

Mahmood A. Khan, PhD
Series Editor-in-Chief

ADVANCES IN HOSPITALITY AND TOURISM

Tourist Behavior

Past, Present, and Future



Narendra Kumar | Bruno Barbosa Sousa | Swati Sharma
Editors

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TOURIST BEHAVIOR

Past, Present, and Future



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TOURIST BEHAVIOR

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Edited by

Narendra Kumar, PhD

Bruno Barbosa Sousa, PhD

Swati Sharma, PhD

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ABBREVIATIONS

ADNKS	address-based population registration system
AI	artificial intelligence
ANEW	affective norms of English
ANOVA	analysis of variance
AR	augmented reality
ASV	average shared variance
AVE	average variance extracted
BIAS Map	behaviors from intergroup affect and stereotypes map
CAGR	compound annual growth rate
CBBE	consumer-based-brand-equity
CBC	cross-border cooperation
CBR	cross-border region
CFA	confirmatory factor analysis
CFI	comparative fit index
CHA	Cultural heritage's attributes
CHT	cultural and heritage tourist
CMB	common method bias
CR	composite reliability
CVM	contingent valuation method
CVI	content validity index
CVR	content validity ratio
DNM	Department of National Museums
ECR	ethnocultural rootedness
EDP	expectancy disconfirmation paradigm
EFA	exploratory factor analysis
FIML	full information maximum likelihood
GFI	goodness of fit index
GPS	Global Positioning System
ICOM	International Council of Museums
IE	immersive experience
IoT	internet of things
KMO	Kaiser-Meyer-Olkin
MSV	maximum shared variance

NFI	normed fit index
OLS	ordinary least square
QDAS	qualitative data analysis software
QR	quick response
SCM	stereotype content model
SEM	structural equation modeling
SPSS	statistical package for social science
STL	SusTraveLux
TLI	Tucker-Lewis fit index
UGC	user-generated content
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNWTO	United Nations World Tourism Organization
VR	virtual reality
WHO	World Health Organization
WTP	willingness to pay
WTTC	World Travel and Tourism Council
WWDC	Worldwide Developers Conference

PREFACE

Over the years, tourist behavior has been a major interest area not only for business managers but also for researchers as these behaviors give an insight into policymaking, designing new products, and developing marketing strategies. What tourists do at destinations and what are their preferences have fascinated many of us. We are especially more inclined to know what interests or influences tourists. Tourism is no doubt a global phenomenon now, and a large number of spots have become complete tourist destinations in themselves as they provide all facilities and attractions at one place. This is possible because of the understanding of tourist behavior over the years and subsequent product designing and development.

Tourism is a progressively segmented, fragmented, and geographically complex activity. There are many tourist motivations that highlight the importance of tourism (e.g., religious, shopping, health, business, nature, cultural, leisure, among others). This book is intended to be a support tool for readers who work directly or indirectly on the phenomenon of tourism, with special emphasis on consumer behavior and the purchase decision process (choice of a tourist destination).

Tourism is important for the economy, for marketing, and for regional and local development. This book is an important contribution to the tourism sector literature, with an interdisciplinary look at the past, the present, and new challenges for the future.

The book has chapters and cases of tourist behavior from different cultural and geographical backgrounds and is one of those few publications available that provides case studies from across the globe. Despite the fact that tourists are more knowledgeable nowadays, there is a need for understanding the changing preferences of tourists to provide them the best possible experience. This book will be a handy source for understanding tourist behavior and patterns, and scholars can use it for referring to their research pertaining to tourist behavior. Also, business managers can use it as a ready reckoner as it will help them design their marketing and promotional strategies. For policymakers, this book shall

provide benefit by discussing the trends to develop future tourist destinations. Overall, this book will provide an insight on tourist behavior from the past, understand the present, and help to predict the future.

CHAPTER 1

RELATIONSHIP MANAGEMENT IN SPA TOURISM: AN APPROACH TO CROSS-BORDER REGIONS

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ABSTRACT

The practice of healthcare and wellness management depends on successfully informing potential customers about procedure options, service excellence, treatment facilities, tourism opportunities, travel benefits, and destination choice. As a tourism segment example, health, wellness, and thermal tourism is becoming an increasingly popular option for visitors looking to access procedures that are seemingly unavailable to them in their home countries due to lack of affordability, lack of availability, or lengthy waiting lists. This research seeks to gather and present the main aspects related to marketing and relationship management process in specific tourism context, in particular the case of health, wellness and thermal tourism in cross-border destination Portugal–Spain. In specific, in the Galicia Northern Portugal Euroregion, this activity still constitutes a vector of sustainable development, serving as leverage for complementary activities like healthcare and thermal tourism. The study has as purpose to

