

Management Consulting in Smart Tourism - Impact on the Design of Travel Services and Lifestyle Decoding

Assoc. Prof. Dr. Nickolay Tsonev¹ and Ph.D. Student Danail Alekov²

¹ Department "Economics of Tourism", University of World and National Economy, Sofia, Bulgaria

² Department "Economics of Tourism", University of World and National Economy, Sofia, Bulgaria

Abstract.

The purpose of this study is to present the complexity of targeting by defining the needs of potential and existing customers through a multidisciplinary approach using the "ideal" lifestyles. This helps to build marketing strategies by management consultants to more accurately define the target (customers) to effectively use available resources. The need to develop a strategy addressing the innovative approach in this manner has been identified. Particular attention has been paid to the potential of social networks and smart tourism tools as well as the growth of the luxury travel lifestyle. The findings are based on awarded practices in the field of smart tourism. It has been found that precise targeting based on collected information from social networks increases the growth potential thus creating various opportunities for consulting organizations.

Keywords: lifestyle, decoding, targeting, social networks, smart tourism

1. Introduction

Understanding the lifestyles, motives, and customers' habits when using the tourist service, allows more precise determination of their needs. It is important to decode the customers lifestyle in order to design an appropriate tourist service.

The development of innovative services on the other hand creates technology approaches to decode the travel lifestyles of the customers. The shift from traditional tourist services to smart tourism has already been initiated and the process is irreversible.

There is a huge demand for expertise in this area as entire destinations are turning smart. Management consultants who are specialists in the field could provide the necessary knowledge for developing innovative marketing strategies.

2 Body of paper

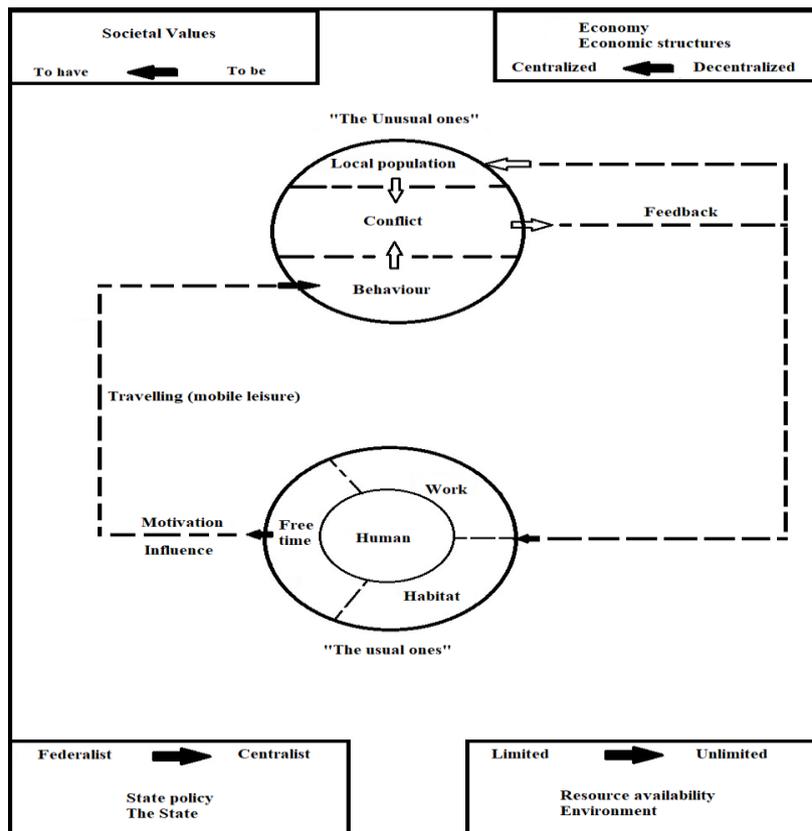
2.1 Conceptualization of consumer motives for designing a tourist product

Lifestyle is the technical entity from which a person borrows a common code to identify with a group to which he/she belongs or wishes to belong. This is already present in our lives. According to Bourdieu (Bourdieu, 1979), there are 4 "ideal" lifestyles:

1. Style of necessity
2. Goodwill style
3. Luxury style
4. Distinguishing style

The model of life in the industrial society according to Krippendorf is shown below in Figure 1.

