Contents
The Future of Mice Industry ................................................................. 12
How to Create Sustainable MICE Destination .................................... 23
Session 001- Education in Tourism and Hospitality ............................... 26
   Is curriculum design in the university meeting the needs of the tourism industry? A case study of hospitality management department in Sol International School in South Korea ................................................................. 27
   Improving Study Tour: Push Factors and Program Design in Educational Tourism .................................................................................................................. 43
Session 002 - Technology in Tourism and Hospitality ............................. 58
   Analysis of Influence of Digital Tourism on Tourists’ Mobile Consumption Behavior with China’s Internet Information Town Wuzhen as a Case Study .......... 59
   A Semiotic Analysis of Official Religious Tourism Websites of Guan Di Temple in China ........................................................................................................ 77
   Exploring the Tourist Information Needs in Gamified Virtual Tourism Experience ................................................................. 86
toward Tourist’s Behaviour .................................................................. 86
   The aggravation of social media to overtourism: a case of the ancient city of Pingyao in China ................................................................. 97
   The Impact of E-commerce on Characteristic Tourism: Case of Huludao in Northeast China .................................................................................. 120
Session 003 - Special Topic in Tourism and Hospitality ............................ 136
   The Effect of Customer Relationship Management on Iranian Tourism Bank Performance ................................................................. 137
   Food Tourism Marketing in Guangzhou: A Big Data Analysis ............ 146
SERVICE QUALITY AND CUSTOMER SATISFACTION RELATIONSHIP IN CASUAL WESTERN DINING RESTAURANTS IN MALAYSIA ......................................... 153
   Tourist Misbehavior: A Case Study of the Chinese in Thailand .......... 166
   Personality Traits, the Wim Hof Method Benefits and Implications for Wellness Tourism .................................................................................. 174
   Measurement of Barriers in Hazard Analysis Critical Control Point Compliance with Technology in Full Service Restaurant ......................................... 184
Session 004 - Destination Management and Marketing .......................... 191
   Collaborative Governance and Local Readiness: Challenges for Bali Tourism .... 192
   The Second Marriott and Hyatt: Understanding Sound-Alike Hotels in China ... 199
Service Quality and Customer Satisfaction in the hotel industry: A case study in five-star hotels in Kathmandu, Nepal. .......................................................... 201

Chinese tourist satisfaction by tourism shopping activities on outbound group tours ........................................................................................................... 212

From ‘Good’ to ‘Smart’ Governance: Application of Governance Concept in Tourism Development .................................................................................. 225

Session 005 - Tourism Industry .......................................................................................................................... 232

The Key Success Factors of Indonesian Village Tourism Management: A Case Study of Pujon Kidul Village ................................................................................ 233

Tourism Development Strategy with Logic Model and Institutional Approach: Case Study in Banyuwangi Regency, East Java Province, Indonesia ........................................ 241

National Cultures in the Digital World - First Findings on Business Models in Tourism .............................................................................................................. 248

Village Tourism Strategy on Local Potency Use Participation - Research Appraisal (PRA) .......................................................... 257

Heritage-making, Tourism and Transformation of Cities: A comparative case study of Jeju, South Korea and Yakushima, Japan .............................................................. 265

The Formative Nature of Graduation Travel ........................................................................................................ 290

Baggage Fee in Indonesia .................................................................................................................................... 297

Innovativeness in the Development of Special Interest Tourism (The Case of Spa Tourism Industry in Indonesia) ..................................................................................... 301

Session 006 - Human Resources .................................................................................................................................. 309

Investigating the Work-Life Balance of Women Working In Five Star Hotels Across Kerala, South India .......................................................................................... 310

Study on the Concept and Development Model of All-for-one Tourism: Literature Review, Analysis and Case Study .................................................................................. 324

Management Strategies, Performance And Empowerment In Achieving Corporate Goals: Basis For Institutional Innovation Framework ........................................................................ 340

Session 007- Destination Management and Marketing .............................................................................................. 370

Signature Case Qatar. The 3-Gap Place Branding Model: Analysing the Place Brand Strategy Gap .......................................................... 371

Destination Image of Chinese Wine Tourism Experience: A Netnography Study ................................................................. 383

Does Business Model Innovation and Value Co-Creation Behavior affect Tourist Experience Value? ......................................................................................... 405

