

## Dear Readers,

Tourism has been among the pioneers to apply inter-organisational systems successfully on a large scale. The worldwide operating computer reservation systems are probably the best known and best described electronic markets. They have completely restructured the distribution channels and the way the whole industry competes. Indeed, it is not only the major airlines that have benefited but also the small enterprises: tour operators, travel agencies, local tourism organisations and others have been provided with an instrument that allows them to streamline their processes and offer their services to a worldwide audience of potential customers. The thriving touristic sites on the Web underline that there is no other medium today affording comparable efficiency and flexibility.

What is the role of the Internet in this industry and how does it compare to the 'traditional' reservation systems? What are the developments and opportunities? These are topics we are covering in this issue of EM-Electronic Markets. In putting this edition together we have had valuable support from our guest-editor Karsten Kärcher from the University of Strathclyde in Glasgow. Karsten is just about to finish his Ph.D. on electronic commerce in the package holiday business and will be one of our editors covering developments in tourism in the new concept of EM-Electronic Markets.

With the help of your questionnaires we have developed a new image for our journal by adopting a more professional design and layout. We highly appreciate your feedback and hope you will enjoy reading our present issue of EM-Electronic Markets.

Sincerely

  
Rainer Alt

  
Stefan Zbornik

Editors

## Enhancing the Competitiveness of Small and Medium-sized Tourism Enterprises

Tourism destinations are traditionally dominated by small and medium-sized tourism enterprises (SMTEs) which provide an amalgam of products and services such as accommodation, catering, transportation, attractions and activities. SMTEs originate a variety of benefits for destinations by providing tourists with direct contact with the local character and also by facilitating rapid infusion of tourist spending into the host community, stimulating the multiplier effects. They also contribute significantly to the range, variety, authenticity and quality of the 'tourism experience'.

As a large number of SMTEs are involved in the delivery of tourism products and services, they formulate value-added networks and originate an amalgam of

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independently produced elements which effectively constitute tourists' total experience of the destination. However, due to their vulnerability, deficient marketing and management functions, and dependence upon distribution channel partners they also tend to jeopardise the benefits of tourism activity for destinations and host communities. Nevertheless, the prosperity of destinations and SMTEs are closely interrelated, as the fortune of the one heavily depends upon the management and competitiveness of the other [4].

This article elaborates on some of the major strategic weaknesses faced by SMTEs, based on strategic analysis undertaken for the SMTEs in the Aegean Islands, Greece [20]. It suggests that SMTEs should coordinate their offering; enhance their competitiveness and achieve a higher tourist satisfaction in order to be able to maximise their profitability in the long term. Technology provides unprecedented opportunities for the coordination of SMTEs at the local level; enables SMTEs to provide a seamless tourism product in order to enrich the total customer satisfaction; enhances business efficiency; and empowers organisations with economies of scope. In this sense Destination Integrated Computer Information Reservation Management Systems (DICIRMSs) are proposed as a strategic tool for SMTEs' cooperation towards achieving maximisation of consumer satisfaction; enhancing the competitiveness and profitability of destinations and

SMTEs; as well as developing destinations and local areas sustainably and ensuring prosperity of local population.

### Small and Medium-sized Enterprises

Classifying enterprises into different size categories is an uneasy task. Both quantitative and qualitative classifications can be utilised. As far as quantitative criteria are concerned, the European Community adopted a new definition of small and medium-sized enterprises in 1996 which determines the following criteria: a) the number of employees is limited to fewer than 250, b) it must be independent (it may not belong to a large company) c) the turnover must be less than 40 million ECU and d) the balance sheet total less than ECU 27 million. It was also specified that small enterprises have a staff of fewer than 50 and very small enterprises fewer than 10. When hotels are classified, the number of beds criterion can be applied. Most authors seem to agree that accommodation establishments with less than 50 rooms as well as hotels and travel agencies employing less than 10 people are small [17]. In addition, a wide range of qualitative criteria can be used, such as the organisational structure; participation in hotel consortia or chains; turnover; responsibility distribution in decision making; financial strength; operational procedures; recruitment and training practices; decision making process; entrepreneurial involvement and control; integration level; family participation in running the organisation; internationalisation of operation; marketing functions and managerial experience [18]. Based on both quantitative and qualitative criteria, it is evident that the vast majority of tourism enterprises around the globe can be classified as SMTEs.

