The development of Kastoria as a city break destination

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I hereby declare that the work submitted is mine and that where I have made use of another’s work; I have attributed the source(s) according to the Regulations set in the Student’s Handbook.

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Abstract

Aim and objective of the dissertation is to analyze the relationship between the touristic activity, the environment where the activity take place and especially the development of sustainable tourism by making use of special and/ or alternative forms of tourism. In order to accomplish this purpose, use of relevant literature is examined and compared with actually conducted process. The origin for this special interest to study the potentials for the development and branding of Kastoria as a city break destination came up as my lineage comes from this region. Kastoria is the diamond of western Greece, distinguished for its notably natural beauty. But no proper and identifiable attempt in the academic literature has been made, until today in Kastoria to categorize the existing problem of underdevelopment of such a small city as Kastoria as a touristic destination and make all steps to convert the city as a desirable destination by using all its essential elements such as its natural and cultural resources. Cooper defines the product development process as a disciplined one and a set of tasks and steps which a firm convert ideas in to goods or services. Many vital elements for a company's long-term survival are related to success in new product development. In particular, the subject of place marketing has occupied many researchers in the literature, as well as the cities and nations, as factor of competitive advantage. More specifically, place branding is important factor of competitiveness of nations, since the latter are trying to create a strong image and reputation. Then the concepts of tourism development and its impact on the economy of one place, the effects of tourism development are analyzed, while the current situation of tourism in Greece and especially in Kastoria is presented. Then a survey of 200 tourists from the Kastoria region is carried out in order to reveal their beliefs about the specific features of Kastoria that attract them and have created the brand of Kastoria.

Keywords: place branding, place marketing, tourism development, Greece, Kastoria
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Dedication

This thesis is dedicated to my father, who taught me that the greatest kind of knowledge to have is that which is learned for its personal sake. It is also dedicated to my mother, who taught me that even the largest task can be accomplished if it is done with positive thinking and patience.
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Chapter 1: Introduction

Marketing, and especially international marketing, is a big challenge, even for private businesses, which are often considered special in marketing practices. Places are public agencies, and therefore, it is not surprising that they face the same dilemmas as to marketing practices. In the present study, the term "place" is used to denote all kinds of sites, such as cities, regions, communities, regions and states (Rainisto, 2003).

In the international literature, there is considerable disagreement about the definition of place branding and place marketing and how they relate to competitiveness, which leads several researchers to describe the notion of place branding as non-existent and counter-productive (Anholt, 2004). For some other researchers, place branding is part of the world's neoliberal restructuring and must be rejected for ideological reasons. Even in cases where the concept and application of place branding is supported, there is still discussion about its true nature and scope (Ashworth, 2009). One of the main difficulties is the separation of the terms of place marketing and place branding, as well as how place branding is related to the promotion of the place. Even though much effort has been made to produce place branding theories, much of the recent literature on the subject focuses on the way place marketing is applied and not on its actual results (Kalandides, 2011).

Therefore, the decision-makers which create place branding of cities and countries are faced with the above question, as if there is no clear definition of what they are going to do, there can be no way of persuading consumers and the goals will not be achieved of place branding. In the present study, we try to analyze the concepts of place marketing and place branding and how they relate to the concept of competitiveness. In particular, competitiveness is inextricably linked to the productivity of a city or country as well as to its long-term viability.

The second chapter of the thesis presents the concept of place marketing and place branding, as well as some case marketing studies in different cities and countries of the world. Place marketing and place branding are the most important goals of cities and countries as they are important elements of the competitiveness and sustainability of the sites. Place marketing is defined by Kotler and Gertner (2002) as "the development of a systematic and long-term marketing strategy geared to the emergence and development of the physical and potential properties of an area, city or country".
The third chapter presents the main approaches of the international literature on tourism and its impact on the development of countries and / or regions. In addition, the relationship between tourism and economic development is analyzed, with examples of countries around the world that have promoted their tourism product, bringing economic growth. Another issue discussed in Chapter Three is the various forms of tourism that have been developed over the last few years. The forms of tourism are many and some of them are specialized and aim to satisfy a certain number of tourists. The impacts of tourism development are also analyzed in Chapter Three. In particular, tourism of any kind has positive and negative impacts. Thus, in addition to the obvious positive impact of tourism on the economy and on the taxation of developing countries, it also has some dubious effects on the environment, on social cohesion and on the inhabitants of an area. Tourism and increased tourist flows can cause serious damage to areas that are growing, especially in the natural environment and natural wealth. The last section of this chapter concerns tourism in Greece and especially in Kastoria and its long-term development throughout the country. Tourism has emerged as the country's heavy industry and is a very important branch of bloom, especially for the period of the current economic crisis.

The fourth chapter presents research methodologies and research questions, while the fifth chapter presents the results of the survey to 200 tourists which took place at Hotel Di Tania in Thessaloniki, for the greater Kastoria region in order to measure the influence of Kastoria's image in their positions and beliefs.
Chapter 2: Place Marketing And Branding

2.1. Place Marketing

Adopting the idea of place marketing is not a new one idea for countries, since it has been developed and studied by several researchers during for over the past two decades. However, in addition to the plethora of publications on site marketing, many researchers argue that they do not yet exist enough empirical evidence and research to confirm its effectiveness (Bradley et al., 2002; Niedomysl and Jonasson, 2012; Zavattaro, 2012). As argue Zenker et al. (2013), there are significant conceptual differences between different terms used in place marketing, such as public relations, promoting one location, destination marketing, and more. As Beniušienė et al. (2010) mention, the Difference between marketing and place marketing is that the latter applies to one more wide range, in a city, in a country, in a region. So, place marketing or city marketing, is defined by Braun (2008) as:

"Place or city marketing, is a coordinated and correct use of tools marketing supported by a customer-oriented philosophy, with the ultimate goal creation, communication, delivery and exchange of civilian goods they have value for city and city customers in general ".

In addition, as reported by Kotler and Gertner (2002):

"Place marketing is the development of a systematic and long-term marketing strategy, which will be geared to their appearance and development physical and potential properties of a region, city or country ".

As Rainisto (2003) points out, cities and countries should be available market as private products and services are marketed in a more sophisticated way. Place marketing can exist in any country in order to increase investment in the country, such as says Rogerson (1999). When a country or region has managed to create one favorable infrastructure for the desired target markets, such as incoming target markets and tourism, then all stakeholders should be working to create a desirable identity that satisfies all the prospective consumers (Hernández et al., 2007).

Besides, as Hospers (2004) says, the success of place or city marketing is in narrowing the gap between what it really is city (identity), what visitors want for it (image) and how city / country wants to be known outside its borders. The identity of a place is an active element where the place can exert some influence while the image is the result of a passive marketing process, without which a place does not can affect the image. The identity of a place is the sum of characteristics that differentiate one place from the rest. In other
words, the identity is the result of the planned marketing activities, while the image is subjective (Olins, 2002).

For a country or more generally for a place, three are the main target markets, according to Hospers (2004). So, the first target market is the people who want a suitable place for them to live and work while the second target market is the companies that are looking for a place to install their production facilities, to become active and flanked with the appropriate human resources. Finally, a major target market is also the tourists looking for recreational facilities in the cultural and entertainment sector.

Place marketing has two purposes according to Engels (2000). The first purpose is to publicize the city to prospective investors and tourists, increasing their awareness levels. In other words, it puts the country in world map to confirm or not its validity in relation to the rest competitive destinations. The second purpose of place marketing is the shaping of the image of a city or country. However, as negatives are supported aspects of countries that can cheer the country on investors and tourists are deleted from marketing campaigns (Engels, 2000).