provide a better understanding regarding the essence of innovation process and relational marketing: theoretical and practical implications, in specific contexts of health, wellness and thermal tourism in cross-border destinations. Regarding the methodology used here, this is a conceptual paper with a literature review that brings together the major components of innovation and its implications tourist perspective and relationship marketing (i.e., visitor perspective). The present manuscript intends to contribute theoretically to the management of innovation in specific tourism contexts (i.e., wellness, health, and thermal tourism) in cross-border tourist destinations (Portugal and Spain, specifically the Euroregion of Northern Portugal and Galicia). In the end, we intend to explore the relationship with thermal tourism consumers, suggesting a conceptual model. The model should be tested empirically in the cross-border tourist area of Northern Portugal and Galicia (with the partnership of four thermal tourism companies, as one of the main types of tourism common to the territorial space). A future study should include emotional factors. The new vogue of wellness, health, and thermal tourism forces us to challenge and re-visit the power relationships that exist within contemporary tourism and the limitations imposed by the new coronavirus.

1.1 INTRODUCTION

Tourism is a dynamic, economic, and social phenomenon due to its ability to create cross-border and Euroregion development. According to Ratten et al. (2019), there has been increasing recognition of the way tourism can be innovative, particularly through creative means (e.g., wellness, health, and thermal tourism). This is important in specific services developed that integrate technology and sustainability trends. The subject of interest for several years, the role of innovation in tourism is growing in significance. There are two different main reasons for the dynamic growth. First of all, the tourism sector has been the booster for new technological innovations that have created new segments and niches (e.g., medical tourism, health tourism, wellness, and thermal tourism), and secondly, the tourism sector has a large number of small-sized enterprises which includes tourism providers, such as travel agencies, hotels, transport companies, or educational providers (Ratten et al., 2019). The creation process in tourism contributes to business success and increased competitive advantage,

which is a theme that has clearly captured the attention of academics in the field of tourism management. The dynamic nature of this process, coupled with the constant need to invest in a highly distinctive and differentiating offering new researches, have provided in order to score market position and achieve tourism consumer satisfaction, including the level of emerging realities confirmed by new trends and desires (Costa, 2001; Buhalis and Costa, 2006).

Tourism innovation is the adoption of a change that results in something new to the organization and relevance to the environment, and the creative idea and its development are the seed germinated by innovative, effective for the tourism economy (Sousa and Alves, 2019). There is a large body of knowledge about tourism innovation and management but less is known from a specific wellness, health, and thermal perspective. This is unusual as thermal management has an abundance of innovation due to its emphasis on technology and change. In this sense, innovation has attracted the attention of several scholars and entrepreneurs together with this research topic. Therefore, relationship marketing in wellness and thermal tourism can be defined as creating, maintaining, and improving the mutually beneficial relations or possible termination of unfavorable relationships of healthcare management and thermal tourism with stakeholders. This is undertaken to satisfy the stakeholder's need and to seek consensus between guest and wellness management and thermalism interests in the development of tourism experiences (Sousa and Alves, 2019). The present manuscript intends to contribute theoretically to the management of innovation in specific tourism contexts (i.e., thermal tourism) in cross-border tourist destinations (Portugal and Spain, specifically the Euroregion of Northern Portugal and Galicia). In the end, we intend to explore the relationship with thermal tourism consumers, suggesting a conceptual model (to be tested empirically) that relates relational marketing and the result of innovation in tourism (i.e., relational marketing dimensions). The model should be tested empirically in the cross-border tourist area of Northern Portugal and Galicia (with the partnership of four thermal tourism companies, as one of the main types of tourism common to the territorial space). This makes it possible to open new doors and open new markets, enabling greater efficiency in social, economic, and regional growth and new ways of targeting an increasingly competitive market, in specific, the case of wellness and thermal tourism contexts in cross-border destinations.

1.2 WELLNESS, HEALTH, AND THERMAL TOURISM

Tourism is a phenomenon that moves millions of people around the world, taking as a major driver of the global economy (Ferreira and Sousa, 2020). Moreover, wellness, health, and thermal tourism are a segment of great importance to the economy, responsible for creating a large number of jobs. Every year, much due to the several changes in the tourism environment, fosters competition between and within tourist destinations (Bigné and Andreu, 2004; Sousa and Rocha, 2019; Sousa et al., 2020). Like other emerging sectors in a modern economy, thermal tourism is a dynamic and ever-changing industry (e.g., wellness and thermal centers or specific organizations).

