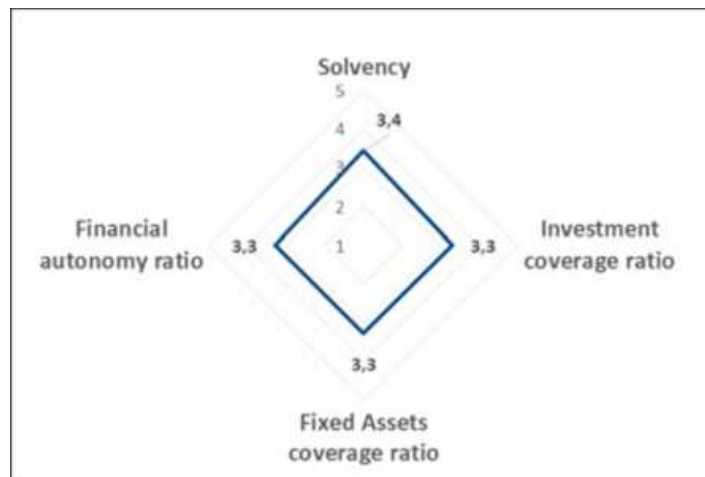
Figure 7: Importance of liquidity ratios/indicators



Source: prepared by authors

Analysing the results for structure ratios and indicators (Figure 8), it is possible to verify that all these ratios and indicators obtained similar values for the importance measurement. Indeed, all of them obtained a mean of 3,4 or 3,3 in the scale from 1 to 5.

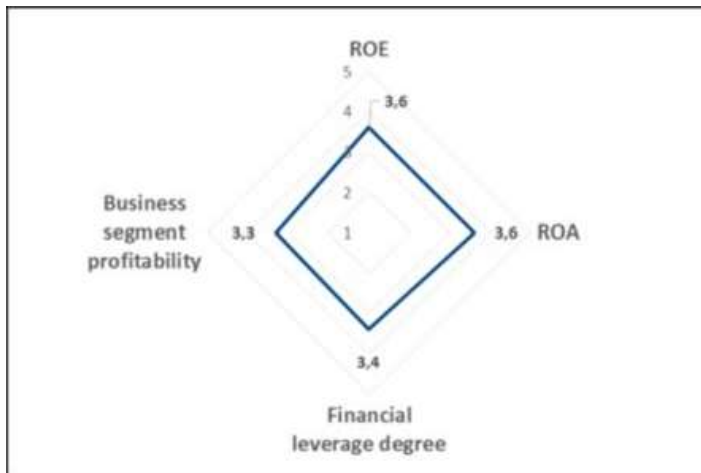
Figure 8: Importance of structure ratios/indicators



Source: prepared by authors

For the profitability ratios and indicators (Figure 9), the results are similar to the structure ratios. However, “ROE” and “ROA” reach almost the “very important” level.

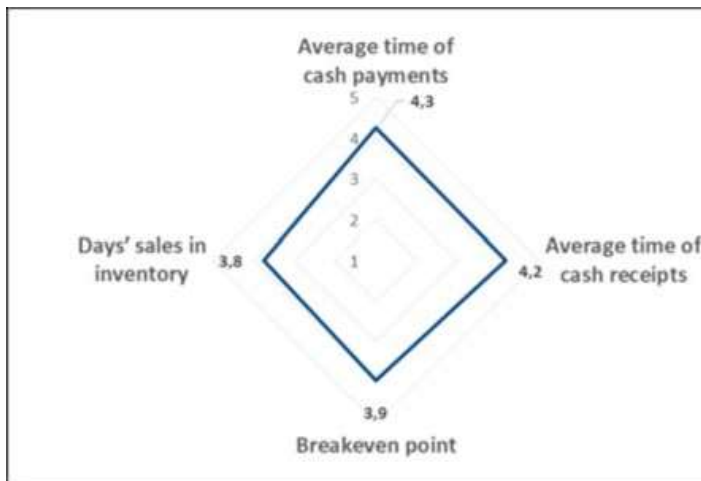
**Figure 9: Importance of profitability ratios/indicators**



Source: prepared by authors

Concerning the turnover ratios and indicators importance analysis, Figure 10 shows that they obtained the highest results compared to the other three groups. In fact, two of them reach the “very important” level and they are the same ones that reached higher utilization percentages, namely “average time cash payment” and the “average time cash receipts”. The two other indicators were considered “important” but obtained a high value in this category, almost reaching the “very important” level.