Figure 1: Life model in industrialized society



Source: (Krippendorf, 1986)

The center of the diagram can be called the cycle of human entertainment in industrial society. At the beginning of the cycle is the person defined by the three spheres of his life: work, habitat, and free time. These three spheres are called the usual ones. A human spends part of his free time in mobile leisure, with traveling opening a window to the world of the

ordinary. This departure or escape is determined by specific influences, motivations, and expectations. The purpose of the journey contains the polar opposite of everyday life: they represent the unusual ones. In this context, it is extremely interesting to consider the behavior and experience of tourists, the circumstances and environment of the people visited (hosts), as well as the clash between one and the other tourists, especially between tourists and hosts. This type of tourism produces side effects in countries and between people in the areas visited, as well as the effects of returning on the daily lives of tourists when they return. One can easily understand the basic characteristics of the tourist phenomenon by studying this pendulum movement between the usual and unusual.

The system work - habitat - leisure - travel is implemented in a large framework and influenced by the forces that govern it. One can distinguish four main areas of these forces, which are interconnected by numerous interactions: a society with its value system (socio-cultural subsystem); the economy and its structures (economic subsystem); the environment and its resources (ecological subsystem); the state and its policies (political subsystem) (Rotach et al.,1982). These subsystems in one way include the stage and behind the scenes of human life.

Figure 1 shows the general lines of development of these four subsystems over the last 30 years. In industrial society, the values of "to be" have been pushed into the background by the values of "to have": possessions, property, wealth, consumption, selfishness are ranked above society, tolerance, comfort, modesty, meaning, honesty. The economy is characterized, among other things, by a tendency towards greater concentration of large companies accumulating for themselves, increasing economic power to the detriment of small and medium-sized enterprises struggling to survive. The environment is treated and exploited as if the resources are inexhaustible and endless. Science and technology always find a place to push the limit of Ecosystems. The negative effects of economic growth, which relies on new technologies, seem possible to control and eliminate as the situation changes/progresses.

These observations about frameworks and living conditions show what one does not see in Figure 1: the system does not work as smoothly as the diagram suggests. In fact, the different components do not have the same load or meaning. Certain industries and sectors dominate at the expense of others. Instead of being additional, in some cases they become opposing forces, fighting each other. The economy governs the system of industrial society and dictates how things work. Everything else is subordinated to it: not only the use of natural resources, the system of human values, and even state policy; but man and the environment are at the service of the economy, rather than the other way around. The environment is not considered as a matrix and a vital membrane of the economy and for man, but necessarily as deserving the highest degree of caution, care, protection, and respect.

Although the study does not show the distribution of the two states of disequilibrium in the population, it suggests that more attention could be effectively paid by the tourism industry to socio-psychological disequilibrium in developing its strategies and promoting products. The way the tourism industry works is based on the assumption that people go on holiday to do and see things. They were prepared to think about the destination, but several motives emerged from the issues that were not specifically identified. Consumers motivated by socio-psychological motives did not look for uniqueness in the product. By uniqueness is meant a

specific attribute that the destination possesses that other destinations do not possess. The holiday destination for leisure was not perceived by most respondents as a "special commodity."

People go on vacation for pleasure to satisfy a variety of motives. As a result, the attributes that can attract them to a destination differ. The implications proposed in the above paragraphs are intended to illustrate how these data can be applied. Specific consequences suitable for a particular destination will vary depending on its attributes, ecological niche, and goals.