As such, comes an increasing need to understand the consumer behavior of wellness, health, and thermal destinations. According to Lordkipanidze et al. (2005), the growth of the tourism sector and increasing demand with regard to new tourism segments, makes it even more visible and required its connection with the emerging trends in companies (e.g., thermalism, thalassotherapy, spas and quality of life, and senior thermalism). Since tourism is composed of many of small firms, they are constantly called upon to respond quickly to new trends and market demands (assuming as a source of innovation). The role of each actor in the distribution channel, within the operational management of tourism, will be critical to appreciate the range and nature of the emerging changes. According to Costa et al. (2015), wellness, health, and thermal tourism have become an emerging market segment directed not only for those who pursue solely thermal treatments but also for those seeking illness prevention, physical improvement, and spiritual balance or even for those eager of cultural and relaxation programs. Figure 1.1 shows how the sector may be classified and segmented. Wellness, health, and thermal tourism offer a more traditional tourism experience, whereby the customer is pampered with the major motivation of relaxation and rejuvenation and fits within more established notions of tourism (Sousa and Alves, 2019). Cosmetic tourism, although involving a medical element and often an operation, commonly mixes the procedure with usual tourist behavior (Tresidder, 2011). According to Hudson and Li (2012), the literature to date has been fairly descriptive and many researchers have called for more in-depth research on the topic (Goldbach and West, 2010; Lunt and Carrera, 2010; Hopkins et al., 2010; Sousa and Alves, 2019).

Most of the research and studies have focused on the following themes: (i) the reasons for growth, (ii) conceptualization and definition, (iii) quality and accreditation, (iv) services offered and types of care, (v) health tourism destinations, and (vi) consumer attitudes toward health tourism. For instance, and according to Lee et al. (2012), health tourism has existed since at least the 19th century when people started to travel to other areas for healing and relaxation, such as at spas and springs. Modern health, wellness, and thermal tourism are grounded in what is commonly referred to as push and pull factors (Sousa and Alves, 2019). Push factors include inflated healthcare costs (Hunter, 2007; Ye et al., 2008), a shortage of care personnel in the public healthcare system (DeMicco, 2017; Hunter, 2007), long wait times, and low quality care for the cost of treatment (e.g., DeMicco, 2017; Kang and Oh, 2008). Pull factors are favorable currency exchange rates, improvement of medical standards, and the development of air transportation (Lee et al., 2012).

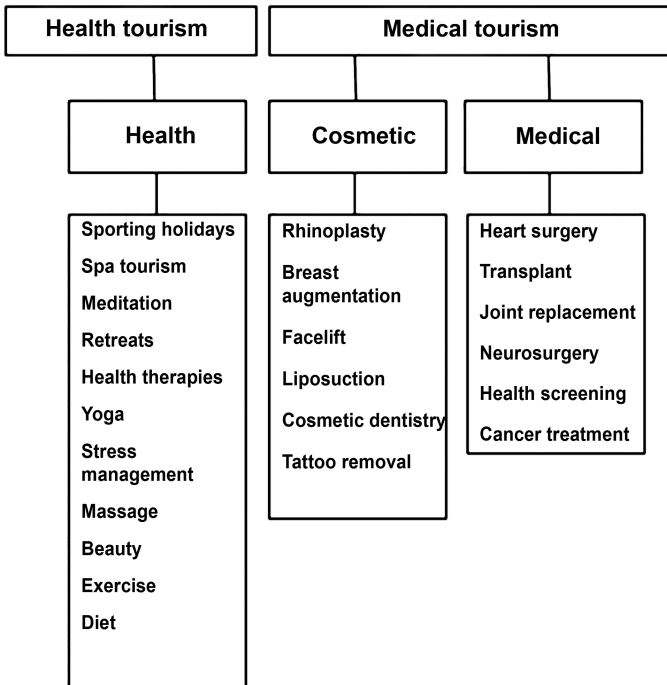


FIGURE 1.1 The shape of health and medical tourism (Henderson, 2004; Tresidder, 2011).

In this sense, this specific niche tourism has become more complex and creative, demanding high quality equipment and infrastructures, providing a wide range of products and services related not only with the diversity of spa treatments but also with complementary recreational activities regarding the connection to nature and to cultural patrimony as well as to other regional resources, creating effective links to the territory and becoming a significant force that will shape the regional development, by creating a positive pressure on local economic bases with spill over effects on the territory. For instance, and according to Araujo et al. (2015), thermal spa treatment is a touristic product that is highly recognized for its potential in the exploration of endogenous regional resources. Consequently, the development of new and competitive thermal tourism products can play an important role in the development of the inland regions, contributing effectively to addressing the economic asymmetries of the region. On top of this, the researchers Fleus et al. (2018) highlight the potential identified by governments and the tourism industry itself of wellness tourism—and thermal spa tourism in particular—to serve as a tool for empowering individuals and societies to adopt wellness. In a similar manner, according to Ladeiras et al. (2015), thermalism benefits the cultural industry as it helps boosting the demand for cultural products, promoting local identity and consolidating the feeling of belonging by transforming natural endogenous resources into differentiation elements for the destination, and consequently, improving the local communities' quality of life.