There are three forms and approaches to place marketing, as reported by Heath and Wall (1992). The first form of approach is based on the belief that place marketing is shaped and developed according to their investments or according to tourists who want to be attracted by the country and then grow one targeted campaign to attract them. The second form of place marketing, is based on identifying and comparing the differences between a city and cities its competitors in order to establish which one is best suited to target markets. Finally, the latest form of place marketing is a much less focused strategy that simply seeks to promote the particular characteristics of a city to an undifferentiated audience (Heath and Wall, 1992).

In the diagram below, the above elements of place marketing are summarized. As can be seen, the process of place marketing involves target markets, marketing agents, and design of team. The target markets are the selected segments and the selected customers to which a place chooses to send marketing messages. The marketing factors are the attractions and the infrastructure of the place, its inhabitants and its image as well as the quality of life. Finally, the design team is responsible for its design and control process site marketing (Porter and Gertner, 2002; Warnaby and Medway, 2013; Rainisto, 2003).
Analysts believe the positive image of a country is the key to it attracting investment and tourism, but they know it is not easy to maintain a positive image for a long time (Avraham and Ketter, 2016). As mentioned above, to create and develop an effective place marketing, cooperation between all interested parties is required. However, as Omholt (2013) says, some limitations arise and there is uncertainty. For example, there is uncertainty about the place environment, uncertainty about the functional environmental structures of the place, uncertainty about boundaries, cooperation and organization of stakeholder networks as well as uncertainty about the future directions for place development. So, to avoid the uncertainty and to develop effective marketing practices, there should be effective cooperation between stakeholders (Omholt, 2013).

Finally, the right and effective creation and implementation of place marketing requires an understanding of basic marketing practices. The image of a country or city depends both on its identity and on its particular characteristics which make it unique in international competition. The ultimate goal of place marketing is both the development of the area, which mainly originates from attracting investment from tourists as well as attracting human resources (Metaxas, 2010).
2.2. Place branding

Over the last few years many academics and researchers have try to define the image of a place. According to Kotler (1992), the picture a place is all the beliefs, ideals and impressions that people have for a place. Kotler and Gertner (2002) argue that the image is the product of the mind that tries to process and separate the necessary information about a place. On the other hand, Avraham, and Ketter (2015), add to the above that the image consists of four elements, the cognitive elements, that is, what consumers perceive for a place with an emphasis on physical attributes, emotional elements, i.e. what the consumer is he feels for that particular part, the values, that is, the consumer assesses the site or its inhabitants and its behavioral, i.e. those that relate to how consumers perceive life in specific locus (Blain et al., 2005).

However, many researchers have also dealt with the meaning and importance of the brand for a country. The American Marketing Association defines brand-name as one name, one condition, a sign, a symbol or a combination of the above that help identify the products or services of a unit and help it is different from its competitors (www.ama.org). Aaker (1997) claims that the primary role of a brand is to identify its goods and services and offers of a place, as well as the elements of their differentiation from those of competitors. Hankinson (2004) agrees with the above definition and adds that value of a brand comes from its reputation, its perceived quality as well as its belief in it.

As Dinnie (2004) argues, today there are many reasons why nations should manage and control their brand, including the need to attract tourists and businesses. This requires the countries to consciously adopt a brand and compete effectively at a global level. Otherwise, as Merrilees et al. (2003), a country that does not have a strong brand it has difficulty attracting financial investors and to ensure high levels of exports and competitiveness.

As Anholt (2004) argues, place branding creates value for a country, a city or a region in three main ways:

- Improving the region's presence at international level, according to a strong one and distinctive strategic vision,
- Using the right human resources to help realizing this vision,
- Creating new, powerful and cost-effective ways promoting and enhancing international reputation.
At country level, we can say that each country or city has a unique name and images in the consciousness of people inside and outside the country. So, the signal of countries is the sum of people, place, culture, language, of history, public figures, global brands, etc. (Järvisalo, 2012). Therefore, the country or city brand helps to revamp national identities (Olins, 2002), the strengthening of the nation's competitiveness (Anholt, 2004) and change or strengthening the reputation and image of a nation (Fan, 2010). Moreover, as reported by Moilanen and Rainisto (2009), the country brand includes how a country is perceived about the quality of its products or services, how interesting culture has, how interesting it is as a destination, what kind of business opportunities are available, as well as what kind of factors are in place policy, diplomacy and the economy. The strong sign of a country helps in attracting business and investment, in promoting public diplomacy, promoting the objectives of the tourism industry, support the interests of export industries and the strengthening of national identity (Fan, 2006; Kaneva, 2011).

The mark is not a propaganda or a slogan for the countries. It's a form of intellectual property rights, according to Barr (2012). The country mark is nothing other than the creation of thoughts, emotions and expectations coming from name, goods, events or symbols representing a country. According a key supporter of the country's signal, is a process that it creates respect and sympathy for the consumer (Barr, 2012). The marketing of the countries creates interest, which in turn leads to sales, which result in the consumer's experience of the product of a country that creates the strong brand of countries. Over the years, marketers have managed to create marketing mixes to enhance the brand of countries in a long and not a short-term horizon. The most used and widespread model is Gilmore (2001) (adapted to Herstein, 2012), who created a model similar to Porter's diamond, which includes four key factors which are taken into account in the process of strengthening each country's brand, ie macroeconomic trends in the country (socio-economic trends, culture and law status, emerging industries, population trends, lifestyle), markets (stakeholders), competitors (similar countries) and key competitors skills (the country's natural and human potential).

In order to create a strong brand for a region or a country it should meet certain principles, according to Helmy (2008). So, to develop one strong brand in a region there should be a clean slogan. The slogan does not is nothing but a promise for this region, which means it will all the particular features of cities or cities must be promoted and advertised; countries. In addition, many cities suffer from a stereotype image, which is replaced by a new and true city image through the brand. One city or one country should also have an identity as mentioned above, because that one is the one that gives the guidelines for
policymaking to be followed (Helmy, 2008). Television, but also all media, can also help significantly in developing a strong brand of a city or city of a region, while documentaries about cities are presenting life in city. Finally, travel guides can also enhance the brand, as such materials include organized information for visitors in one place as they transfer the experience of a visitor by choosing the sights, places of interest, places to visit, etc. Some of the factors that affect the image and therefore the brand of a region are climate, products and services, companies that offer products and services, foundations in civil society, the economic sector, specialization of production (Hazime, 2011).

Regarding the means of creating a signal for a country, the international bibliography has developed the proposal that great personalities, buildings and infrastructure as well as major events are the main means of creating a strong one country mark (Ashworth, 2009; Oliveira, 2012). In particular, the big ones country's personalities can be a major contributor to it country. Some celebrities seem to be more appropriate in relation with others, since visual artists have a more distinctive and creative one work, remain unforgettable in the memory of consumers, resulting in creation a strong brand for the country (Ashworth, 2009; Oliveira, 2012). The original buildings are also an important factor in creating a strong and competitive brand for a country. Buildings such as the Colosseum, the Parthenon and the hanging gardens of Babylon due to their historical and cultural significance have highlighted the countries. Finally, one more means of creating a strong signal for one country are the big events. Big events are created and organized by States, in order to show that they can accommodate them, and on the other hand to create a strong brand and reputation (Ashworth, 2009; Oliveira, 2012).
Chapter 3: Tourism And Development In Greece

3.1. Tourism And Economic Development

The development of tourism in a country entails a series of economic impacts that, under conditions, can make a decisive contribution to the growth of its economy and to the welfare of a significant part of its population. Tourism affects and is directly affected by many areas of socio-economic activity and greatly increases its potential. The effects of tourism development on an organized community are primarily economic, but also social, cultural and natural.