**Figure 10: Importance of turnover ratios/indicators**



Source: prepared by authors

## Conclusions

The Portuguese lodging industry, as the most part of European countries, is mostly composed of micro and small independent hotels. For these hotels, the financial balance is a very important issue as they have to be competitive on a global scale. That is the reason why prior studies have recognized the usefulness of the management accounting system, namely the financial ratios and indicators analysis.

Some authors highlight benefits by using financial ratios and indicators, for example,

they help to understand financial statements, they give support to users assessing liquidity, solvency or profitability and they allow the comparability of a companies' financial ratios and indicators with itself and between companies over time.

Prior studies have identified and studied several financial ratios and indicators. Nevertheless, it is possible to establish a coherent organization in four main areas: liquidity, structure (includes solvency), profitability and turnover ratios and indicators.

The results of this study are in accordance to literature review. Actually, the survey results related to use of financial ratios and indicators express that hoteliers prefer the available operating liquidity (using mostly working capital and current quick ratio), which could be representative of their bigger involvement on daily routine management, in line with the results related to use of turnover ratios and indicators. It is interpreted a neutral attitude in face of investment financing and of solvency ratios and indicators. It is also observed some interest about the point where total revenue equal total expenses (breakeven point).

Regarding the importance analysis, it can be observed that in terms of liquidity, structure, profitability and turnover ratios and indicators, the results are in line with the results related to the use of financial ratios and indicators analysis. In fact, working capital, solvency, ROE / ROA and average time of cash payments / receipts have obtained the highest mean of importance.

This can also be a mark of the identified problem in the literature review related to the choice (or unfamiliarity) of some financial ratios and indicators for the hoteliers. Indeed, the lower percentage of financial ratios and indicators usage can be related to the fact that managers do not know them and not to the fact they cannot be useful for the assessment of financial balance.

## Limitations and future research

This study has some limitations such as low response rate. This is mainly due to the fact the surveys have been presented to the hotel's CEOs. Despite our efforts in order to obtain a major number of usable questionnaires on the ADHP's XII Nacional Congress, it seemed that the CEOs have not got enough information to answer the questions (or that they are not familiarized with all the financial indicators and ratios).

On the other hand, the survey took place only in Portugal, showing just the reality of a country. However, it cannot be forgotten that the situation of small independent hotel is a reality all over the world.

In the future, this survey should be addressed to CFOs, considering that they will be the right people with adequate knowledge to answer. This survey has been translated into English and Spanish so it will be applied in other countries. For that, we wish to be successful building partnerships on international collaboration forum.

An opportunity was created to start a partnership with hoteliers' management associations in order to provide professional training related financial ratios and indicators and their usefulness, both in decision making process as in financial balance. It is our aim to add the results of the second part of this survey, related to operational ratios and indicators, in order to create an integrated "tableau de bord".

## Acknowledgments

We would like to thank all the reviewer's comments, as these were important contributions for this new research field. We would also like to thank CiTUR's trainee Laura Matos, for her support in English review.