In fact, Roget et al. (2018) identify spas businesses as a framework of a company committed with sustainable development, because these companies make use of resources without compromising their future, create jobs and generate wealth, settle populations, and satisfy needs by improving people's quality of life. As thermalism goes, this activity underwent significant changes throughout the last centuries. It is referred by Del Río-Rama et al. (2018) that thermalism has moved from a tradition that focuses solely on the curative purposes for a variety of health conditions, such as respiratory, gastric or rheumatic, among others—to a wider approach that highlights the properties of thermal waters and their benefits for the contemporary society. The changes underwent by thermal tourism and the subsequent diversification of its offer echoed in the type of consumer of this industry. Del Río-Rama et al. (2018) also make reference to the objectives of this type of tourism: the improvement of the tourist's health status, rest and relaxation, contact with nature, aesthetics and beauty. This shift in

the tourist's positioning forces the companies that provide thermal tourism services to give him/her special attention beyond technical quality, as is stated by Rodríguez Míguez (2005), since this tourist is not seen as a patient but as a consumer (Del Río-Rama et al., 2018). According to Del Río-Rama et al. (2018), this tourist seeks treatment for his/her physical and mental diseases, while at the same time, searching for a good level of service, adequate accommodation facilities, leisure programs, cultural and sports activities, and pleasant natural surroundings. According to Portuguese Thermal Association data, demand for wellness packages in 2005 registered a growth of 37.1% in relation to 2004, while in the same period, classical therapeutic thermalism showed negative growth with a 6% loss in clients. The same trend occurred in the following year, with a fall in the number of classical thermalism users, from 80,309 users in 2005 to 76,999 users in 2006, and growth in the number of wellness thermalism users, to a total of 22,049 users compared with the 17,730 seen in 2005. In 2008, there were 38 active hot springs, 19 of which were located in the center of Portugal (50% of the total), 16 in the North (42%) and 3 in the South (8%). Wellness has become an important topic of research, as well as a rapidly increasing business. There is demonstrable growth in health and wellness tourism across Europe, as a result of a number of social circumstances (Quintela et al., 2011: 2). Similarly, Loutraki has a long history in spa and Thermalism. The water derived from the Loutraki natural thermal springs was characterized as "The Water of Life" since antiquity. The geothermal springs derive from many faults of the coastal area in a 750-m-wide zone. The natural spring hot waters, at the bottom of Mount Geraneia, are discharged from a great mineral depth. Visitors enjoy balneology, spa treatments and wellness sessions in a luxurious environment in the modern Loutraki Thermal Spa (Fig. 1.2).



FIGURE 1.2 Loutraki Spa and Thermalism.

Similarly, wellness tourism is promoted through various services that are practiced in order to relax and rejuvenate. Hot springs have been one such effective method that has tremendously added to the dimensions of the wellness tourism. Naturally occurring hot springs and the use of their water is highly important in various wellness therapies as well as the procedures that are required to provide rejuvenating experience to the guest (Sousa and Alves, 2019). Geothermal energies and hot spring waters are the basis of the wellness therapies like balneootherapy, thermalism, etc. The water of these naturally occurring hot springs usually possesses a very high quantity of mineral content that is used extensively for clinical purposes. Spas and other wellness centers run on the mercy of these waters for these waters are the basis for nearly all the wellness therapies (Jagyasi, 2010).

Also in thermal tourism context, the process of creation and innovation have been increasingly used to describe business behavior, the destinations, the tourism sector as well as all their planning (Dredge, 1999). However, tourism is going through significant changes, facing new challenges that require new perspectives and implementing ideas (Stamboulis and Skayannis, 2003).

1.3 RELATIONAL MARKETING AND DYNAMIC NATURE OF ENTREPRENEURIAL PROCESS

Relationship marketing aims to generate profitable, long-term relationships between partners (Miquel-Romero et al., 2014). Gupta and Sahu (2012: 63) argue that an “effective relationship marketing program delivers better results in terms of increasing customer base, sales, and profitability.” Marketing literature refers some important dimensions of relationship marketing, such as commitment, trust, cooperation, among others, factors that are very important for any business to consider in their marketing program (Gupta and Sahu 2012). For Sousa and Alves (2019) satisfaction, trust, and commitment are the results of relationship marketing implementation. According to Bart et al. (2005), trust complacency of one of the actors in the relationship in accepting the vulnerability and dependence on the other party, with the expectation that you can believe achieve a particular goal. Trust is used as a basis for strengthening the commitment relationship in organizational