Tourism has a direct impact on national income, causing quantitative and qualitative changes. The development of tourism in a country in general contributes significantly to the increase of its tourist income and to the expansion of its national income, while with its redistribution it contributes to the mitigation of income inequality between its different regions and among the various social groups. At the same time, it creates full or partial jobs, but the seasonal nature of its operations usually affects the characteristics of this employment, which is largely seasonal, unskilled and casual. Particularly important is its contribution to the reinforcement of self-employment (tourism enterprises, shopping centers, etc.) (Liu, 2003). Many times, employment in tourism is combined with parallel employment in another sector of the economy (i.e. agriculture, manufacturing industry) resulting in a general increase in family incomes. Particularly in seasonal tourist areas, cross-employment with a focus on tourism is the rule for a high proportion of the population (Sinclair, 1998).

Tourism is, among other things, an important source of revenue for the state and local government due to the collection of taxes and fees, and through the introduction of the tourist exchange, brings a substantial improvement in the current account balance as well as an increase in the foreign exchange reserves of the host country and the hospitality of tourists. Investments in the wider tourism sector as well as the capacity of tourism to dynamically boost the creation of many small businesses in the regions where it grows lead to increased tax revenues. Another factor contributing to this increase is the large number of those employed in the tourism sector, the majority of whom have high incomes and corresponding consumption expenditure (Rosentraub and Joo, 2009). Tourism is a factor of economic growth when developed in a balanced way and in accordance with the principles of harmonious regional development. But when it grows unilaterally, its long-term effects on a country's economy are negative because it weakens its productive sectors, especially
industry and agriculture, while gradually transforming the country's economy into a service economy. The development of tourism must take place simultaneously with that of the other productive sectors of the economy, i.e. it is planned, balanced and harmonious. On this condition, tourism has the potential to contribute significantly to the formation of national income, to the reduction of unemployment and underemployment and, above all, to the balancing of the current account balance (Gannon, 1994).

Tourism is particularly important for the economies of the countries. There are many types of tourism, each of which also represents a philosophy. Different types of tourism are applied in cities and countries where appropriate infrastructure exists. If there are no infrastructures, the bibliography has shown that there will be no tourism. It is something that every country wants, because they bring them significant incomes and thus show all their advantages and attributes. What has been observed is that with the advancement of technology, tourism demand is increasingly demanding (Rosentraub and Joo, 2009). This means that the best infrastructure needs to be built, people's knowledge of tourism demand and, most importantly, the promotion of their tourist product in the best possible way.

Tourism in a country is important for the development of its economy and the creation of a competitive advantage over other countries. This is the sector of the economy, which the governments of the countries try to show off and aim for in order to make a profit. Some countries or cities rely financially on their tourism. An example is Greece. It is a country that, due to its natural features and its history, is attracting millions of tourists. This, of course, is done in other Balkan countries. But tourism in general is based on some basic principles.

Tourism has the ultimate goal of making a profit for a country or region. Over the years and including the development of technology, tourism is an industry where everyone can easily be informed over the Internet even for the most remote areas. Almost all countries try to create tourism in different ways each. There are many factors that countries need to grow through tourism. In particular, two economies benefit from the movement of tourists, the economy of the country of origin of the tourist and the economy of the country of visit of the tourist (Middleton and Hawkins, 2004). With regard to the first economy, the origin of the tourist is particularly important for a country, since in order to make a trip, the tourist buys the tourist package and other travel related products. As far as the second economy is concerned, the visit is even more important as the tourist carries out a series of consumptions, such as enjoyment, entertainment, accommodation, food and tourist products (Andriotis, 2005). In addition, the tourist is very important in terms of economies, especially in
developing countries, since these countries lack the resources to meet the economic needs of their growing population. In the case of developed countries, tourists contribute to the quality of life of all residents, while combining potential economic values with other natural resources (Middleton and Hawkins, 2004).

As Tiberiu et al. (2008) report, achieving significant tourist benefits in cities. Tourism significantly helps new businesses for their sustainability while increasing the number of workers, thus contributing to local and regional development. But beyond this, he stresses that the income of residents in the sectors where tourists are involved is significantly increasing. The choice of destination for the tourist is important. It is a fact that the tourist chooses a destination that combines good climate and rich scenery or cultural heritage (Dritsakis, 2004).

It is widely accepted that the environment is a key feature of choosing a tourist destination. To do so, there must be proper promotion and advertising. Nowadays, the usual means of promoting the tourist product is the internet. Now a tourist who wants to visit a country can be informed via the internet. As Saroj (2012) says, tourism has taken the form of an e-business business. Technology has allowed tourists to declare their preferences for a tourist product and pay for it in order to visit the tourist destination. On the other hand, through the internet, the tourism sector is allowed to advertise and present their services. These sectors are hotel businesses, catering companies, airlines, tour operators and can access the Internet for tourists' tastes and reconcile their services on the basis of these preferences.

A proper advertisement of the tourist destination will cause the tourist to visit the country as far as he is from his country of permanent residence. Zeng and Gerritsen (2014) extend the above, and consider the reputation of the tourist destination to be the most important. In particular, social media tools and their development in recent years have changed the destination tourist marketing landscape and have managed to make an exchange of views on the internet about the tourist destination. Most website visitors with content-based tourist destinations share their experiences with other members about the places they've visited, either approving or rejecting them. Thus, via the internet, a reputation is created in a tourist destination and many times potential tourists trust those who have visited a destination even in the hotel choice. Morgan (2012) also stressed the importance of the tourist destination, noting that tourism in a country brings prosperity to its populations, and successful tourism is the one that takes place in the context of cooperation between citizens, governments and businesses.
In the context of the new landscape of advertising the tourist destination, it has been conceived that tourists should work together to deliver the best of their products. Particularly, Park (2015) has developed a theory that advertising of hotels and dining venues should take place together and not separately. This view is supported by the fact that tourists are more willing to buy a travel package that includes all their places of stay and visit. Surveys have shown that each individual business will not have the same profits from their advertising, and if advertised together as a tourist package, it is more flexible for a tourist. Cooperation in the advertising of tourist businesses is particularly important, especially if a tourist destination is far from the place of origin. In this case, it is preferable to promote a package of tourist products in terms of the reduced impact of the advertising of an individual business of a tourist destination. This requires the co-operation of all tourism operators, coordinated by advertisements to showcase their country or region to tourists. Backer and Barry (2013) consider that while tourism-related entrepreneurs are fairly industrialized, which gives them a competitive edge to show off and advertise their businesses, while being related to tourism does not depend on them.
3.2. Impact Of Tourist Development

The objective of developing the tourism industry is to maximize the selected positive impacts while minimizing potential negative impacts. Understanding that tourism development can lead to many and complex impacts, it is imperative that communities, the tourism industry and governments work together to cooperate closely and plan tourism development.

One of the most important impacts of tourism is in the sector of the economy. Tourism creates job opportunities. Additional jobs, ranging from low wages to high-level executives in the tourism and management sectors, generate income and raise living standards (Kreag, 2001). As tourism grows, additional opportunities for growth and investment are created. In addition, tourism causes changes and improvements in public enterprises such as sewerage and water supply networks, sidewalks, parking spaces and landscape architecture (Seetanah, 2011). These changes will benefit both locals and tourists. Similarly, tourism encourages improvements in transport infrastructures, resulting in the upgrading of roads, airports and public transport in general (Kreag, 2001). Apart from the above, tourism encourages the inclusion of new elements in the retail mix, increasing the opportunities for shopping and creating healthy competitiveness. Often, through tourism, tax revenue from a community is growing due to tourism. Sales taxing in most cases generates more income from income tax (Seetanah, 2011).