724 |

## References

- [1] Aissa, S. B. and Goaid, M. (2016) Determinants of Tunisian hotel profitability: the role of managerial efficiency. *Tourism Management*, No. 52, pp 478-487, doi:10.1016/j.tourman.2015.07.015.
- [2] Altman, E. I. (1968). Financial ratios, discriminant analysis and the prediction of corporate bankruptcy. *The Journal of Finance*, Vol. 23, No. 4, pp. 589-609. Available in <http://links.jstor.org/sici?sici=0022-1082%28196809%2923%3A4%3C589%3AFRDAAT%3E2.0.CO%3B2-R>.
- [2] Anuar, H. and Chin, O. (2016). The development of debt to equity ratio in capital structure model: a case of micro franchising. *Procedia economics and finance*, No. 35, pp. 274-280. DOI: 10.1016/S2212-5671(16)00034-4.
- [3] Briciu, S. and Scorte, C. and Mester, I. (2013). The impact of accounting information on managerial decisions – Empirical study conducted in the hospitality industry entities in Romania. *Theoretical and applied economics*, Vol. XX, No. 9(586), pp.27-38.
- [4] Chhabra, K. S. and Pattanayak, J. K. (2014). Financial accounting practices among small enterprises: issues and challenges. *The IUP journal of accounting research & audit practices*, Vol. XIII, No. 3, pp. 37-55.
- [5] Chiu, Y. and Huang, C. (2011). Evaluating the optimal occupancy rate, operational efficiency, and profitability efficiency of Taiwan's international tourist hotels. *The service industries journal*. Volume 31, No. 13, pp. 2145-2162. DOI: 10.1080/02642069.2010.503889
- [6] Damitio, J. W. and Schmidgall, R. S. (2006). A re-examination of key managerial accounting skills for lodging industry managers. *The journal of hospitality financial management*. Volume 13, No. 1, pp. 35-41. DOI: 10.1080/10913211.2006.10653813
- [7] Deaconu, A. and Buiga, A. (2015). Financial reporting and mimetic theory for small and medium enterprises. *Current Science*, Vol. 108, No. 3, pp. 334-340.
- [8] Deloitte (2015). *Atlas da Hotelaria 2015*, 10<sup>th</sup> ed., consulted on 23<sup>rd</sup> of April of 2016, in <http://atlasdahotelaria.com/2015/>
- [9] Faello, J. (2015). Understanding the limitations of financial ratios. *Academy of accounting and financial studies journal*, Vol. 19, No. 3, pp.75-85.
- [10] Harris, P. J. and Brown, J. B. (1998). Research and development in hospitality accounting and financial management. *International Journal of Hospitality Management*, Vol. 17, pp. 161-181.
- [11] Jorge, J. (2010). *Avaliação do desempenho de uma empresa através de rácios financeiros: caso da indústria hoteleira*. MSc Thesis on Business Sciences, Instituto Superior de Economia e Gestão, Universidade Técnica de Lisboa. Available in: <http://hdl.handle.net/10400.5/2223>.
- [12] Karadag, H. (2015). Financial management challenges in small and medium-sized enterprises: a strategic management approach. *Emerging markets journal*, Vol. 5, No. 1, pp. 25-40. DOI: 10.5195/emaj.2015.67.
- [13] Lamminmaki, D. (2008). Accounting and the management of outsourcing: an empirical study in the hotel industry. *Management Accounting Research*, No. 19, pp. 163-181. DOI: 10.1016/j.mar.2008.02.002.
- [14] Melia, D., Robinson, L. (2010). Towards performance measurement in hotels: an incremental approach. In *Contemporary Issues in Irish and Global Tourism and Hospitality* (Gorham, G., Mottiar, Z. eds). Available in: <http://arrow.dit.ie/tfschhmtbook/36/>.
- [15] Mia, L. and Patiar, A. (2001). The use of management accounting systems in hotels: an exploratory study. *International Journal of Hospitality Management* N.20, pp. 111-128.
- [16] Mihajlović, D. and Stanković, S. and Nikolić, M. (2015). Analysis financial balance as base management company. *Ekonomika*, Vol. 61, No.1, pp. 141-149.
- [17] Phillips, P. A. (1996). Strategic planning and business performance in the quoted UK hotel sector: results of na exploratory study. *International Journal of Hospitality Management*, Vol. 15, No. 4, pp. 347-362.

- [18] PORDATA (2015). Eurostat, OCDE, Entidades Nacionais - Estatísticas Estruturais das Empresas (SBS), Empresas de Alojamento e Restauração: total e por escalão de pessoal ao serviço, dados de 2013.
- [19] Ryu, K. and Jang, S. (2004). Performance measurement through cash flow ratios and traditional ratios: a comparison of commercial and Casino Hotel Companies. *Journal of Hospitality Financial Management*, Vol. 12, Iss. 1, Article 3. Available in: <http://scholarworks.umass.edu/jhfm/vol12/iss1/3>.
- [20] Schmidgall, R. S. and DeFranco, A. L. (2004). Ratio analysis: financial benchmarks for the club industry. *Journal of Hospitality Financial Management*, Vol. 12, Iss. 1, Article 2. Available in: <http://scholarworks.umass.edu/jhfm/vol12/iss1/2>.
- [21] Serrasqueiro, Zélia and Nunes, Paulo M. (2014) Financing behavior of Portuguese SMEs in hotel industry. *International journal of hospitality management* No. 43, pp. 98-107. DOI: 10.1016/j.ijhm.2014.09.001
- [22] Turismo de Portugal I. P. (2015). *Os resultados do turismo*. Consulted on 23<sup>rd</sup> of April of 2016, in <http://www.turismodeportugal.pt/Portugu%C3%AAs/ProTurismo/estat%C3%ADsticas/quadros-estatisticos/ofertahoteleira/Pages/OfertaHoteleira.aspx>
- [23] Tuță, L. and Micu, C. (2013). The evolution of the performance indicators specific to the hotel offer in Europe. *Lucrări Științifice, Seria I, Vol. XVI (4)*, 65-70. Available in: <http://lsma.ro/index.php/lsma/article/view/509>.