The number of SMTEs available around the globe demonstrates their dominant role in the international tourism industry. More than 90% of the accommodation establishments worldwide are small, independent, flexible, seasonal and family managed [22]. This is evident in several European countries. In Switzerland more than 90% of the local hotels have 50 rooms or less and only 2% more than 100 rooms. Only 19% of employment in the French tourism industry is generated by enterprises with more than 100 employees. The average hotel in the UK has 25 rooms while 70% of the Scottish Western Isles have less than five letting bedrooms. Also, 90% of USA hotels have a capacity of less than 149 rooms [10, 11].

In general, small and medium enterprises are more vulnerable to failure, particularly in their early years of operation as up to 40% tend to fail within the first three years and 60% close within 10 years. Similarly SMTEs are faced with real problems of survival due to numerous strategic weaknesses. Despite their

unmatched abilities to stimulate a rapid injection of cash into local economies and provide a feeling of welcome and character to the visitor, they are also typified by a lack of strategic vision and management expertise as well as an inability to utilise managerial tools in order to overcome their strategic problems.

Usually SMTEs operate informal organisational structures while it is common for the family of proprietors to be involved in both management and operation. Often traditional household roles are adapted in the every day running and as a result family principles often prevail in business practices causing both managerial and emotional problems. Increasingly it is becoming apparent that smaller SMTEs are not simply smaller versions of larger organisations but have both distinct managerial cultures and problems. Consequently they have special needs and requirements which affect their competitiveness and their ability to grow [15]. Research in Scotland rates eight major factors perceived by SMTEs as key con-

tributors to their ability to grow, namely: staff training; management training; marketing support; better interaction with local authorities; tax exemptions and incentives; human resources and staff subsidies; financial support; and risk sharing in capital investment [17].

### SMTE's Weaknesses and Challenges

A close-up of the strategic weaknesses of SMTEs is critical for understanding the particular problems and challenges they face [10, 12, 17]. Although the commitment and involvement of entrepreneurs in the strategic and operational management are normally an asset for SMTEs, it seems that a number of managerial problems often arise. *Lack of consistency in operational management* inevitably originates erratic production and delivery procedures, jeopardising consumers' satisfaction and SMTEs' image. Since no quality standards are introduced, service delivery varies according to occupancy, service provider and timing. *Lack of strategic vision* also prevents entrepreneurs to plan well in advance and to take advantage of opportunities emerging for improving their competitiveness and profitability. It is not unusual for SMTEs to be treated as an extension of proprietors' domestic environment and therefore entrepreneurs often recruit family members and relatives as personnel and suppliers, regardless of their competence.

Therefore, the management of SMTEs often depends on their proprietors' life style and values while decision making processes may be irrational and unfounded. Marketing also tends to be another significant weakness for most SMTEs. Not only are they usually unaware of the techniques and tools available, but they also tend to follow a product-oriented approach. *Lack of marketing research* debilitates SMTEs' knowledge of their consumers' needs and wants and prevents them from identifying methods for improving services in order to meet consumers' expectations. Consequently, their promotional activities tend to be uncoordinated, inconsistent, and ill-targeted, resulting in a fairly low effectiveness. Hence, SMTEs are overdependent upon tourism intermediaries for promoting and distributing their product.