It is assumed that there are two main cultural ideals for holiday styles considered by Americans to be called "Peasant for a Day" and "Queen / King for a Day." During the peasant holiday for a day, the upper or middle-upper class Americans removed the social structural units of the "home", creating a temporary situation of the community. While on vacation, these tourists can connect with the lower class residents of the host country on an equal footing, as they never do at home (where they are the most authoritative executives of companies, factories, and so on). They enter the local bars, attend folklore festivals, sectarian meetings, auctions, and more. They can go to bullfighting or cockfighting, although at home they would never attend the American equivalent - boxing or wrestling. They would see the cheapest and most popular films in their native language, which they will struggle to understand, even though they have season tickets to the opera or theater at home and do not go to see popular films, despising the local, lower-class dialects. (such as the Black American Language); and adventurous eating at local cheap and dirty restaurants serving uncontrollably spicy food outdoors, with sticky tables, or even on the street, although at home they usually dine at the most expensive, immaculate indoor restaurants.

2.2 Lifestyle Decoding Lifestyle Decoding, presented through a multidisciplinary approach

Ideal lifestyles do not exist in the real world. Each individual has a combination of lifestyle codes.

Table 1: Lifestyles and evaluation according to EC, SC and CC (economic, social, and cultural capital) - Rating: 1 to 3 - Low, Medium, High

| <i>Lifestyles / capital</i> | EC | SC | CC |
|-----------------------------|-----------|-----------|-----------|
| Style of necessity | 1 | 1 | 1 |
| Goodwill style | 1-2 | 2 | 2 |
| Luxury style | 3 | 3 | 1 |
| Distinguishing style | 2-3 | 2 | 3 |

Source: (Bourdieu, 1979)

2.2.1 Style of necessity

In this lifestyle, survival is a major motivation for all capital decisions. They are defined by low economic, social and cultural capital. Society exists in two groups - WE and THEY. Individuals in this lifestyle think about the day and it is the most important (today). The

quality for them is the quantity. Example: If others have, so should I. When a woman with a baby in a stroller enters the store, in this lifestyle it is possible to even steal diapers because she cannot afford them. Failure to comply with the law, due to the human right of the child to have this mark. Also, they would buy products/services of lower quality in the name of quantity (all-inclusive Turkey, Greece, etc.) In the social aspect (SC), their core is "emotional solidarity", for example, They do not accept individuals outside their social circle (s) or are extremely difficult. But if you are a relative, even a distant cousin of the individual, or you have another relation, you are accepted as one of them without effort. They have to satisfy first and second needs. The positions of the four styles are generally seen in Table 1.

2.2.2 Goodwill style

In this lifestyle, growth on the social ladder is a major incentive for all capital decisions. They are defined by low-medium economic, medium social, and medium cultural capital. Communities exist in different groups of society and each is different. They can be ranked from low social groups to high (better) social groups. An individual of this "ideal" style has grown up the ladder of success and greatly improved his daily situation. They have improved it, so they would like to keep it (conservative thinking is observed). They would not want to change the system, as the system can predict (give them...) where they will be in society in 2 to 5 years. They expect their children to grow like them and to continue what they started, to improve and grow. Children are very important for people of this style. In addition, they invest heavily in educating children to improve their lives. Schools must have a well-recognized and positive reputation or they will not go there. Children must wear uniforms (having the same uniform, they will not be excluded but will be admitted to the school.

Decisions are made for growth on the social ladder. Abu Dhabi, Dubai are destinations for people at a higher level of the social ladder, therefore, they would go there to associate with better social groups. "Reference behavior" is leading them. They turn to people who are at least one step above theirs, those who are a little better than them. This means turning to the same clothes, brands, places to visit to take their social model. This is a positive appeal to the groups to which they belong. This is measured by their model of material consumption.

The organization is extremely important to them. They would like to make sure that whatever they do/buy is not a waste of time because they are insecure in their situation and would not want to go back up the stairs and therefore, everything they do is related to climbing the social ladder. Also, they live and think about their short-term vision of 5 to 10 years, maximum 20 for the future). They are investing to improve their situation for a generation.

If they have a problem, they repeat it, startle and complain a lot. They adapt to the general values of society. They will follow the path of society. They will follow the rules in a straight line and will not deviate. They would not take a risk because it could put them back on the social ladder. They are open to new trends, new and best brands and would buy them. They follow the trends to be accepted in society. They are ready to save money to take action in 5 years. They plan to fulfill their short-term dreams. They try to live alone and buy a house/house as soon as possible if they can. The condition of the houses is clean and organized. Showing their favorable condition with the number of jewelry or the so-called.