Image of Thailand as a Travel Destination on Film-Induced Tourism .............................................................................. 423
An Investigation of Attendants’ Perceptions of Food Culture and Festival Attributes .......................................................... 437

Session 008 ........................................................................................................................................................................ 441

Tourism Industry - Confucianism in Asian Tourism Research: A Meta-Analysis ....... 442
The tourist attraction development in supporting geopark .......................................................... 470
In natuna-indonesia ...................................................................................................................................................... 470
Local government strategy in realizing smart city through the tourism sector development: lesson from indonesia .............................................................................................................................................. 478
Evolving Roles of Local Government in Developing Local Leading Tourism ............... 487
(A Case Study of Kabupaten Malang Indonesia) .......................................................... 487
The development of community-based tourism at ciletuh geopark - pelabuhan ratu sukabumi ........................................................................................................................................................... 497
Comparative analysis of stakeholders’ perception of self-service technology quality in the food service industry: Using an importance-performance analysis .......... 508
Impacts of Children on Family Travel Motivation ..................................................................................................................... 518
Accessibility factor of tourism development in natuna island, indonesia .......... 534
The impact of Toll Road Development on the Importance of Inter-Regional Cooperation to Enhance Tourism Industry in Malang – Indonesia .................................................. 542

Session 009 - Sustainability .................................................................................................................................................... 548
Analysis of the coupling coordinated relationship between tourism economy and ecological environment: A case study of Anhui province ... 549
The green certification influence on hotel green practices: a case study on the green hotel award in macau ............................................................................................................................................................. 566
Sustainable tourism development on world heritage sites in Kathmandu, Nepal ... 588
Does ecotourism contribute to a sustainable tourist destination development, or is it just a marketing hoax? Analyzing twenty-five years contested journey of ecotourism through a meta-analysis of tourism journal publications ................. 598
Social capital and sustainable urban tourism: case study in jodipan colorful village, malang city, Indonesia .................................................................................................................................................................................. 640
Using cognitive and non-cognitive factor to explore food waste behaviour in hospitality management students, thailand ....................................................................................................................................................... 651
Development of Environmentally Sustainable Tourism in Sundarbans, Bangladesh .......................................................................................................................................................................................... 663

Session 010 - Chinese Session ............................................................................................................................................... 675
Welcome Message from President
John E. Endicott, Woosong University

Dear Colleagues and Students,

It is a great honor to host the 18th Asia Pacific Forum for Graduate Students Research in Tourism (APF) from 21 to 23 June 2019 at Woosong University in Daejeon, South Korea.

Since launching “Global Initiative” over a decade ago, Woosong University and Sol International School (SIS) have demonstrated excellence in innovation and creativity. SIS offers specialized programs featuring English instruction and opportunities to experience a wide variety of exchange and dual degree programs throughout the world in important fields including hospitality and tourism.

It is a great pleasure for us at Woosong and SIS to host and co-organize this interesting conference and make sure that it will serve the needs of the Korean and international academic communities devoted to furthering the field of tourism and hospitality. The conference is co-organized with the School of Hotel and Tourism Management at Hong Kong Polytechnic University, a leading academic and research institution in this field.

Daejeon is the largest R&D and education center in South Korea and is considered by many as the most livable city in the country. We are committed to organizing a successful conference and providing unique experiences to all the participants.

I look forward to welcoming you all in person at APF 2019, which is expected to be highly valued and appreciated.

Yours sincerely,

[Signature]

John E. Endicott, Woosong University
Welcome Message from Dean Kaye Chon, The Hong Kong Polytechnic University

It gives me great pleasure to welcome all delegates attending the 19th Asia Pacific Forum (APF) for Graduate Students Research in Tourism, jointly organised by the School of Hotel and Tourism Management (SHTM) of The Hong Kong Polytechnic University and Woosang University.

Since its inception in 2002, APF has over the years developed into an important research and networking forum for graduate students and faculty in hospitality and tourism in the Asia Pacific region. I am delighted that the forum this year is held in Daejeon, South Korea, on 21-23 June.