sciences (Cambra-Fierro and Polo-Redondo, 2011). Trust is then defined as a belief that neither party of the relationship will exploit the other's vulnerability (Dwyer et al., 1987). Thus, several authors (e.g., Sousa and Alves, 2019) consider that the concept of trust encompasses three other important dimensions: the belief that the other will show benevolence in his actions; honesty and the belief that the other intervener will have competence to act in favor of the relationship between the two (Fynes et al., 2005; Moorman et al., 1992). There are several authors who explore the importance of commitment. Commitment has been pointed out as an important component of close relationships in B2B (business to business) marketing (Chang et al., 2012). Schmiedel et al. (2013) refer to commitment as the desire and the will to contribute to the achievement of the objectives of the process. Trust and commitment are fundamental elements for the success of the relationship marketing strategy (Siguaw et al., 1998). Trust decreases perceived risk and vulnerability in a relationship, which leads to a greater commitment to the relationship (Ganesan, 1994). Inter-company relations are guided by relational factors, such as commitment standards, which are based on trust (Riel et al., 2011). Many researchers (e.g., Sousa and Alves, 2019) consider cooperation as a central element in relational exchanges and use this construct to evaluate the quality of a company's relationship (Leonidou et al., 2006, Palmatier et al., 2007). In relations between exporters and distributors, cooperation is essential because it helps companies cope with the complexity and multiplicity of distribution tasks across borders. Several authors propose the following definitions for the construct cooperation. Also, given the above, and since the supply of health and thermal tourism can be designed to specific markets, we suggest that commitment, trust and cooperation, can be assumed as a relevant variable to visitor satisfaction and consequent loyalty. This situation is strongly related to the innovative and entrepreneurial spirit in health and well-being activities. Entrepreneurial activity is seen as a process: includes a set of steps, is subject to tourism management, continuous and applicable in many contexts (Stevenson and Jarillo 1990). This process becomes a source of competitive advantage on a global scale. This entrepreneurial process is, as a rule, inextricably linked to certain factors that allow initial "take the leap" (circumstances, triggering events). Shindehutte et al. (2000) present a conceptual model that summarizes the dynamic nature of the

triggering process in an attempt to summarize the various contributions on this topic.

The entrepreneurial process is conceptualized as a response to the awakening of the event. However, the nature of the trigger, relevance, and impact depend on the dynamic interaction between the characteristics of managers/employees (e.g., personal life), firm characteristics (e.g., size, culture) and external developments of the environment (e.g., competitiveness). The different types of entrepreneurial activities are probably the result of different types of triggers.

Shindehutte et al. (2000) present a summary which reflect the main differences between conventional marketing and entrepreneurial marketing. Therefore, relationship marketing in wellness and thermal tourism can be defined as creating, maintaining, and improving the mutually beneficial relations or possible termination of unfavorable relationships of healthcare management and thermal tourism with stakeholders.

1.4 CROSS-BORDER DESTINATIONS: EUROREGION OF NORTH PORTUGAL AND GALICIA

The definition of the concept of cross-border region (CBR) depends, in the first instance, on what we understand to be cross-border cooperation (CBC). Regarding the concept of CBR, there are several definitions around it. However, the definitions used by the European Council, determine that these regions are characterized by homogeneous goals and functional interdependence, otherwise there would be no need for such cooperation (Perkmann, 2003) and the fact that the region is considered as potential, inherent in geography, history, ecology, ethnic groups, economic possibilities among other issues, but that was fragmented by the sovereignty of central governments responsible for each side of the border (CoE, 1995). On the other hand, these are spatial units in which there is a strong internal interaction when compared to external relations (Berry, 1969).

Thus, a cross-border region can be defined as “a territory on the border composed of local governments involved in cross-border cooperation agreements” (Perkmann, 2003: 156). For Perkmann (2007), cross-border cooperation can be divided taking into account its geographic reach (be it greater or lesser), the area where the region is inserted, the intensity of cooperation (namely the degree of autonomy) and even taking into

account it counts the type of actors that go from the municipal (local) to the regional level. Contextualizing this study in terms of the Euroregion of North Portugal and Galicia requires its geographical definition. This Euroregion comprises the lands in the Iberian Peninsula delimited by Atlantic Ocean, the eastern mountains (Pardellas and Figueroa, 2017) and the Douro River. Far more important than its frontiers, for the Euroregion's identity are the resources, namely the natural resources therein, with unique common elements that can be found both in Galicia and Northern Portugal, such as an axis of thermal waters, as pointed out by Pardellas and Figueroa (2017). Particularly, in terms of natural resources and thermalism, this Euroregion is one of the most important in the Iberian Peninsula, with a large number of quality springs and the richest medicinal mineral waters (Amboage et al., 2019).

However, because this Euroregion is composed by two regions of two different countries, it is easily understandable that in political terms, these two regions live different realities. Cross-border regions may vary, for example, depending on the degree of cooperation (high or low intensity) or geographic extent (low or high). In particular, Euroregions tend to define themselves as micro cross-border regions, with a reduced geographical extension between contiguous spaces. In view of the above, it was intended to carry out fieldwork in the Euroregion North of Portugal and Galicia (as an integral part of the study of cross-border tourist regions), not only for the local convenience but, above all, for the contribution that will be given to it. This Euroregion belongs to two different states: In one of them, an autonomous administrative level (Galicia) is created, while in the other (Northern Portugal), an administrative region with no legislative capacity is maintained (Commission for the Coordination and Development of the Region do Norte), according to Pardellas and Padín (2005). Figure 1.3 shows the organization and geographic area that affects this cross-border region.