However, tourism also has a negative impact on the economy of a region or country. When examining the economic impact of tourism, it is necessary to understand that tourist businesses often include a significant number of low-paid jobs. These jobs are often seasonal, thus causing under-employment and unemployment and the duration of the months with no increased tourist flows (Seetanah, 2011).

Areas that have high natural resources such as lakes, waterfalls, mountains, unique flora and fauna and great natural beauty attract tourists and new residents who seek emotional and spiritual composition with nature (Cohen, 1978). In addition, the territory of a region could generate income from the reception of migrant leisure activities (Kreag, 2001). Income from tourism often makes it possible to preserve and restore historic buildings and monuments. Improvements in the appearance of the area by cleaning or adding art to public places such as frescoes and monuments are also benefitting of tourism (Cohen, 1978).

On the contrary, there are many supporters of the view that tourism creates significant environmental impacts. In particular, tourism can degrade an environment.
Visitors produce waste and pollution (in air and water, fixed waste, etc.), resulting in the natural resource sights being compromised due to inappropriate use or misuse. Thus, uncontrolled visit or use by visiting tourists can degrade landscapes, historical sites and monuments (Cohen, 1978).

The social and cultural impact of tourism deserves particular attention, as tourism can create very positive and very negative impacts, respectively. Tourists' influxes have different impacts on the community, the influence of behavior and family life. Residents and the community can try to please tourists or adopt tourist behavior. In addition, increasing tourism may prompt a community to adopt a different moral behavior, such as improved gender understanding (positive), or illicit drug use (negative) (Kreag, 2001).

On the other hand, tourism can improve the quality of life in an area by increasing the number of attractions, recreational opportunities and services (Kreag, 2001). Tourism offers residents to engage with interesting people and create friendships, get to know new worlds and expose themselves with new prospects. At the same time, tourism often promotes higher levels of psychological satisfaction than the opportunities created by tourism development (Brougham and Butler, 1981).

Tourism creates opportunities for the development of new amenities and leisure facilities that would otherwise not be sustainable in a community. Tourist expectations can upgrade the services provided by restaurants, local shops and other operators. Tourist traffic in a region creates an opportunity for upgraded public services such as fire brigade, police and medical protection, which, in addition to tourists, also benefit residents of the area itself. Finally, traditional services can be relocated due to the competition of tourist interests (Kreag, 2001).
3.3. Tourism In Greece

Tourism in Greece is perhaps the most important advantage over other countries. Tourism accounts for 18% of Greece's GDP, employs more than 900,000 people and is the country's largest source of illicit resources. The competitive advantage of Greece is its natural wealth. It has more than 6,000 large islands, while tourists visit our country to visit them. According to Association of Greek Tourism Enterprises (2010), Greece in 2009 ranked 16th in the world ranking according to the number of arrivals of tourists, which it had dropped in 2008, with 14.9 million arrivals. In 2010, however, our country, outnumbered by 15 million arrivals (15,007,490), was displaced by Thailand, according to ELSTAT's provisional data, and is now ranked 17th in the world ranking. Compared globally, Greek tourism records satisfactory performance. According to the latest available data from the World Tourism Organization (WTO), Greece in 2012 was 17th in terms of international arrivals and 23rd in revenue. Also, according to the World Economic Forum (WEF) in 2013, our country occupies the 32nd position among 140 countries in the Travel and Tourism Competitiveness Index, while in the General Competitiveness Index it occupies only 96th (Association of Greek Tourism Enterprises, 2013).

According to the Greek Tourism Organization, the strategy for promoting and promoting Greek tourism for the years 2014-2019 includes an overall communication framework with specific target markets and specific ways to promote and advertise these actions. The specific tourism sectors that Greece aims to promote by 2019 are:

- Seaside
- Cultural tourism
- Diving
- Health and wellness tourism
- Luxury tourism
- Maritime tourism (nautical)
- City tourism - Athens - Thessaloniki
- Business tourism
- Touring (Touring)
With the above areas, those in charge of tourism planning in Greece are seeking to strengthen alternative forms of tourism and to create a larger market share for visitors. In particular, the main concern of the Greek Tourism Organization is the development of city tourism, highlighting the capital and the city as ideal destinations for a three-day holiday. With this it aims to strengthen the markets of the cities and businesses of the sectors involved in tourism even more.

Regarding the advertising and promotion of Greece abroad, the Hellenic Tourism Organization uses all the Internet resources of international influence and range, while the budget allocation for 2018 is classified as follows:

• Online / offline advertising (40%)
• Joint promotional actions with travel agencies, airlines, etc. (30%)
• Selected public relations actions, international exhibitions, events, creative use of SMEs, production of promotional and other material (30%)

Through the promotion and promotion of Greece through these ways and with the participation of Greece in international exhibitions, the officials aim to increase tourist demand.

Dritsakis (2004) reports that the majority of tourists in Greece are German and British tourists. This adds to the convergence of the common currency, the reduced transport costs compared to other countries and the Greek demand for tourism in these countries. As it says, an important role for this demand, it also has the income of tourists from these countries as they are considered more developed than other countries. Besides, the interest of these tourists, which is mainly the cultural heritage of Greece, has made them a target group for the promotion of tourism. Buhaliski (2010) also reports that the Greek tourist product is distributed in the international market mainly through European travel agencies, which organize their holidays and visits to various tourist resorts. More generally, most travel agencies act as tour operators, providing a wide range of tourist services such as tours, accommodation reservations and currency exchange. Greece's world-famous tourist destination is the 2004 Olympic Games in Athens. The gathering of all nationalities and countries in Athens has created a stimulus in tourism and a major advertising campaign in all countries of the world (Asprogerakas, 2006).

In order to promote specific product-innovations in Greek tourism and to approach sophisticated common goals, the Greek National Tourism Organization states that it is
appropriate to publish articles in conjunction with photographs from the Agency's inventory in international journals, which are the epitome of trends for independent visitors. The content of these articles will concern tourism in conjunction with other areas that may be a pole of attraction for high-level visitors (international events in the fields of sport, art, culture, fashion, tourism and so on). In special cases, the Hellenic Tourism Organization may collaborate with magazines and publications of photographic interest. Apart from the above, the Hellenic Tourism Organization participates in high-profile events organized by prestigious international SME-statusers in terms of world politics, economy and basic conditions of tourism development. Particular weight is attributed to content-rich promotional events and public relations actions. The goal is to communicate in combination with positive developments in the country combined with "success stories". The image of Greece as an attractive tourist destination must be supported by events related to Art, Culture, Gastronomy and Products with a Designation of Origin, Fashion, Communication, Green Tourism and everything else that the relevant Services deem important of the Greek National Tourism Organization according to international competition, as a booster for the Greek tourism product and further demand cultivation. As regards the development and promotion of Greek tourism in new and transatlantic markets, the main product of penetration and promotion is the product placement, i.e. the "positioning of Greece as destination" taking place on cinematographic, television and other international productions. As a result, the competent services of the Greek National Tourism Organization are involved in every way in the service of these actions.
3.4. Tourism In Kastoria

Kastoria is located in Northwest Macedonia, becoming the capital city of the prefecture of Kastoria. It borders with the prefectures of Ioannina, Grevena, Kozani, Florina and Albania, surrounded by high mountains, Grammos, Vitsi and Vio. The prefecture of Kastoria includes the plateau of Aliakmon's upper reaches, from where the river springs. The city's population in the 2011 census was 13,387 inhabitants, though previous inventories had reached 17,000 inhabitants (http://www.visitwestmacedonia.gr/el/aksiotheata-kastoria).