"Pancakes pancakes" people (glitter, glitter). Grades for EC, SC, and CC can be seen in Table 1 and they are average. They want to improve at all levels.

2.2.3 Luxury style

In this lifestyle, experimenting with lifestyle is a major impetus for all capital decisions. They are defined by high economic and social capital, but low cultural capital. They try new things, throw out the non-functioning ones, the ones that do not satisfy their life. They experiment, set trends for new clothes and destinations (Thurot & Thurot, 1983) or class and tourism. They have a lot of money and high ratings from the EC and a comprehensive social network SC, but they have little cultural capital and information handling. They need people with high marks (codes) of the style of distinction.

They take risks and like to gamble. They love challenges with EC and SC. They have a social network, but they love to experiment with it. If they are not happy with you, they throw them out of their midst. The same is observed of cultural capital. They love risks because by taking risks and being the best, they show their identity. They show an identity not with what they have, but with what they are. They negotiate only to win, thinking they are the best. They want to be the best, the smartest, the fastest and make decisions quickly. They want to be the "boss", to rule. They lead the conversation or take it over. Time for them is money. Time is very important to them and they speculate about the future. Buying houses for the future, not for future houses or sales, but long-term sales. They like action, not reflection. They are consuming extreme sports and challenges. Exclusivity is very important, for things made especially for them, which are not available to people in the style of goodwill, because of the "copying" at all levels. They think of goodwill as too simple, not challenging enough. They protect their personal environment by remaining anonymous. They do not want others to see how they live. They do not want to brag about material benefits. This is not important to them. They especially value privacy and protect their lifestyle. They cannot be recognized on the street.

In case their children are not like them, they cannot be used and withdraw them as not so important to them, but provide them with money. They appoint experts and managers to achieve their goals. They don't like "no" for an answer, sometimes even in the laws. They are more prone to lobbying to achieve their goals, even corruption, and illegal activities. White-collar crime is common.

For them, money buys everything. They are open to the authentic because authentic people are honest and say what they think. They like people with survival codes, but they don't like people with goodwill codes. Time and space are very important to them, as observed in their homes. They are creative - they find solutions (to be the best) and set trends. They have luxurious and integrative functionality. They buy things before they hit the market.

2.2.4 Distinguishing style

In this lifestyle, handling information is a major incentive for all capital decision-makers. They are determined by medium or high economic capital, average social and high cultural capital. For individuals in this lifestyle, information is of the utmost importance in life. Assumptions or knowledge are meant. They are in search of what is true and what is not. They are constantly researching all kinds of information. They are characterized by asking

many questions, being very critical of everything. They would not take anything for granted because they discuss and observe everything. "Everything" is not black or white for them. It is important to inform them, e.g. they would not read one journal article, but three a day. They do not surf Facebook or Wikipedia. Rather, from scientific sources, strategic documents, and books were written based on experience, except for novels. They are looking for the missing link, the piece that is missing to make a logical connection. They are in search of distinction, e.g. in the distinction of white, as the spectrum of white is the basis of all colors. They appreciate the details. For them, knowledge creates knowledge. The more a person knows, the more he deserves to know. Eg. if they apply their knowledge, they look for the "aha effect", to be surprised to find the missing piece of information. The stimulus for them is knowledge. They have a wide range of views on life - politics, economics, art, etc. In their social groups, they tend to talk e.g. about the quality of the wine and the differences in it, the spices in the dish that they feel, etc. They can talk about everything for hours. Books they have written, movies they have seen. Their solidarity is of inner knowledge. They usually go for small-scale projects and do not offer money to large organizations. They know about corruption and lobbying. When working on projects, they would choose those with immediate support to see what happened to their money. They explore and monitor functionality. The information should be functional. They use knowledge for the explanation. Quality for them means that the price should be fair to the quality it deserves and true quality. They would not buy ai background 5, because the functionality and durability must be proven. Compare price-functionality. They build a personal connection with the goods and the history behind them. When entering the home of people of this lifestyle, in the living room e.g. the furniture has its history. Clothes on the ceiling hold their 20-year history. It may seem like chaos at first glance, but if asked where something is in the chaos, they know where it is right now. Photos of family, history, and their lives are also objects in their living room. They tend to collect belongings and find it difficult to part with them. They feel the need to understand things. A fair price for them is quality. Children are important and they know that children want to know and play a lot. They enjoy their children's education. Common positions of people in this lifestyle are trainers, teachers, and lecturers, or are expected to have some of the codes of this lifestyle. The male-female ratio for them is 50 to 50, total equality. The tasks are distributed according to the competencies. Before making a decision, they need more information, which makes decision-making difficult. The balance in decision-making with them is between price, atmosphere, and sustainability. Creativity for them is the result of knowledge.