According to Sousa (2014), it is a Euroregion with more than 6,000,000 inhabitants, based on a space of strong social, economic, and cultural interaction. The Euroregion North of Portugal and Galicia shares a significant cultural and natural heritage, with enormous tourist potential. With the opening of national borders between Member States of the European Union, regional exchange registered a clear increase, both in economic and social terms, creating highly compensatory regional synergies. This region is formed by 12 NUTS III (common nomenclature of statistical

territorial units) of which five constitute the basic border area (Pontevedra and Ourense in Galicia, Cávado, Minho-Lima and Alto Trás-os-Montes in Northern Portugal).

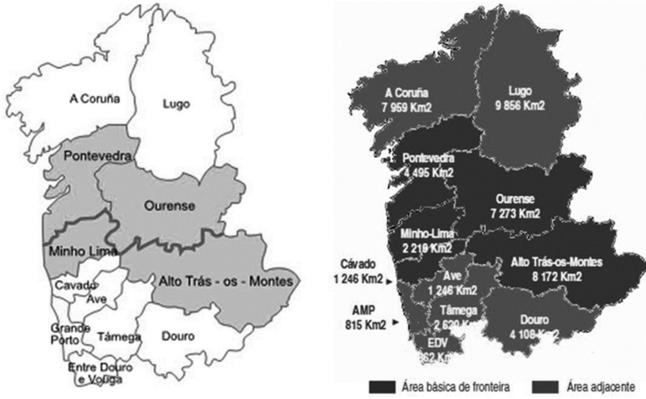


FIGURE 1.3 Euroregion of Galicia and Northern Portugal.

Source: <http://regioes.blogspot.pt/>

In a study on banding and strategy in the Euroregion of Galicia and Northern Portugal, Oliveira (2015) pointed out that as an autonomous region, Galicia has its own regional government with legislative and executive powers in such fields as infrastructure, environment and regional planning, while in contrast, the Northern Portugal region lacks this autonomy and is ruled by the central government and this limits the region's decision-making capabilities.

In terms of thermalism, Galicia stands out as being Europe's second largest thermal region and the city of Orense is only surpassed by Budapest in number of water reserves (Roget et al., 2018). According to Roget et al. (2018), Galicia possesses up to 300 water catchments and the largest part of the 116 spas in Spain.

It is underlined by Roget et al. (2018) that in Galicia, thermal tourism presents itself as a tourism alternative that comprises health, well-being, and leisure. These researchers point out that a large number of Galician spas are located in the inlands, in rural areas characterized by a low-income population and an economic landscape where the primary sector is

dominant (Roget et al., 2018). Roget et al. (2018) add that the Galician spa play an important role of socioeconomic promoters of the municipalities where they are established. Particularly in the Galicia Northern Portugal Euroregion, this activity still constitutes a vector of sustainable development, serving as leverage for complementary activities like accommodation, restaurants, and transports (Ladeiras et al., 2015). Roger et al. (2018) state that these spas are generally small-sized, family-owned companies of Galician origins.

In the beginning of this century, Nóvoa (2010) found that one-fifth of all of Spanish spas are located in Galicia, with these spas generating approximately 126 million euros in wealth and being responsible for directly employing 2700 professionals in the the year of 2009, which served 140,000 tourists in the same year (Gândara et al., 2013).

The research of Solla (2012) shows us that by the beginning of the 21st century, Galician spas had a rate of occupancy around 80%. This researcher argues that although a large number of spas' customers benefit from public subvention programs, the popularity of spas and the services provided in spas has significantly increased throughout the years (Solla, 2012). This increase in popularity of spas translates into a growth of this market. Roget et al. (2018), referencing DBK (2016) show that in Spain thermalism is a 230 million Euromarket, with a growth trajectory.

Roget et al. (2018) noticed a change in the thermal tourist's demographic profile which is becoming younger. These researchers state that the most pro-eminent age interval of the thermal tourist is between the age of 46 and 60 years old which contains 46% of these consumers (Roget et al., 2018). Roget et al. (2018) add that the contemporary thermal tourist shows a greater interest for his/her health and well-being than before.

The amount of money spent by the thermal tourist in Galicia during his/her stay, according to Roget et al. (2018), lies between 251 and 500 Euros. Roget et al. (2018) noted that this amount is concomitant with the average amount spent by a user of the thermalism social program "IMERSO." Roget et al. (2018), making reference to Pilquiman (2014), highlight the importance of the thermalism social program regulated by the Ministry of Social Affairs decree of March 15th, 1989 which was responsible for dinamizing spas tourism activity. According to Roget et al. (2018), on the one hand, this program helped minimize the seasonal effect that can be observed in other types of tourism, and on the other hand, one can observe an indirect effect of this program on repeat visits to spas outside

IMERSO's program and on these tourists' recommendations and influence on other potential customers of these spas.