European tour operators also control the *accessibility to SMTEs* as they own most charter airlines which provide direct and inexpensive flights to tourism destinations. As a result, intermediaries minimise SMTEs' bargaining power within the distribution channel. Hence SMTEs often have no other option than to accept the pressure and hand over the control of their product, marketing, distribution and pricing mixes. These weaknesses will probably be magnified as SMTEs' illiteracy in IT essentially means that they are

## Contents

Editors' Note	1
Table of Contents	2
Guest-editor's Note	6
Enhancing the Competitiveness of Small and Medium-sized Tourism Enterprises Dr. Dimitrios Buhalis, University of Westminster, UK:	1
Beyond Viewdata Paul Richer, Genesys, UK:	7
User-driven Applications of Advanced Networks for Electronic Marketing of Tourism Products Paul Francis Byerley, Johannes Ewers, DeTeBerkom, Germany:	8
TIM and SAM - Use of Technology to Create New Business Relationships for Tourism Stephen Connell, IFC Research, UK:	12
Touristic Web Award	15
Project Descriptions	16
EURO-LOG: A System for IT-based Logistic Integration Harald Braun, Euro-Log B.V., The Netherlands:	16
Jerseylink: The Island of Jersey Central Reservations System Emma Pallot, Jersey Tourism, UK:	17
Info Austria and Eurostart Austria Leo Bauemberger, Susanne Reiger, InfoAustria, Austria:	18
Call for Papers	19
Competence Centre Electronic Markets	20
New Books	21
Calendar of Events	22
Institute for Information Management	23
Impressum / Preview / Order Form	24

unable to take advantage of the emerging opportunities for improving their efficiency and promoting their enterprise in the emerging electronic markets. This is already evident in the tourism industries as SMTEs under-utilise IT, and remain under-represented in most Computer Reservation Systems (CRSs) and Global Distribution Systems (GDSs), effectively endangering their competitiveness and market share [13].

Perhaps most of the aforementioned strategic weaknesses are generated by SMTEs' deficient *human resource management*. The small size of operation and their seasonality problems provide little opportunities for dividing tasks within the organisation; employing professionals; offering competitive salaries; and delivering proper training. As a consequence, SMTEs often depend on personal skills and enthusiasm of their staff and thus face competitive disadvantages as larger enterprises have the resources to attract specialised and proficient personnel. The size of SMTEs generates additional problems as they lack economies of scale and thus their marginal production cost compares unfavourably with the one of their larger counterparts. This is demonstrated in purchasing raw material where they suffer low bargaining power, as well as in the lack of technologically advanced facilities which improve productivity. SMTEs are also politically weak as they lack a strong lobbying voice within the matrix of stakeholders at the destination. This essentially means that they tend to lose out to the stronger voices of large enterprises and political groups in the planning and management of destinations [14]. Finally, SMTEs face significant financial constraints as they have little assets to support their request for loans from financial institutions and thus they tend to suffer from discrimination and unfavourable financial deals.

As the tourism industry becomes more professional, embraces quality management and responds to an increasingly discerning customer, SMTEs' typical lack of resources, business expertise and minimal standardisation may become a liability especially for some target markets. Therefore, SMTEs should address their weaknesses and identify methods to overcome their competitive disadvantages.

### Cooperation at Destination Level

The analysis of SMTEs' strategic weaknesses demonstrates that in order to increase the competitiveness of both SMTEs and destinations urgent strategic action is needed. Competitiveness is defined as the effort undertaken by organisations to maintain long term profitability, above the average of the particular industry within which they operate or above alternative investment opportunities in

other industries. In tourism there is a great complementarity between the competitiveness of SMTEs and destinations where they operate. This is because the entire spectrum of local firms and resources comprising the destination constitute the total tourism experience and ultimately the main motivation for travelling. Thus the amalgam of products and services provided by all SMTEs at the destination level should aim to maximise the satisfaction of consumers' needs and wants: In this sense, SMTEs need to cooperate at the destination level in order to increase their total competitiveness as a destination (or as the total tourism product) against substitute tourism and leisure products or factors which reduce their profitability or market share.