2.3 Management consulting for lifestyle decoding

Management consulting includes various important aspects that can facilitate lifestyle decoding. Along with traditional business consulting, this kind of consulting includes also innovation, technologies, marketing, and sales. Those are the key aspects of developing a strategy for precise customer targeting thus leading to more effective use of available resources. In this matter, management consulting can develop strategies for the tourism sector in developing appropriate products for different lifestyles.

2.3.1 Management consulting and lifestyles

A recent study (Lejealle et al., 2020) has been identified 4 sources of influence in destination choice. Educational tourism for example is influenced by: friends & family, online comments, DMOs, and rankings. The inclusion of DMOs itself welcomes management consulting and its importance in the development of strategies.

Management consulting includes in-depth expertise on many different topics, including destination management. The same study confirms that the decisions in educational tourism require a degree of expertise and insight into the subject. Having the necessary expertise, the DMOs and their consultants are being more influent in decision-making than family and friends.

Considering the importance of decisions related to educational tourism, DMOs and management consultants are more important than family and relatives in that situation. They have to obtain as much as possible more information about a person's lifestyle to provide the expected service. Depending on the choice of destination, different parts from the ideal lifestyles are identified by Bourdieu (Bourdieu, 1979). Therefore, the expectations and consumer habits will be formed for tourist services. Management consulting in tourism

After studying the relationship between management consulting and lifestyles, it is important to measure the consulting impact in tourism. Unfortunately, management consulting is not very popular in the scientific community. There could be several reasons for it. First, the market is very fragmented and decentralized, with various types of consultants, a wide range of specializations, and a scope of work. Secondly, the industry is not regulated, unlike other professional services like accountants, lawyers, etc. Third, but not least, the products of the consulting activity remain confidential to the parties. Therefore is difficult to measure, study and analyze their specific aspects.

However, in recent years the use of consulting services in the field of tourism is increasing. A topic study (Vaupot, 2019) states that tourism companies hiring management consultants at the European level are mainly from developed countries like Spain. This is not surprising, as such consulting advice requires investments outside the tourism agenda in developing nations. The study found that companies in the tourism sector turn to independent and reliable consultants when they want to introduce an international business model. This conclusion overlaps with one of the strongest aspects of management consulting, mentioned at the beginning - developing a strategy. Applying international standards is part of the strategic development of tourist companies, therefore the expertise of consultants has an important role in their future development.

It also requires the hiring of consultants with relevant transnational experience. This creates preconditions for benchmarking and transfer of best practices from one tourist destination to another.

2.3.2 Smart tourism targeting

Another key aspect of management consulting is technology. The transfer of innovative practices creates an opportunity to create new tourism products. A previous study (Alekov, 2020) found that technology solutions, in particular smart tourism, require infrastructure. Management consultants are working on this by developing strategies for smart tourism.

The growing range of smart tourism activities allows the management consultants to receive real-time feedback. There are many tools and sources of information, e.g. mobile phone applications, social media behaviour, location, and other data. It can be the basis for targeting customers in a more customized way and provide to the audience the services needed.