Over on the Portuguese side, Gustavo (2010) describes the country as a case-study for thermalism due to its abundance of hot springs and the popularity of thermalism. The work of this researcher shows that in the first decade of the 21st century there were approximately 40 active hot springs in Portugal, most of them located in Northern Portugal and specialized in the therapeutic component of thermalism (Gustavo, 2010). Gustavo (2010) adds that in recent years, Portugal has witnessed an increase in the number of modern spas, mostly located in urban areas and often integrated in hotel units.

According to Quintela et al. (2011), in 2005, the total number of visitors of Portuguese thermal units was approximately 98,000, increasing to approximately 99,000 visitors in the following year. Spanish tourists accounted for a little over half of foreign visitors to Portuguese traditional thermal units. These researchers noted that if on the one hand, the demand for wellness packages increased significantly between 2004 and 2005, on the other hand, the demand for classic thermalism in the same period shortened 6% (Quintela et al., 2011). This trend continued in the following years, as is shown by Quintela et al. (2011), however, since the increase of wellness tourism was insufficient to offset the decrease in the demand for classical thermalism, the Portuguese thermal units suffered a decrease in business of 4.3% in that period.

Nevertheless, innovation in thermal tourism and its offer in the Euroregion of Galicia and Northern Portugal continued to thrive in the following years as is shown in the works of researchers such as Roget et al. (2018). These researchers state that in Galicia, innovative products are being introduced in the market, integrated in a strategy combined of the public and private sector to promote the thermal sector as an innovative tourism destination for well-being and thermalism seekers (Roget et al., 2018). The city of Ourense and its product "TrenBalnearios" is an example of innovation provided by Roget et al. (2018). This product comprises the mobility of tourists through seven of the province's spas (Roget et al., 2018). Another example provided in this article is the CERLAC—the rowing training center of Lajas, Arnoia and Castrelo de Miño—which is a 2014 initiative of Grupo Caldaria and INORDE—Ourense's Economic Development Institute—that combines indoor nautic sports and Laia's spa infrastructure and services (Roget et al., 2018).

1.5 PROPOSED RESEARCH MODEL

Preliminary research was conducted in order to develop the research instrument. Details of the preliminary research are given below. After the collection of the preliminary data, empirical data would be collected through fieldwork. This study discusses the increasing phenomena of thermal tourism and the relationship marketing perspective associated with innovation. Based on the literature review, we propose a model that connects the relationship marketing dimensions (i.e., commitment, trust, and cooperation) with the consequent satisfaction with thermal tourist and the behavioral intention of repeating the experience or reinforcing the experience with a Euroregion marketing and niche tourism perspective. Several studies in marketing and tourism contexts have discussed the association of relationship marketing to the site and consumer purchasing behavior, including the study of satisfaction, loyalty, or quality of service (Heung et al., 2011). An extensive review of the current literature reveals that no integrated theoretical framework for the holistic study of the innovation and thermal tourism industry exists. The proposed research model not only has implications for future research, but also provides useful information for practitioners in the thermalism. Several studies have shown that more brand commitment and brand trust leads to more positive satisfaction behavior (e.g., Belaid and Temessek Behi, 2011; Sousa and Alves, 2019). The theoretical framework highlights that satisfaction tends to favor the development of behavioral loyalty. These results are particularly evident in tourism contexts, as the example of the importance of satisfaction in revisiting or recommendation to family or friends (Bigné et al., 2005; Prayag, 2008; Sousa and Rocha, 2019). Based on this discussion, we propose that in a context of healthcare and thermal tourism, the increase in trust, cooperation, and commitment facilitates the development of behavioral satisfaction and loyalty. The proposed model intended to contribute theoretically to the management of innovation in specific tourism contexts (i.e., thermal tourism) in cross-border tourist destinations (Portugal and Spain, specifically the Euroregion of Northern Portugal and Galicia). The relationship with consumers of thermal tourism was explored, suggesting a conceptual model (to be tested empirically) that relates relational marketing and the result of innovation in tourism (favoring trust, commitment, quality of service, satisfaction, and loyalty). The model should be tested empirically in the cross-border tourist area of Northern Portugal and Galicia (with the

partnership of four thermal tourism companies, as one of the main types of tourism common to the territorial space). The proposed model is presented in Figure 1.4. Hence, we propose that P1: cooperation has a positive effect on satisfaction of healthcare and thermal tourism; P2: commitment has a positive effect on satisfaction of healthcare and thermal tourism; P3: trust has a positive effect on satisfaction of healthcare and thermal tourism; P4: Satisfaction has a positive effect on the healthcare and thermal tourism.