The analysis of SMTEs' competitive disadvantages demonstrates that the majority of these issues are originated by SMTEs' small size and deficient resources. Although it seems only natural to compete against enterprises of the same sector within destinations, SMTEs need to realise the magnitude of the global competition within the tourism industry and to appreciate that they compete in a multi-level competition framework: with similar product and service providers at the destination; with similar or undifferentiated destinations; with differentiated and 'unique' or 'status' destinations; with partners within the distribution channel of tourism; and finally with alternative leisure activities. Therefore SMTEs' often myopic perception of competition which concentrates exclusively on neighbouring similar enterprises should be reconsidered.

Consequently, strategic management for both destinations and SMTEs should aim to increase the 'size of the pie', and thus the benefits for everyone involved in the local tourism industry, rather than the 'size of the slice' for each individual enterprise. The strategy should also incorporate measures to ensure sustainability of local resources and improvements of the host population's welfare. Success (or the 'size of the pie') should not only be measured in tourist arrivals, but it should be defined as a set of variables for each destination, in order to ensure the maximisation of economic benefits and minimisation of negative socio-cultural and environmental impacts of tourism [7]. Intensive cooperation in a wide area of operational and strategic management is therefore essential for reinforcing the competitiveness of both SMTEs and destinations in the new millennium.

Cooperation between SMTEs will improve their performance by enabling them to pool together their resources and hire expertise in strategic planning, financial management, marketing, accounting, human resources and IT issues. Empha-

sis on total quality management and a consumer orientation should prevail, while contemporary developments such as global distribution systems and environmental conservation techniques should be observed and utilised for the benefit of both SMTEs and destinations. Reengineering of the SMTEs' promotion and distribution processes and taking advantage of the emerging technologies will enable them to use their resources effectively in order to maximise profitability. A certain degree of standardisation can then be achieved in order to facilitate the service delivery process as well as the interaction with partners, personnel, consumers, intermediaries, suppliers and governmental bodies. Cooperation in marketing will enable SMTEs to attract know-how and resources in order to position and promote their product effectively in the marketplace.

In addition, it would enable them to draw their distribution strategy and empower their bargaining power within the distribution channel, supporting them to achieve fair return-on-resources utilised for the delivery of the tourism product. Purchasing equipment and raw material in bulk will also enable SMTEs to increase their bargaining power, while training sessions will improve the professionalism of their staff. Finally, local cooperation can optimise the impacts of tourism on destinations as purchasing locally produced material will support the multiplier effects, whilst increasing environmental concern of local enterprises will be beneficial for the natural resources of destinations. Hence, SMTEs and destinations will benefit from economies of scope and will be able to cover for their lack of economies of scale and deficient resources.

### Contribution of DICIRMSs

Undoubtedly the 1980s revolutionised IT and propelled organisations to reengineer their business in order to improve their competitiveness. As communications and information transmission tools are indispensable to the tourism industry, both SMTEs and destinations are inevitably influenced by the paradigm shift experienced [9, 20, 22, 23, 24, 26]. This technological revolution facilitates closer cooperation of SMTEs as it provides technological platforms which enable networking, product amalgamation and efficient inter- and intra- organisational communications. Several destinations initiated a slow process of developing destination oriented information and reservation systems for the local tourism enterprises and attractions. In the last decade a wide range of Destination Management Systems (DMSs) emerged. Although several orientations, approaches, technologies and interfaces were followed in the de-

velopment and operation of these systems [1, 2, 3, 22, 27, 28] a DMS is "in its simplest form, a collection of information, probably computerised and interactively accessible, about a destination" [25]. Furthermore, DMSs are "intended to provide complete and up-to-date information on a particular destination. This complete data ensures that smaller establishments, as opposed to international hotel chains, and other land services associated with travel are included." [28]