There are many tourist attractions in the area of Kastoria which can fulfill all the visitors' tastes during their visit. For instance, The Lake of Kastoria or Orestiada is considered to be a "Natural Monument and has been recognized by the Ministry of Culture. According to the calculations the lake was formed 10,000,000 years ago and its area is 28 sq. km and its depth at about 9 m. The lake is distinguished for their birdwatchers, wild ducks and clam berries (ecoview.gr). It is the first wetland that has been systematically occupied local and foreign scientists. There is plenty of calm in the lake and tourists enjoy the view away from the city noise. Features are wooden vessels of fishermen, which have been described as "mobile monuments "of the city. The lake can be visited with two special ones boats up to 50 people (http://www.visitwestmacedonia.gr/el/aksiotheata-kastoria).

The city of Kastoria is amphitheatrically built in the western part of the peninsula of Lake Orestiada, at an altitude of 620 meters above sea level. The main occupational economic sector of its population is the fur industry. The resources of Kastoria include natural and cultural resources as well as alternative tourism. More specifically, the resources of Kastoria are as follows (http://www.visitwestmacedonia.gr/el/aksiotheata-kastoria):

- Natural resources: Natural resources include Lake Orestiada, Dragon Cave, Petrified Forest, the mountainous volumes of Grammos and Vitsi, the Ammoudara thermal springs, and the Aliakmonas River with its tributaries.

- Cultural resources: Cultural resources should include the Limneon prehistoric settlement, the mansions, Byzantine churches, monasteries, the aquarium, the stone bridges, the Neolithic Settlement of Dawn, the castle, the museums (Museum of Costume, Byzantine Museum, Folklore Museum), ancient Diocletian, tourist boats, as well as the customs and events taking place in Kastoria (Ragoutsaria, Kollienda, Oresteia, Inter-Balkan Chorus Festival of Argos Orestikou, Christopouleia, Municipal Party, River Party, Tsipouro Festival, Bean Celebration, Chestnut Festival, Alexiada, etc.)
• Alternative tourism resources: According to the Regional Section of Kastoria (2014), the alternative tourism activities in Kastoria are school tourism, religious tourism, healing tourism, sport tourism and agritourism.

The table below depicts the hotel capacity of Kastoria for the years 2010-2013 by type of hotel.

Table 1. Kastoria Hotels, 2010-2014

<table>
<thead>
<tr>
<th></th>
<th>5****</th>
<th>4****</th>
<th>3***</th>
<th>2**</th>
<th>1*</th>
<th>Total Sum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit</td>
<td>2</td>
<td>13</td>
<td>17</td>
<td>7</td>
<td></td>
<td>39</td>
</tr>
<tr>
<td>2014</td>
<td>Rooms</td>
<td>47</td>
<td>305</td>
<td>512</td>
<td>114</td>
<td>978</td>
</tr>
<tr>
<td></td>
<td>Beds</td>
<td>105</td>
<td>659</td>
<td>1.051</td>
<td>215</td>
<td>2.030</td>
</tr>
<tr>
<td>2013</td>
<td>Unit</td>
<td>2</td>
<td>13</td>
<td>18</td>
<td>6</td>
<td>39</td>
</tr>
<tr>
<td></td>
<td>Rooms</td>
<td>48</td>
<td>305</td>
<td>548</td>
<td>103</td>
<td>1.004</td>
</tr>
<tr>
<td></td>
<td>Beds</td>
<td>105</td>
<td>659</td>
<td>1.117</td>
<td>196</td>
<td>2.077</td>
</tr>
<tr>
<td>2012</td>
<td>Unit</td>
<td>1</td>
<td>9</td>
<td>16</td>
<td>7</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td>Rooms</td>
<td>38</td>
<td>225</td>
<td>509</td>
<td>139</td>
<td>911</td>
</tr>
<tr>
<td></td>
<td>Beds</td>
<td>86</td>
<td>495</td>
<td>1.020</td>
<td>264</td>
<td>1.865</td>
</tr>
<tr>
<td>2011</td>
<td>Unit</td>
<td>1</td>
<td>9</td>
<td>16</td>
<td>7</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td>Rooms</td>
<td>38</td>
<td>225</td>
<td>509</td>
<td>139</td>
<td>911</td>
</tr>
<tr>
<td></td>
<td>Beds</td>
<td>86</td>
<td>495</td>
<td>1.020</td>
<td>264</td>
<td>1.865</td>
</tr>
<tr>
<td>2010</td>
<td>Unit</td>
<td>1</td>
<td>9</td>
<td>15</td>
<td>9</td>
<td>34</td>
</tr>
<tr>
<td></td>
<td>Rooms</td>
<td>38</td>
<td>225</td>
<td>490</td>
<td>168</td>
<td>921</td>
</tr>
<tr>
<td></td>
<td>Beds</td>
<td>86</td>
<td>495</td>
<td>977</td>
<td>307</td>
<td>1.865</td>
</tr>
</tbody>
</table>

Source: Hotel chamber of Greece 2010-2014

Lake Orestiada is an important factor in the tourist development of Kastoria, as, as already mentioned, it can contribute to the design and implementation of alternative tourism activities. The foremost forms of alternative tourism that can be developed in the lagoon area are athletic, archaeological, observation tourism, fishing tourism. Agrotourism / Ecotourism, Tourism Photography, Walking / recreational, caving, cycling, climbing, are some of the alternative tourism activities that can be developed in the lakeside area of Lake Orestiada. According to the director of the Kastoria Development Club, Jasper, the greatest advantage
for the tourists' exploitation of the Lake is the prehistoric Limneon Settlement. Its uniqueness combined with its exploitation can significantly contribute to the strengthening of not only archaeological tourism in the region but also to the targeting of specific tourist groups such as students, scientists, senior citizens etc. from Greece and abroad. Moreover, Orestiada Lake can contribute to a positive extent in the development and strengthening of the local economy, the raising of the living standards of the residents, the establishment of small or medium-sized enterprises, which will be active in the sector while at the same time it can lead to population retention, environmental research and education, the creation of cooperatives and the promotion of local customs in Kastoria (http://www.visitwestmacedonia.gr/el/aksiotheata-kastoria).

Kastoria has today two major museums. The Museum of Clothing, is located in Doltso and is housed in a mansion of 1750. In the museum exposed women's, men's and children's costumes, as well as jewelry. Fabrics and jewelry testify to both social stratification as well as the trade that the inhabitants had with Europe and the rest world. Also, The Folklore Museum of Kastoria is housed in Nerantzi's mansion Aivazi, who donated it in the Municipality of Kastoria and operates with his care "Harmony" club. They are building of the 18th century, with a plan view shape P. The mansion keeps all his old equipment, so you can see how were the sons, the Sala, the good chamber, the furnace workshop, the winter room, wine cellars, food cellars (http://www.visitwestmacedonia.gr/el/aksiotheata-kastoria).