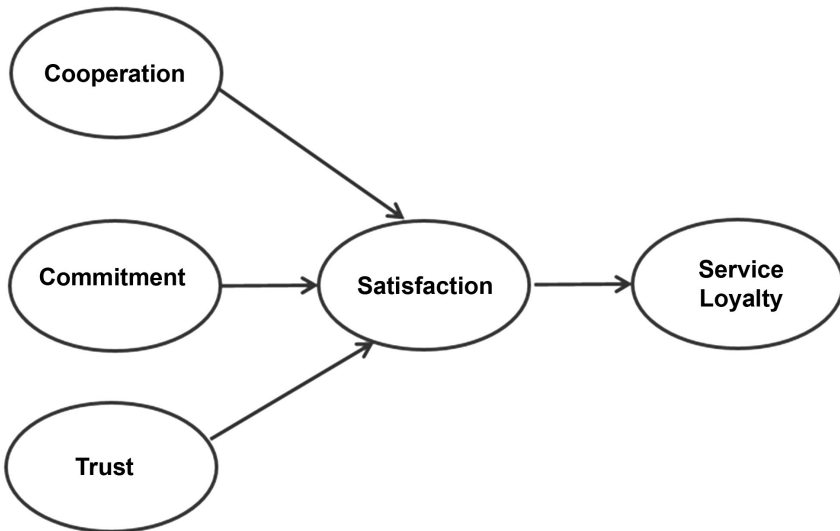


FIGURE 1.4 Relationship marketing and behavioral intentions in thermal tourism services.

This study should reveal the potentials of individual destination attributes to cause satisfaction and/or dissatisfaction, and it shed light on the most determinant and critical attributes in explaining the overall tourist experience, in specific, the case of thermal tourism contexts. It is well established in the literature that the tourist's assessment of different destination attributes influences his or her overall satisfaction, and subsequently, intentions to revisit a cross-border destination. Studies typically apply linear modeling techniques in analyzing these influences, such as multiple regression analysis or structural equations modeling and focus group analysis.

1.6 CONCLUSION AND NEXT STEPS

In an increasingly global world, which tends to predominate competitiveness and change, the difference is, so often, the ability to create discontinuities in the external environment. Many times the success is the ultimate goal, which focuses on searching for new products, new markets, new organizational forms and new sources of customer value. In this field, it inevitably highlights the thermal tourism as some of the examples mentioned in this paper, as vehicles of innovation, and that may prove suitable choices of context for the operationalization of the proposed study. For instance, the creation process associated with wellness and spa reservation systems, mechanisms and information sharing as a form of competitive advantage over other tourist destinations (social networks), the marketing of thermal and health tourism products and services as well as other related activities that can leverage the increased business synergies.

Entrepreneurship factors that may trigger an entrepreneurial activity (particularly in thermal tourism contexts) and whose origin may be associated with internal, external factors, and characteristics of the organization should be noted. The external factors are more difficult to control such as political, economic, social, technological, environmental factors, or legal issues. However, the combination of those factors with the intrinsic nature will form the basis of an innovative event, along with the organizational characteristics (e.g., culture, values and business traditions). Finally, and this manuscript is primarily theoretical and reflection, is expected to arise in the future some work of a practical nature that bring greater robustness to support and perspectives presented.

In terms of thermalism, Galicia and Northern of Portugal stands out as being Europe's second largest thermal region and the city of Orense is only surpassed by Budapest in number of water reserves. Galicia possesses up to 300 water catchments and the largest part of the 116 spas is located in Spain. In the last years, Portugal has witnessed an increase in the number of modern spas, mostly located in urban areas and often integrated in hotel units.

The present manuscript is intended to contribute theoretically to the management of innovation in specific tourism contexts (i.e., thermal tourism) in cross-border tourist destinations (Portugal and Spain, specifically the Euroregion of Northern Portugal and Galicia). In the

end, the relationship with consumers of thermal tourism was explored, suggesting a conceptual model (to be tested empirically) that relates relational marketing and the result of innovation in tourism (favoring trust, commitment, quality of service, satisfaction, and loyalty). The model should be tested empirically in the cross-border tourist area of Northern Portugal and Galicia (with the partnership of four thermal tourism companies, as one of the main types of tourism common to the territorial space). We intent to show how these valid questions can be answered by introducing causal modeling and discussing one approach to it, structural equation modeling (SEM), which is a rigorous technique for building and testing such models. It is an advanced statistical methodology that delivers models and results that are easy to understand and employ. We intent to confirm that a causal relationship exists (i.e., measurement over time should confirm that change in one variable precedes change in the other; a controlled experiment is required that changes a single variable; the direction of causality must be correctly specified; the relationship must not disappear when common causes of both are removed and the causal effect “makes sense” in domain knowledge) (Elliott, 2003).

This preliminary study has already identified that the global movement of tourism is seemingly showing an increased focus on the thermal tourism (niche product or niche service). In this case, the question seems to be whether the further growth in demand for healthcare management and thermal tourism. A future study should include emotional factors. The new vogue of health, wellness and thermal tourism forces us to challenge and re-visit the power relationships that exist within contemporary tourism and the host–guest relationship.

KEYWORDS

- **thermal tourism**
- **cross-border destination**
- **relationship marketing**
- **wellness**

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