The concept of Destination Integrated Computer Information Reservation Management Systems (DICIRMSs) initiated by Vlitos-Rowe [28] as a mechanism for integrating destination management, optimises the benefits of tourism activities, and enhances the competitiveness of SMTEs by coordinating their cooperation and promoting them as an amalgamated tourism product [5, 6]. Firstly, the *entire range and population of tourism providers at the destination level* should be represented in these systems, whilst a multi-integrated environment should be introduced, where a variety of available technologies would co-ordinate local enterprises in order to integrate the local economy. This requires a high degree of computerisation for the entire range of enterprises at the destination in order to maximise the benefits of networking. These systems aim to provide all related information for a destination and to facilitate the reservation process for the entire inventory. DICIRMSs should also *utilise the existing GDSs and CRSs* in order to be accessible by the travel trade on a global scale. Perhaps the most important differentiation between DMSs and DICIRMSs is their *management function* which enables destinations to coordinate their tourism suppliers and also to implement visitor management techniques. Hence, DICIRMSs institute a system of wealth creation and a value-added chain which empowers the competitiveness of both destinations and SMTEs. The revolution of the Internet and the World Wide Web which enables the inexpensive distribution of multimedia environment on a global scale assists the development of DICIRMSs in user-friendly interfaces which require little investments in hardware, software and training. This effectively enables DICIRMSs to be accessible from home computer systems and thus bridge the gap between principals and consumers.

DICIRMSs provide a platform for innovative destination management through SMTEs' integration. Destinations gain for the first time the opportunity to manage centrally their entire inventory of tourism products and to coordinate the capacity of every SMTE towards yield maximisation and tourism impacts optimisation.

DICIRMSs can be particularly useful for remote, insular and less developed destinations which attract a large number of independent tourists, while they can provide support for destinations which suffer overdependence upon their distribution channel partners for their promotion. Hence, they can be utilised for the promotion and distribution of local facilities as well as for readdressing the issue of power allocation within the tourism distribution channel. In this sense DICIRMSs provide unprecedented opportunities for managing and marketing the destination as an entity. These systems can also incorporate various databases or networks which can assist the managerial function of entrepreneurs whilst they can provide tele-consulting services by employing experts capable of providing specialist advice on operational and strategic issues. The dissemination of a wide range of information, such as tourist statistics, new legislations, incentive policies, grant opportunities and special requests for co-operation would also be very helpful for the efficient coordination of destinations. Finally, an on-line purchasing network for all types of required supplies will not only enhance the efficiency of the industry but will also enable the local economy to gear its production function to the direct and indirect tourism demand. Therefore, DICIRMSs are regarded as a complementary tourism distribution channel which enables the rationalisation of the distribution mix of destinations and also as a strategic tool re-engineering destination management towards the amelioration of tourism impacts on local business communities and host societies. Ultimately, destinations which fail to take advantage of these systems will probably lose market share to other destinations which will do, and vice versa.

DICIRMSs contribute to the management of SMTEs as they introduce unparalleled opportunities for the promotion and distribution of tourism products while they reengineer a wide range of management and marketing techniques which enable SMTEs to enhance their competitiveness and profitability. Yield management can be utilised to maximise revenue, whilst database marketing techniques, such as advanced segmentation, direct mail, guest histories and frequent customer promotion can improve their marketing effort. As the most important objective of every tourist enterprise is to maximise occupancy/load factors and average expenditure, DICIRMSs can help by providing a comprehensive and up-to-date availability plan as well as by rationalising the pricing process. The development of DICIRMSs as an alternative distribution channel effectively reduces the oligopsonistic bargaining pow-

er of tour operators and enables SMTEs to improve their profit margins. DICIRMSs also empower SMTEs and destinations to be represented in GDSs and CRSs as they provide an affordable and increasingly standardised interface. Hence DICIRMSs assist SMTEs in benefitting from the reengineering of the tourism distribution channel and in competing on an equal footing with large multinational corporations. DICIRMSs can also distribute accounting, property management and marketing software, along with word-processors and spreadsheets. Ultimately, these systems promote the rationalisation of SMTEs and their integration within the destination context. In this sense, they support local enterprises to overcome the strategic weaknesses of their size and strengthen their competitiveness in the international tourism competitive arena.