Together with religious and historical tourists, the city also welcomes several lovers and aspiring fur buyers, mostly Russians. The history of fur in Kastoria turns back to the 16th century. Since then and until about the 1980s, the city has been rich in its production and commercial exploitation. Loaded caravans started from Kastoria and crossed the whole of Europe, sharing the precious fur. The Kastorian merchant houses around the world were crowded, furry became wealthier and the reputation of the Kastorian fur conquered the world. It was then that the wealthy mansions that today characterize the city began to be built. On the ground floor was the dwelling, and often on the first floor the workshop was in the form of cottage industry - that was the case at least for small producers. The climax was in the 1970s, when there were 6,000 small and large businesses in the region and employing about 15,000 workers. Then Kastorians were in the top positions on the lists with the highest per capita income, not only in Greece and Europe but also around the world. The downhill began in the 1980s and continues until today. The global economic crisis, the rise of the Chinese market and the ecological movements against the fur brought the fall in demand.
Today, the market has shrunk enough, although several visitors from the distant countries of the former Soviet Union are still circulating in the city (http://www.visitwestmacedonia.gr/el/aksiotheata-kastoria).
Chapter 4: Methodology

4.1. Process of methodology

As stated above, the purpose of this work is to highlight the convictions of tourists in Kastoria regarding the sights, experiences and services offered to them. The sample of the survey is 200 tourists with different nationalities who visited Hotel Di Tania in Thessaloniki in December 2018 and are (or potential) tourists in Kastoria's broader area. Thus, it was imperative to conduct a survey and indeed a quantitative survey through the distribution of the questionnaire to be able to generalize the results of the survey and be more representative. Initially, the questionnaire created was distributed to 20 tourists to highlight any malfunctions or omissions in completing it. Having checked the questionnaire as mentioned above, the questionnaire was distributed to tourists.

4.2. Research questions

In particular, the research questions of this research are as follows:

- What are the special attractions of Kastoria that most tourists have chosen?
- Is there a general satisfaction of tourists from their distribution in Kastoria?
- What are the main reasons for visiting Kastoria?
- Which types of tourism can be developed in the city of Kastoria?
Chapter 5: Research Results

As mentioned above, 200 tourists from Hotel Di Tania in Thessaloniki and/or potential visitors in the wider region of Kastoria took part in the survey. As shown in Chart 1, 51.50% of respondents are women and 48.50% are men.

Chart 1: Gender

Also, as shown in Chart 2, 49% of respondents are over 66, 47.5% are 30-65 years old and only 3.5% are 18-29 years old.

Chart 2: Age
Chart 3 shows that 40.5% of respondents have responded to their occupational status, 24% say they are unemployed, 11.5% are retired, 8.5% is employed and 6% is a student.

Chart 3: Current employment status

Chart 4 shows that the monthly income of the respondents is up to EUR 500 with 28%, while 24% said they have a monthly income of 501-1000 euros, 22.5% have a monthly income of over 2000 EUR, 14 % has a monthly income of 1501 to 2000 euros and 11.5% has a monthly income of 1001 to 1500 euros.

Chart 4: Income
As shown in Chart 5, 16% originated in Russia, 15% are of English origin, 15% are Greeks, 12% are Spanish, 11.5% are Germans, 11% are Turks, 5% are of Bulgarian origin and 3.5% are from Austria.

As shown in Chart 6, 40.5% said they were visiting Kastoria many times, 23% visited the Kastoria region once before, 19.5% visited the area and 17% has never been visited Kastoria before.

Chart 5: Nationality

Chart 6: Have you been to Kastoria before

As shown in Chart 7, 31% of respondents have visited the Kastoria region for holidays, 29.5% have visited the area on business, 20% have visited the area to visit friends
and relatives, 11% has visited the area for a specific event, 5.5% has visited the greater Kastoria region for entertainment and 2.5% has visited the Kastoria area for shopping.

**Chart 7: Reason of visiting**

As shown in Chart 8, 54% of respondents visited Kastoria from 1 to 2 days, 35.5% visited the area from 3 to 5 days and 10.5% visited the area for more than 5 days.

As shown in Chart 9, 55% of respondents have arrived in Kastoria by private means of transport, 21.5% have arrived in Kastoria by buses, 16.5% by airplane and 7% by excursion bus.

**Chart 8: Duration of stay**
In addition, Chart 10 shows that 59% of the respondents visited exclusively Kastoria and 40.50% would visit other parts of the municipality of Kastoria.

In Chart 11, 45.50% of respondents claimed to visit the area alone, 23% visited the area of Kastoria with friends, 19% of respondents visited the area of Kastoria with relatives and 11.50% visited region as a member of a group.

In Chart 12, 76% spent in the Kastoria region from 20 to 50 euros in addition to transport costs, 16% spent between 50 and 75 euros and 8% spent in Kastoria under 25 euros.
Chart 11: This time you are visiting the city ... 

Chart 12: Amount spent per day (excluding travel and transportation costs) 

As shown in Chart 13, 45% bought fur products, 37.5% bought tsipouro, 12% bought preserves, 4.5% bought mushrooms and 1% bought wine.

Chart 13: Did you buy local products?
As shown in Table 2, 34.10% claimed to have purchased in local shops, 34.10% carried out physical activities such as hiking, agritourism, horse riding etc. 27.90% of the respondents claimed that they enjoyed the city night life, 24.90% visited museums and archaeological sites, 24.90% went for food and drinks, 24.90% held business visits and meetings, 24.90% attended a conference and 24.90% also visited neighboring villages in the wider area of Kastoria.

Table 2: Activities in Kastoria

<table>
<thead>
<tr>
<th>Activities</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shopping in the city's shops</td>
<td>34.10%</td>
</tr>
<tr>
<td>Nature activities (hiking, agritourism, horse riding, etc.)</td>
<td>34.10%</td>
</tr>
<tr>
<td>Night life</td>
<td>27.90%</td>
</tr>
<tr>
<td>Visit to museums, archaeological sites, Library and Stationery</td>
<td>24.90%</td>
</tr>
<tr>
<td>Coffee - Food</td>
<td>24.90%</td>
</tr>
<tr>
<td>Business visits / meetings</td>
<td>24.90%</td>
</tr>
<tr>
<td>Monitoring / attending a conference</td>
<td>24.90%</td>
</tr>
<tr>
<td>Visits to nearby villages</td>
<td>24.90%</td>
</tr>
</tbody>
</table>

Moreover, as shown in Table 3, 40.20% of the respondents have visited the Folklore Museum and the Lake of Kastoria, while 34.10% have visited the Monastery of Mavriotisa, the Byzantine Museum, the Archaeological Museum of Argos Orestiko, the Mansions of Kastoria, the Vitsi Ski Center and the Ragoutsaria Carnival. Also, 34% have visited the Dragon's Lair, while 12.7% have visited the Museum of Costumes and only 6% have visited the Aquarium of Kastoria.

Table 3: Sights of the city of Kastoria

<table>
<thead>
<tr>
<th>Sights of the city of Kastoria</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Folklore Museum</td>
<td>40.20%</td>
</tr>
<tr>
<td>Lake of Kastoria</td>
<td>40.20%</td>
</tr>
<tr>
<td>Monastery of Mavriotissa</td>
<td>34.10%</td>
</tr>
<tr>
<td>Byzantine Museum of Kastoria</td>
<td>34.10%</td>
</tr>
<tr>
<td>Archaeological Museum of Argos Orestiko</td>
<td>34.10%</td>
</tr>
<tr>
<td>The &quot;Mansions&quot; of Kastoria</td>
<td>34.10%</td>
</tr>
<tr>
<td>Ragoutsaria carnival</td>
<td>34.10%</td>
</tr>
<tr>
<td>Vitsi Ski Center</td>
<td>34.10%</td>
</tr>
<tr>
<td>The Dragon's Lair</td>
<td>34%</td>
</tr>
<tr>
<td>Museum of Costumes</td>
<td>12.70%</td>
</tr>
</tbody>
</table>
As shown in Chart 14, 65% of respondents argued that most people have a positive view of the city as a tourist destination, while 29% have a neutral view and 6% disagree with this point of view.