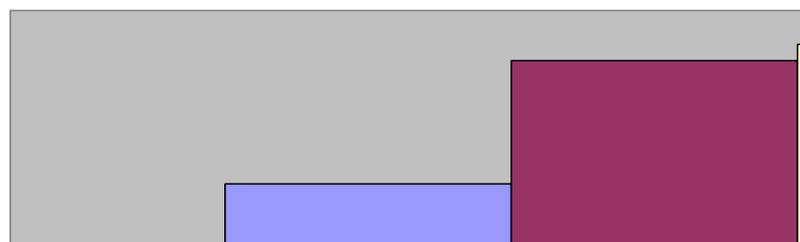
The power of targeting could result in a significant increase in the use of certain services, especially in the field of smart tourism. One notable example in this regard is the targeting of Asian, and in particular Chinese, tourists on the Finnish market. As a result, in just one year their number increased by 63% - from 265,000 to 432,000. The growth in the same period (2016 - 2017) of tourists coming from other EU countries is just 4%. Smart tourism technologies can target specific audiences if the correct strategy has been developed for reaching them.

The strategy for targeting Chinese tourists is synchronized with several public and private bodies, incl. airports, airlines, the foreign ministry, mobile applications, and fin-tech services. The Finnish Foreign Ministry opened 13 new visa centers in China; Helsinki Airport became the first in Europe to accept the Chinese payment system Alipay; and Finnair became the first airline to offer these payments during the flight - from Beijing to Helsinki and return.

The Helsinki Municipality has developed a strategy for targeting the Asian markets, which was implemented innovatively. A municipal database with an open database has been created, used by Online Travel Agencies, tour operators, and the media. Therefore, the consumers had all the information about travel services needed and can proceed with a booking. The Chinese company Tencent integrated this portal into its WeChat chat application and this further facilitates the Chinese tourists. All their expenses in Helsinki, from accommodation to transport and meals, are being easily paid through the app, without the need to exchange currency.

*Figure 2: Trips to Finland 2016-2018 by Chinese tourists**

**excluding the trips made by those working in Finland, those who had stayed in Finland for over one year and transfer passengers*



Source: (TAK Border Survey, 2018)

The collected data reveals two important characteristics of the implemented strategy - growth and sustainability. The numbers continue to increase after the first year and it allows further development. Having the right strategy in the field of digital services increases the potential of the tourism market. That could be a sign that the demand for smart tourism strategies will increase and various consultants can work in-depth on it.

2.3.3 Decoding the lifestyle by social media behaviour

As mentioned above, the ideal lifestyles don't exist in real life and each tourist will have a combination of those styles. Given that social media do not always provide the full picture of tourist behaviour, correct decoding of their lifestyle will depend on many factors, not just on their use of higher- or lower-priced accommodation or transport services. Here comes the role of management consultants and their marketing and technology analysis to develop a strategy for precise targeting of potential customers.

A recent study finds out a strong connection between social media and the luxury travel lifestyle for example (InterContinental Hotels & Resorts, 2019). 55% of more than 7000 global luxury travelers are having a meaningful experience by capturing social media content. They are also being inspired mostly by social media content. Therefore, having a luxury travel lifestyle could be identified by social media content. It can include photos and videos from high-end destinations, luxury hotels and restaurants, private travel experiences, and other expensive services.

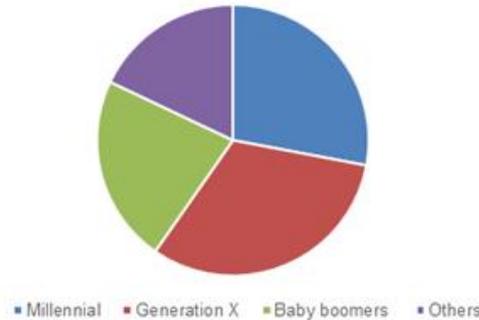
Another study in Greece (Constantoglou & Trihas, 2020) confirms that social media and User-generated content (UGC) transformed tourist behaviour in all phases – pre-trip, on-site, and post-trip. Millennials with a high-educational level are choosing their accommodation based on photos from friends or relatives. They are relying a lot on social media for information, rather than official tourism websites or mass media. The combination of information from various platforms will provide valuable information about the behaviour of the travelers in the decision-making process.