Despite their promising prospects there are plenty of *difficulties in implementing and operating* DICIRMSs. Hitherto, only few successful systems have been developed, partly because technology became capable of handling very complicated processes at a reasonable cost only in the last decade [8]. In addition, the immaturity of the industry to capitalise on the technological revolution, in combination with the opposition by some dominant intermediaries who's power is jeopardised by networks and interconnectivity, has also delayed the development of DICIRMSs. As a result, several promising systems collapsed, disappointing the industry and their supporters [3, 19]. However, the proliferation of GDSs as integrated tourism services distributors in the early 1990s signified the paradigm shift of the tourism industry distribution mechanisms. This manifests that unless SMTEs and destination participate in the prevailing electronic markets they will suffer severe competitive disadvantages, as they will be invisible to their target markets and thus they will lose a significant market share.

## Conclusion

IT transforms the strategic management of contemporary organisations, as a paradigm shift is experienced, redefining the 'best' business practices. Reengineering is therefore required, in order to redesign inter- and intra-organisational processes taking advantage of the newly available technology tools. This increasingly determines the organisational competitiveness as well as their ability to achieve and maintain competitive advantages. Consequently, IT has stimulated radical changes in the operation and distribution of the tourism industry. That essentially means that partners utilise the newly available tools in order to re-

trieve information, identify suitable products and perform reservations. Thus, the visibility of tourism principals in the marketplace becomes a function of the technologies and networks utilised to interact with individual and institutional customers, as they determine the ability to communicate interactively with their clientele. As a result, both destinations and SMTEs need to understand, incorporate and utilise technology in order to be able to serve their target markets, improve their efficiency, maximise profitability, enhance services and maintain long-term prosperity.

Although SMTEs dominate the tourism industry, their position is jeopardised due to global competition and strategic weaknesses, conspiring to threaten their competitiveness and prosperity. Remote SMTEs, whose business comes through sales and travel agencies overseas or a long way from their local markets, are probably the most vulnerable organisations in the new developments which require global presence. They are often characterised by management and marketing handicaps and a lack of IT strategy which result in inadequate product positioning and inability to participate in CRSs and GDSs. As a result, they are placed at a major disadvantage and endanger their future existence. Hence, the 'small is beautiful' message can be read as 'small is dangerous', as the "onward march of major CRSs in the hotel industry could well place at a disadvantage the small hotel, the small travel agent and the small hotel representative. Only those capable of financing the investment required will be able to tap into the new CRSs" [16]. However, it is widely acknowledged that SMTEs cannot afford to stay watching the rapid developments in IT and CRSs with apathy [10]. SMTEs have no other alternative than to incorporate modern technologies and seek competitive advantages by understanding their markets and initiating changes in their management and technology. Therefore, destinations and SMTEs should regard technology as a pivotal strategic issue and opportunity. They should also identify how IT can assist them in achieving sustainable prosperity for both destinations and enterprises, as well as add value to their products, enhance consumers' experience and satisfaction, and ameliorate the welfare of local communities.

As a way to reverse the strategic weaknesses and to take advantage of the emerging opportunities provided by technology, it is proposed that SMTEs should collaborate at the destination level, aiming to increase the total market share of the place and, consequently, their own. Moreover, co-operation schemes should be developed in order to integrate destination management as well as to support

the management and marketing functions of independent enterprises. The main idea is to establish collaboration ventures which would enable small firms to pool resources and share management, marketing and technology expertise. Networks of shared costs-resources-information can assist SMTEs in alleviating some of the constraints of being small sized and enable them to counteract their lack of economies of scale. Moreover, a diagonal integration approach should be adopted in order to incorporate the entire range of firms within destinations and to establish co-operation schemes aiming to achieve synergies, economies of scope and system gains.