While we are witnessing rapid development in hospitality and tourism in the Asia Pacific region, it is important to examine a variety of contemporary issues facing the entire industry in the region and, indeed, the world. With an aim of exploring the many opportunities emerging and potential challenges arising from this rapid development, we strive to provide our delegates with a unique platform for graduate students, faculty, educators, researchers and industry professionals to reflect upon issues, changes and impacts brought about by the growing importance of the hospitality and tourism industry in the global economy, particularly in the Asia Pacific region.

Organizing a forum of this scale takes collective team efforts by many people and I wish to thank every one of you who are involved. As the Founding Chairman of APF, I look forward to the role APF will continue to play in promoting academic and research exchange in the region and the world.

May I wish you all a successful and rewarding forum.

Prof. Kaye Chon
Dean and Chair Professor
Walter Kwok Foundation Professor in International Hospitality Management
School of Hotel and Tourism Management
The Hong Kong Polytechnic University

And

Founding Chairman
Asia Pacific Forum for Graduate Students Research in Tourism
Invited Speakers

Dr. John E. ENDICOTT
President, Wentong University

Mrs. Catherine GERMIER-HAMEL
Eco Entrepreneur, Millennium Destinations

Dr. Beniz KUCUKUSTA
Associate Professor, School of Hotel and Tourism Management, The Hong Kong Polytechnic University

Professor Huimin GU
Dean, School of Tourism Sciences, Beijing International Studies University

Mr. Charles L. CALVERT
Dean, USIB Hilton Head Island Campus

Dr. Eric SWANSON
General Manager, Intercontinental Hotels (IHG Korea)

Mrs. JC WONG
YTF Ambassador, FATA - Pacific Asia Travel Association

Dr. Jennifer CRONIN
President, Hotel Ireland

Dr. Hong-Seok JIN
Chairman, Korea NICL Convergacent Leaders Forum

Dr. Lisa ASSANTE
Vice Dean, SIT International School, Wentong University

Dr. Mario HARDY
CEO, FATA - Pacific Asia Travel Association

Dr. Miheoa KANG
Director & Founding Board member, Asia-Pacific GSTC & Asian Ecotourism Network

Mr. Randy DURBAN
CEO, GSTC - Global Sustainable Tourism Council

Dr. Richard JOHNSON
Dean, SIT International School, Wentong University

Mr. Vincent LEHAY
Vice President Operations, Accor Ambassodix Korea
### The Forum Program of 2019 APF

**Friday, June 21st, 2019**

<table>
<thead>
<tr>
<th>Time</th>
<th>Venue</th>
<th>Events</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>08:00-08:15</td>
<td>W7 &amp; W19</td>
<td>Forum Registration</td>
<td></td>
</tr>
</tbody>
</table>
| 12:30-14:30 | W7, 4th Floor Auditorium | Welcome Speech<br>
- MC Opening Speech<br>
- Dr. John Endicott, President, Woorang University<br>
- Dr. Mervi Hasj, Chief Executive Officer, Pacific Asia Travel Association (PATA)<br>
- Dr. Richard Johnson, Dean, School of Hospitality Management, The Hong Kong Polytechnic University<br>
- Opening Speech<br>
  - Prof. Kaye Chen, Dean, School of Hotel and Tourism Management, The Hong Kong Polytechnic University<br> | Station 1: W19 Lobby, Registration 2: W7 Lobby |
| 14:30-14:50 | W7, 4th Floor Auditorium | Group photo, Coffee Break                                               |       |
| 14:50-15:50 | W7, 4th Floor Auditorium | General Session: Sustainability in Hospitality & Tourism Industry<br>
- Session Speech<br>
  - Mr. Randy Dufard, CEO, Global Sustainable Tourism Council (GSTC)<br>
- Panel Discussion<br>
  - Moderator: Dr. Mihoe Kang, Director, Asia Ecotourism Network & GSTC<br>
  - Mr. Randy Dufard, CEO, Global Sustainable Tourism Council (GSTC)<br>
  - Dr. Eric Swoan, General Manager, Intercontinental Hotels (IHG Korea)<br>
  - Mr. Vincent Lee, Vice President, Accor Ambassador Korea<br> |       |
| 15:50-16:20 | W19, Lobby          | Coffee Break                                                            |       |
| 16:20-16:15 | W19                | Concurrent Sessions:<br>
- W19/04: Education in Tourism and Hospitality – Session 001<br>
- W19/08: Technology in Tourism and Hospitality – Session 002<br>
- W19/11: Special Topics in Tourism and Hospitality – Session 003<br> |       |