As shown in Chart 15, 43% of respondents fully agree that the city of Kastoria is world-famous as a destination, 30% agree with this view, 23% remain neutral and 4% disagree with this view.

In Chart 16, 37% of respondents remain neutral in the view that the city is well known for its assets, 31% agree with this view, 22% fully agree with this view, and 10% disagree with this view.

In Chart 17, 36% of respondents agree that they agree that the city of Kastoria has a rich cultural heritage, that 33% of respondents fully agree with this view, 23% remain neutral, 7% disagree with the above viewpoint and 1% disagrees strongly with the above view.

Chart 14: Most people have a positive view of the city as a tourist destination
Chart 15: The city is world – famous as a destination

Chart 16: The city is well known for its assets

Chart 17: The city has a rich cultural heritage
In Chart 18, 30% of the respondents argue that the city is attractive for young people, 26% fully agree with this view, 23% agree with this view, 18% disagree and 3% absolutely disagrees with the above view.

Chart 18: The city is attractive for young people

In Chart 19, 37% agree with the view that archaeological tourism could be developed in the Kastoria region, 33% fully agree with this view, 16% remain neutral, 11% disagree with this view and 3% disagrees completely with the above view.

Chart 19: Archaeological-museum tourism can be developed

Chart 20 shows that 58% fully agree with the view that agritourism could develop in the Kastoria region, 27% agree with this view, 11% remain neutral in this view, 3% disagree with this view and 1% disagrees completely.

Chart 20: Agritourism could develop
In Chart 21, it appears that 54% fully agrees that religious tourism could be developed, 24% agree with this view, 18% remain neutral in this view, 3% disagree strongly with the above view, and 1% disagrees.

Chart 22 shows that 44% of respondents fully agree with the idea that family tourism could develop, 36% agree with this view, 17% remain neutral and 3% disagree with this view.
Chart 22: Family tourism can be developed

Chart 23 argues that 45% fully agrees with the idea that recreational tourism could develop, 36% agree with this view, 12% remain neutral with the above view, 4% totally disagree and 3% disagrees with the above view.

Chart 23: Recreational tourism can be developed

In Chart 24, it appears that 54% fully agrees that accessible information on Kastoria could be developed, 24% agree with this view, 18% remain neutral in this view, 3% disagree strongly with the above view, and 1% disagrees.
Chart 24: Accessible information on Kastoria

Chart 25 shows that 44% of respondents fully agree with the idea that the city is promoted efficiently, 36% agree with this view, 17% remain neutral and 3% disagree with this view. Finally, Chart 26 argues that 45% fully agrees with the idea that the city’s authorities are very efficient in tourism promotion, 36% agree with this view, 12% remain neutral with the above view, 4% totally disagree and 3% disagrees with the above view.

Chart 25: The city is promoted efficiently

Chart 26: The cities authorities are very efficient in tourism promotion


5.1. Survey Summarization And Marketing Policy Recommendations

Towards summation of the findings of the conducted survey, it is shown that more than half of the respondents were women and also half of them were at age over 66 years old. The above indicators are of importance because of their needs, the activities they prefer on the destination, the amount of money spent and the overall image of the city they promote to their friends and relatives.

Other important findings shown that the majority of the respondents spent daily an amount between 20 and 50 euros on the destination and mostly are interested in fur and tsipouro goods. On the top of the visitation of sight seeing came the folklore museum and lake Orestiada. Of most importance are the responses of potential tourism development in the greater region of Kastoria with agritourism on 58%, religious tourism comes next with 54%, recreational tourism with 45% and family tourism and archaeological – museum tourism come last with 44% and 33% respectively.

Furthermore, the above indicators must be taken under consideration from the key players on the region such as the local authorities, the municipality and the stakeholders as the satisfaction of the needs of the guests is one of the key success factors of the marketing strategy for effective promotion of a destination. As Hospers (2004) says for efficient place marketing, key success factor is an effective marketing strategy, which aim to minimize the gap between the real image of the destination by giving an identity which differentiate the destination from the rest and the perception that the tourist has for it.

Consequently, regarding the needs of the respondents of the present survey the local parties should implement a tourism policy which will include the most attractive products of the region and create an identity out of it such as “The princess of the lake Orestiada”. This identity can create an overall marketing strategy around the city which also must be shared by all the stakeholders as a common value. By promoting the city must be mentioned that all parties will be influenced positively. The local people will see their businesses growing which means more revenues for stakeholders but also will create employment positions for the residents and generally more economic growth for the entire region. Thus, the city is already world famous on its tradition on the fur goods for example it can be branched as “The Princess of Fur”.

Concluding, it is crucial when the marketing strategy of the destination will be created, to be taken under consideration in the first place the perception of the visitors, their caste and their needs. As mentioned before, according to Porter and Gertner, the marketing strategy of the destination consists of the planning group which mainly are the residents the
stakeholders and the authorities, the marketing factors which consist of the existing infrastructure and the target markets which include the visitors and any potential investors interested on the destination.

Thus, the marketing strategy is created from the planning group it is essential that all the parties follow a common policy on the promotion of the city, a direction common from all the stakeholders for place development. In the era of technology where every destination is promoted via internet for instance can the stakeholders create a blog or a social media page or even a channel with videos where all the stakeholders and the residents can by their comments promote the uniqueness of the city and attract visitors and investors but mainly will make the destination visible worldwide. In case of Kastoria city the top elements the research has shown include local goods such as tsipouro and fur products and sightseeing and activities as agritourism – based on the unique natural environment, religious tourism and recreational tourism due to the particular cultural heritage of the region.
Conclusions

The concept of competitiveness is a multidimensional research that is influenced by many factors and by many country specific features. Competitiveness, and indeed sustainable competitiveness, has been the most important objective of economies in the last decades, both nationally and globally. Several definitions have been developed in the international literature on the concept of competitiveness because of its many dimensions. The concept of place marketing and place branding has also been the subject of many researchers, as the development and advertising of a city or country contributes significantly to its economy and regional development.

At this point, a distinction should be made between place marketing and place branding. On the one hand, place marketing should be taken into account in the context of the market and competition to attract tourists and investment. Thus, according to Engels (2000) the notion of place marketing consists of two main purposes, to create an identity for the city and to publicize the city to potential visitors and investors. On the other hand, place branding does not strictly target the economy of a city or country but can be used as a link between the reputation of the place and the discrimination of individuals.

In addition, place marketing and place branding are multidimensional processes that require know-how, knowledge of the specific features of the city or country, involvement of all stakeholders and effective promotion of interests. As reported by Tadmouri et al. (2010), place branding can be developed and implemented in a city or country as long as it is taken by stakeholders as an important and organized process, as in the terms of place branding, the country or city should be is considered as a risk-taking enterprise, promotes initiatives and innovation, and not as a product.

Tourism is considered by many researchers, and not just a key sector of the economy, which increases the levels of economic growth of a country and gives it a significant competitive advantage over the other countries but also long-lasting viability. Countries with tradition of tourism have for the most part achieved this and the challenges lie in countries that are newcomers to tourism. The ultimate pursuit of this work is the detailed inventory of the key elements that make up the success of tourism. Tourism can be developed in many different ways from a region or country and its development depends on the assets and peculiarities of the region or country. Thus, the case of the city of Kastoria is a characteristic example of the development of various forms of tourism such as agritourism, archaeological – museum tourism and religious tourism.
For the completion of this work, a survey of 200 tourists visited Hotel Di Tania on December 2018 and were potential tourists of Kastoria area, aimed at measuring the beliefs and the satisfaction of tourists from the services offered in the greater Kastoria region. The findings of the survey were particularly encouraging since the majority of tourists were pleased with the services they offered and the sights and were willing to visit the area again. An important finding of the survey is that most tourists chose this area to visit regional attractions such as the Argos Orestiko area, confirming the beliefs of most researchers who claim that the history and culture of Greece can support all kinds and forms of tourism. In addition, the results of the survey have shown that fur products are very attractive to tourists. The above conclusion should make us think that the reduction and shrinking of the fur industry in Kastoria, the tourists have linked Kastoria with the furriers.