The same study found that 37% of millennial travelers use TripAdvisor during the pre-trip phase. It provides valuable information from recent visitors of certain destinations and answers specific concerns before choosing a place or service. The users can obtain a huge amount of information sometimes even more accurate and updated than tourist agencies. The forum gives an option to raise a specific question and contact them with agencies, experienced locals, or recent visitors who can assist them. This kind of behaviour would allow travelers to make personalized itineraries and optimize their time and costs. Based on the information they seek or questions they make, the consultants could identify their behaviour and provide this information to agencies, advertisers, or other interested parties in local tourism.

2.3.4 Management consulting for targeting the luxury lifestyle

Focusing on the luxury lifestyle has more economic reasons for consultants to look deeper into these opportunities.

Figure 3: US Luxury Tourism Market Size by Generation, 2020



Source: (Global Market Insights, 2021)

The most recent report on the topic from Global Market Insights (Wadhvani & Gankar, 2021) reveals the projected growth of the market – from USD 15 billion in 2020 to USD 45 billion in 2027 with an average 16% CAGR starting from 2021. The report confirms that uploading attractive content on social media will boost the growth in the luxury tourism market. Also, the greatest rise among generations in luxury tourism is for millennials. Their demand in the US market is projected to grow above 17% at a CAGR until 2027.

These findings are valuable for all parties in luxury tourism – from travelers to service providers and market consultants. This is leading to growing competition and resource investment from everyone to get a share in this market.

The same report indicates that the growth of luxury travel has continued in 2020, despite the COVID-19 pandemic. All that data should be subject to further analysis from the management consultants to develop strategies for the growing amount of luxury travel customers. Particular attention should be paid to the millennials, searching for luxury accommodation with high-quality amenities and social media presence.

The market growth will lead also to a higher amount of travelers at all, including budget travelers. Their nominal amount is higher and here comes another opportunity for consultants to enter a market with lower capitalization but a higher amount of clients.

3 Conclusion

The economic, social and cultural capital aspects of ideal lifestyles identified by Bourdieu (Bourdieu, 1979) nowadays could be decoded in traveler's behaviour by their social network's activities. The behaviour in social media has already been used for marketing purposes. The user's location for example is facilitating the advertisers in those platforms on targeting the audience they need. This information could be used by management consultants for further analysis of traveler's lifestyles and thus leading to more precise targeting. The collected information from recent studies leads to the conclusion that it is possible to decode the traveler's lifestyle by their social media behaviour. This applies fully to millennial luxury travelers, which travel experience is meaningful after capturing social media content. The ability to decode the luxury lifestyle by social media behaviour provides an opportunity to consultants for more customized targeting.

The first part of the body collects observations about frameworks and living conditions and their influence on consumer motives. This is a valuable information for designing a tourist product in order to meet the expectations of customers from different lifestyles.

The second part of the body takes a detailed look on all 4 ideal lifestyles are described in detail. For this purpose, lifestyles have been evaluated according to EC, SC and CC (economic, social, and cultural capital). It is found that in reality customers could have more than 1 lifestyle in different situations.

The third part of the body analyzes the opportunities for management consultants provided by lifestyle decoding in smart tourism. The collected information from various studies reveals the growing opportunities in luxury travel lifestyles and the potential role of social media content in the decision-making process. Smart tourism tools in particular are being integrated into social networks thus giving additional opportunities to meet the needs of tourists and service providers.

The report leads to the conclusion that innovative strategies from consultants are noticeable and their global adaptation might have been delayed from the COVID-19 pandemic. This could be another reason for the expected increase in demand for such strategies. Given the strong influence of DMOs in decision-making, could be assumed the management consultants could provide the source of expertise needed for decisions making also in other tourism destination choices, not necessarily educational. However, further analysis about the link between educational tourism and lifestyle, as well as between management consulting and tourism destinations is needed to reaffirm the hypothesis.

Acknowledgment

This paper is an output of the science project “Development of the tourist regions in Bulgaria by modelling innovative approaches in specialized types of tourism” conducted by the Department “Economics of Tourism”, University of World and National Economy, Sofia, Bulgaria.

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