**Special Session for PATA**: PATA DNA X Woorang – Opportunities in the Hospitality and Tourism (Exclusively for the PATA YTP Members)

Session Time: 09:00 – 12:00, Friday, June 21st, 2019
Session Venue: W16/6th Floor Auditorium, 501-1

| 10:30-20:30 | W13, 13th Floor, Sorprisino Restaurant | Welcome Reception & Dinner                                               |       |
# Saturday, June 22nd, 2019

<table>
<thead>
<tr>
<th>Time</th>
<th>Venue</th>
<th>Events</th>
<th>Notes</th>
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<tr>
<td>09:00-10:00</td>
<td>W19 &amp; SelfBridge</td>
<td>Forum Registration</td>
<td>Registration 1: W19 (Lobby), Registration 2: SelfBridge (Lobby)</td>
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<tr>
<td>09:00-09:15</td>
<td>W7, 4th Floor Auditon</td>
<td>General Session: Travel Industry Asia Pacific-Regional Trends and Developments</td>
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<td>• Session Speech</td>
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<td></td>
<td></td>
<td>- Dr. Marie Hardy, Chief Executive Officer, Pacific Asia Travel Association (PATA)</td>
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<td>• Panel Discussion</td>
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<td>- Moderator: Dr. Richard Johnson, Dean, SIB/Woorong</td>
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<td>- Dr. Marie Hardy, Chief Executive Officer, Pacific Asia Travel Association (PATA)</td>
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<td>- Mrs. Catherine Demeter, Exo Entrepreneur, Millennium Destinations</td>
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<td>- Dr. Jin, Hang-Sook, Chairman, Korea MICE Convergence Leaders Forum</td>
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<tr>
<td>10:00-10:30</td>
<td>W19, Lobby</td>
<td>Coffee Break</td>
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<tr>
<td>10:30-11:15</td>
<td>W19</td>
<td>Concurrent Sessions</td>
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<td>- W19/104: Destination Management and Marketing – Session X/04</td>
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<td>- W19/107: Tourism Industry – Session X/05</td>
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<td>- W19/111: Human Resources – Session X/06</td>
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## Special Session for PATA: PATA DNA X Woorong – Opportunities in the Hospitality and Tourism (Exclusively for the PATA YTP Members)

**Session Time:** 10:30 - 12:30, Saturday, June 22nd, 2019  
**Session Venue:** W19/5th Floor Auditorium, 561-1

<table>
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<tr>
<th>Time</th>
<th>Venue</th>
<th>Lunch</th>
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<tr>
<td>12:30-14:00</td>
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<tr>
<td>14:00-15:00</td>
<td>SelfBridge, 4th Floor Auditorium</td>
<td>General Session: Hospitality &amp; Tourism Education in the 4th Industrial Revolution Era</td>
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<td>• Session Speech</td>
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<td></td>
<td>- Prof. Gu Humin, Dean, School of Tourism Sciences, Beijing International Studies University</td>
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<td>- Dr. Jennifer Crow, President, Wharf Hotels</td>
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<td>• Panel Discussion</td>
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<td>- Moderator: Dr. Lisa Ansari, Vice Dean, SIB/Woorong</td>
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<td>- Prof. Gu Humin, Dean, School of Tourism Sciences, Beijing International Studies University</td>
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<td>- Dr. Jennifer Crow, President, Wharf Hotels</td>
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<td>- Dr. Charles C. Croft, Dean, UBC Hilton Head Island Campus</td>
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<td></td>
<td></td>
<td>- Dr. Dan Ro, Associate Professor, School of Hotel and Tourism Management, The Hong Kong Polytechnic University</td>
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### Saturday, June 22nd, 2019

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<tr>
<td>15:00-15:20</td>
<td>SoBridge, Lobby</td>
<td>Coffee Break</td>
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</table>
| 15:30-17:50| SoBridge       | Concurrent Sessions<br>- SoBridge/001: Destination Management and Marketing  
                   <br>- SoBridge/002: Tourism Industry  
                   <br>- SoBridge/005: Sustainability in Tourism and Hospitality  
                   <br>- SoBridge/008: Chinese Session  
                   <br>- SoBridge/010: Chinese Session                                                                 |