Finally, the above research has some limitations. Initially, the sample of the survey could be significantly larger, as the number of tourist arrivals in the Kastoria is large enough and the results would be more reliable and representative. In addition, this research could be conducted over a longer period to give more views and record fluctuations depending on the visit period. However, this work is very important as there has been no such research, which makes it unique, adding significant findings to the international literature on Greek tourism and the satisfaction of tourists.

From the above findings on the conducted survey are accrued some proposals to strengthen the touristic development on the city and its potential tourists. The findings of the survey have shown that the majority of the tourists responded agree on more than 65%, on the development of agritourism and/or archaeological – museum tourism and/or religious tourism. Seeing that in the greater area of Kastoria exists a unique natural environment with plenty of resources including Lake Orestiada and the Dragon Cave, it is proposed to be created a natural park/farm, public or private, where the visitor/tourist can be accommodated in and become part of the natural processes such as to feed the animals of the park, plant vegetables and make horse-riding. Thus, the tourist is involved on the production process will learn through entertainment to protect the natural resources of a place and how important role is to preserve the environment. Consequently, the guests will be engaged with the environment and the development of such practices which rejuvenate an alternative dynamic form of tourism to be developed on the upcoming years.

Furthermore, due to the fact that Kastoria possess also plenty cultural resources such as museums, Byzantine churches and archaeological sights it is important to keep the interest of the tourists in Kastoria and for that reason it is useful to be created a multiple ticket for
the visitation of the major historical sights in order to develop the archaeological, museum and religious tourism in the region, attract more visitors and create the possibility of collecting useful data for future research and developments.

Moreover, as the technological factor is developed on every day basis creates emerging for every touristic region the existence of an ICT application which will keep the tourists engaged and updated for all the upcoming campaigns and events of the area. It can also promote local private businesses with special offers by using this application. On the era of technologic explosion, it is important to keep the potential audience active and alongside informed on the offered tourist products and activities. As a combination with the marketing strategy for the city of Kastoria as “the princess of lake Orestiada” can achieve an effective publicization of the destination globally. Finally, this thesis aims to give a stumbling block on the research has been made till now and give new horizons for further research on the development of city break destination for Kastoria city and other regions.
References


Oliveira, E., 2012. Instruments of place branding and regional dynamics: Guimarães as European capital of culture.


Saroj, P., 2012. Internet Marketing in Tourism. Degree Programme in Tourism


Appendices: Questionnaire

The following questionnaire is part of a Dissertation Research about the potential interest of touristic development in the city of Kastoria based on the tourist’s interests. Please spend 3-4 minutes to answer the questions below. Thank you in advance for your time and effort!

<table>
<thead>
<tr>
<th>Στοιχεία</th>
<th>Επιλογές</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Male □ Female □</td>
</tr>
<tr>
<td>Age</td>
<td>18-29 years □ 30-65 years □ 66+ years □</td>
</tr>
<tr>
<td>Current employment status</td>
<td>Employed □</td>
</tr>
<tr>
<td></td>
<td>Retired □</td>
</tr>
<tr>
<td></td>
<td>Home maker □</td>
</tr>
<tr>
<td></td>
<td>Student □</td>
</tr>
<tr>
<td></td>
<td>Unemployed □</td>
</tr>
<tr>
<td>Income (monthly)</td>
<td>&lt; 500 □ 501 – 1.000 □ 1.001 – 1.500 □ 1.501 – 2.000 □ &gt; 2.000 □</td>
</tr>
<tr>
<td>Nationality</td>
<td>..........................................................</td>
</tr>
</tbody>
</table>
Question 2: Please fill in the following information regarding your visit to Kastoria.

<table>
<thead>
<tr>
<th>Στοιχεία</th>
<th>Επιλογές</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Visit rate</strong></td>
<td>Every week</td>
</tr>
<tr>
<td></td>
<td>It’s the first time</td>
</tr>
<tr>
<td><strong>Reason of visiting</strong></td>
<td>Professional</td>
</tr>
<tr>
<td></td>
<td>For a particular event</td>
</tr>
<tr>
<td><strong>Duration of stay</strong></td>
<td>1-2 days</td>
</tr>
<tr>
<td><strong>Way of transition</strong></td>
<td>Private means of transport</td>
</tr>
<tr>
<td><strong>Character of visit</strong></td>
<td>You are visiting exclusively Kastoria</td>
</tr>
<tr>
<td></td>
<td>You will also visit other areas of the Department</td>
</tr>
<tr>
<td><strong>This time you are visiting the city ....</strong></td>
<td>Alone</td>
</tr>
<tr>
<td><strong>Amount spent per day (excluding travel and transportation costs)</strong></td>
<td>Less than 25 Euros</td>
</tr>
<tr>
<td><strong>Did you buy local products?</strong></td>
<td>Mushrooms</td>
</tr>
<tr>
<td></td>
<td>Wine</td>
</tr>
</tbody>
</table>

Question 3: Which of the following activities did you combine your visit to Kastoria (multi-choice)?

<table>
<thead>
<tr>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visit to museums, archaeological sites, Library and Stationery</td>
</tr>
</tbody>
</table>

- 46 -
| Coffee - Food                                |   |
| Shopping in the city's shops                |   |
| Night life                                  |   |
| Business visits / meetings                  |   |
| Monitoring / attending a conference         |   |
| Track / Participate in a sporting event      |   |
| Visit to nearby villages                    |   |
| Nature activities (hiking, agritourism, horse riding, etc.) |   |

**Question 4: Which of the following sights of the city of Kastoria and the wider region of the Prefecture have you visited (multiple choice)?**

| Folklore Museum                          |   |
| Lake of Kastoria                         |   |
| Monastery of Mavriotissa                 |   |
| Byzantine Museum of Kastoria             |   |
| The Dragon's Lair                        |   |
| Museum of the Macedonian Struggle        |   |
| Park of the Olympic Flame                |   |
| Museum of Costumes                       |   |
| Archaeological Museum of Argos Orestiko  |   |
| National Reconciliation Park             |   |
Aquarium of Kastoria
The "Mansions" of Kastoria
Museum of Waxes of Folklore and Prehistory
Vitsi Ski Center

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly Disagree</td>
<td>Disagree</td>
<td>Natural</td>
<td>Agree</td>
<td>Strongly Agree</td>
</tr>
</tbody>
</table>

Regarding the city as a tourist destination to what extent do you think that:

<table>
<thead>
<tr>
<th></th>
<th>Most people have a positive view of the city as a tourist destination</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The city has a unique picture</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>The city is very popular</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>The city has a rich cultural heritage</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>The city is a modern Greek and European city with good aesthetics and quality of life</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>Archaeological-museum tourism can be developed</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>Family tourism can be developed</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>7</td>
<td>Agrotourism can be developed</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8</td>
<td>Religious tourism can be developed</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>9</td>
<td>Recreational tourism can be developed</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

THANK YOU FOR YOUR COOPERATION