This article proposes the development of Destination Integrated Computer Information Reservation Management Systems as a strategic tool for enhancing the competitiveness of SMTEs and the diagonal integration of destinations. These systems aim to ameliorate the information delivery and reservation functions for prospective and actual tourists as well as for travel trade partners, by using widely distributed multimedia presentations. They attempt to facilitate multi-integration at the destination level, attempting to enhance the multiplier effects, and to provide a strategic management tool for entire destinations. Ultimately, DICIRMSs should aim to maximise the long-term prosperity of local SMTEs; the satisfaction of experienced/sophisticated/demanding tourists; and the enhancement of the local area and host society welfare. ■

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### Dear Readers,

The third ENTER conference in Innsbruck (17 - 19 January) has shown us again just how important new information and communication technologies (ICTs) have become to the travel and tourism industry. This is because the industry lends itself to the adoption of new ICTs given its multi-organisational and transaction, information and communication intensive environment. Thus, I recommend anyone with interest in this area to consult the two books (see below), in which this year's ENTER conference papers and lectures have been published. The papers presented here further expand on some of the issues raised during the conference with a particular focus on (emerging) electronic markets. Four of the papers discuss specific electronic market systems in Europe: Two papers investigate the TIM, SAM, MNET, MAT and SAMSON series of projects; one paper presents the Info Austria / Euro-START Austria project; and another paper outlines the Jerseylink project.

The Internet and its hypermedia sub-network, the World Wide Web (WWW), are especially fascinating information and communication media for travel and tourism products. In a recent study, 1118 travel and tourism companies worldwide were identified which were using the WWW (see Table), and this number is increasing almost daily.

One of the papers published in this section specifically deals with the consequences, threats and opportunities created by the Internet. It also looks at the potential replacement of viewdata (videotex) as a booking and reservation tech-

nology, which is an important current issue for the European travel and tourism industry. A topic sometimes overlooked is discussed in the leading article. Small and medium-sized companies are central to many sectors of the travel and tourism industry throughout the world; however, they are characterised by a relatively low adoption and diffusion of new ICTs. Since the use of new ICTs is likely to be a crucial factor in determining their survival in the long term, this paper therefore tackles important issues for these companies. As a reflection of the significance of electronic markets / electronic commerce in the travel and tourism industry, it is intended to have a regular section on this subject in this journal. Papers are, therefore, invited for submission, preferably to myself, or otherwise to the usual address listed in the 'Impressum'. I look forward to hearing from you.

Sincerely



· Karsten Kärcher

Guest-editor

### Recommended Reading

- [1] *Fleisch, E.; Schertler, W. (Eds.)*: Reorganisation und Standardisierung im Tourismus - ENTER '96, Vienna/ Munich 1996.
- [2] *Klein, S.; Schmid, B.; Tjoa, A. M.; Werthner, H. (Eds.)*: Information and Communication Technologies in Tourism, Vienna 1996.

Type of travel and tourism companies using the World Wide Web (WWW)	Worldwide users in March 1996	Worldwide users in December 1995	Worldwide users in June 1995
Tour Operators	290	285	166
Travel Agents	374	267	192
Airlines	128	68	46
Accommodation Enterprises	290	229	145
Car Rental Companies	36	23	12
Total	1118	872	561

Table 1: Estimates by Genesys. Sources: TTG: Worldwide Agents Now Caught in Web: More Agents are Joining the Internet Despite a Widespread Fear That it Poses a Threat to Retailers' Business, in: Travel Trade Gazette UK & Ireland, January 24, 1996, p. 51. TTG: Travel Industry Internet Sites: Rise in Travel Net Sites, in: Travel Trade Gazette UK & Ireland, April 10, 1996, p. 43.