**Special Session for Korea MICE Convergence Leaders Forum:** MICE as the Transformer of City’s Future Development.

**Session Time:** 15:20 - 17:30, Saturday, June 22nd, 2019  
**Session Venue:** SoBridge/1029

- 15:30-15:40 **Registration**  
- 15:30-16:30 **Session Speech**<br>- Dr. Jin-Hong Seo, Chairman, Korea MICE Convergence Leaders Forum  
  - Dr. Peter Lee, Managing Director, Goyang CVB

- 16:30-17:30 **Panel Discussion**  
  - **Moderator:** Prof. Young Soo Ah, Kyung Hee University  
  - Michaela Trangoni, Professor, Wonsang University  
  - Han Jun, Professor, Dongduk Women’s University  
  - Lee Kyung Hee, Director, Suseok Tourism Organization  
  - Steven Kim, Secretary General, Goyang Chamber of Commerce and Industry

- 18:00-18:30 SoBridge, 4th Floor Auditorium **Conclusion & Closing Ceremony**<br>- Prof. Kaye Chon, Dean, School of Hotel and Tourism Management, The Hong Kong Polytechnic University  
  - Dr. John Endicott, President, Wonsang University  
  - Group Photo

- 18:30-20:30 SoKorean Restaurant, SoBridge **Gala Dinner**

### Sunday, June 23rd, 2019

<table>
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<tr>
<th>Time</th>
<th>Venue</th>
<th>Events</th>
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<tbody>
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<td>09:00-12:00</td>
<td></td>
<td>Technical Visit to the City of Daejeon (Tour A)</td>
<td>Optional/Non-Complimentary</td>
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<tr>
<td>09:30-17:00</td>
<td></td>
<td>Technical Visit to the City of Daejeon (Tour B)</td>
<td>Optional/Non-Complimentary</td>
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</tbody>
</table>
I. Background Studies

- Structure & Characteristics of MICE Industry
- Recent Trends of MICE Industry
- GDP Contribution & Employment Effects of MICE Industry

II. Expandability of MICE Industry

- Combining with MICE related Industries
- Strategic Alliance with Overseas MICE Bodies
- Is MICE industry just a part of Tourism Industry?

III. Paradigm Shift of MICE Industry

- From Suppliers to Buyers/Thems (Education, Campaign, Legal Systems)
- Community-Centric MICE and Measurements
- MICE can change the Society?

4R (Klaus Schwab)

- Velocity, Scope, and System impact

The breadth and depth of these changes herald the transformation of entire systems of production, management, and governance.

In the future, technological innovation will also lead to a supply-side miracle with long-term gains in efficiency and productivity. Transportation and communication costs will drop, logistics and global supply chains will become more effective, and the cost of trade will diminish, all of which will open new markets and drive economic growth.
The sharing economy has gone from being a band-aid, to pioneering a new way of working and living. Sharing economy platforms can be divided into those which are

• centered around human capital, and those which

• centre around physical capital: sharing platforms enable the temporary contracting of skilled workers to be conducted remotely: matching, negotiation, communication, fulfilment, payment and reputation ratings.

The future workforce

• 64% as many hiring managers agree that dynamic and agile team structures will become the norm,

• 38% as many hiring managers agree that offices will serve as temporary versus points rather than only travel destinations,

• In fact, 38 percent of all-time permanent employees will work primarily remotely,

• The majority (80%) of companies will have increased their use of freelancers, 74 percent among companies who currently use freelancers.

Key Findings

The number of hours worked has declined, while leisure time has risen

While past technological disruptions did not noticeably the amount of work available to people, they nonetheless had one significant effect: a decline in the average number of hours worked per week and, conversely, an increase in the amount of leisure enjoyed by individuals.

By 2015, these figures had fallen by roughly half to around 35 hours in Germany, Sweden, and the United Kingdom and 36.6 hours in the United States. Hours worked have continued to decline as the workforce shifted from manufacturing to services in the past 50 years. In OECD countries, the average annual hours worked fell to 36 hours in 2015 from 42 hours between 1980 and 1980. This trend is especially pronounced in Austria, Germany, Ireland, the Netherlands, and Sweden.

Six principles to keep in mind as we imagine how the world of work will evolve

1. Expect massive disruption
2. AI will replace repetitive tasks more than jobs
3. Middle-skilled jobs will be hit hardest
4. Opportunities will be unequally distributed — at first
5. Technology designers have responsibility
6. The long-term trend can be positive — if we make it so

Social Security Network

Table of Contents

I. Background Studies
   • Structure & Characteristics of MICE Industry
     - Recent Trends of MICE Industry
     - GDP Contribution & Employment Effects of MICE Industry

II. Expandability of MICE Industry
   • Combining with MICE related industries
   • Strategic Alliances with Overseas MICE Bodies
   • MICE Industry just a part of tourism industry?

III. Paradigm Shift of MICE Industry
   • From: Suppliers to Buyers(Theme, Education, Campaign, Legal Systems)
   • Community-Centric MICE and Measurement
   • MICE can change the Society?

Definition of Meetings

UNWTO-Recommended

Definition of Meeting Industry

From the report "Measuring the Economic Importance of Meeting Industry"

co-published by:

ICCA

Meetings

> Min 10 participants
> Min two or half day

A series of participants’ gatherings to have following common purposes including:

- Business management
- Idea Exchange
- Education
- Discussion

On Professional, Scientific and Business Issues
Recent Trend of MICE Industry

- Korea is the only country hosting G20, ASEANAFEC, Nuclear Security Summit
- Positive Impact on Country Brand
- The Importance of Green Economy, CSR (Corporate Social Responsibility), HGI (Harness On Invention), etc. became emphasized.
- Economic Power of China and India emerged.

Hybridization Trend in the wake of HPI: IT, Broadcasting, At/IR/ Tourism

Green, Creativity, Convergence

Table of Contents

I. Background Studies
   - Status & Characteristics of MICE Industry
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   - GDP Contribution & Employment Effects of MICE Industry

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    - Combining with MICE related industries
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III. Paradigm Shift of MICE Industry
     - From Supplier to Buyer’s Theme, Education, Campaign, Legal Systems
     - Community-Centric MICE and Measurements
     - MICE can change the Society?

Meetings sector economic impacts

Amounts in billions of dollars, except jobs

<table>
<thead>
<tr>
<th>Year</th>
<th>2016</th>
<th>2017</th>
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<tbody>
<tr>
<td>Direct meetings sector impact</td>
<td>$325.0</td>
<td>$325.0</td>
</tr>
<tr>
<td>Labor income (wages, salaries and other)</td>
<td>$325.0</td>
<td>$325.0</td>
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<tr>
<td>Employment</td>
<td>2,469,000</td>
<td>2,469,000</td>
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<tr>
<td>GDP</td>
<td>$104.2</td>
<td>$104.2</td>
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Total meetings sector impact

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<thead>
<tr>
<th>Year</th>
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<th>2017</th>
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<tr>
<td>Output (business sales)</td>
<td>$445.3</td>
<td>$445.3</td>
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<tr>
<td>Labor income (wages, salaries and other)</td>
<td>$445.3</td>
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<tr>
<td>Employment</td>
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<tr>
<td>GDP</td>
<td>$445.3</td>
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<tr>
<td>Total taxes</td>
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<tr>
<td>State and local tax revenue</td>
<td>$41.4</td>
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<tr>
<td>Federal tax revenue</td>
<td>$63.1</td>
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Industry comparisons: Direct output (business sales)

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<th>2017</th>
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<tbody>
<tr>
<td>Electronics</td>
<td>$1,094</td>
<td>$1,100</td>
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<tr>
<td>Pharmaceuticals and related products</td>
<td>$2,750</td>
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<tr>
<td>Machinery</td>
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<td>$1,000</td>
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<tr>
<td>Chemicals</td>
<td>$500</td>
<td>$500</td>
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<tr>
<td>Transportation equipment</td>
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<tr>
<td>Textile</td>
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<td>Food</td>
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<td>Construction</td>
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<td>Utilities</td>
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</tr>
<tr>
<td>Finance</td>
<td>$500</td>
<td>$500</td>
</tr>
</tbody>
</table>

Industry comparisons: Direct employment

<table>
<thead>
<tr>
<th>Industry</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electronics</td>
<td>300,000</td>
<td>300,000</td>
</tr>
<tr>
<td>Pharmaceuticals and related products</td>
<td>200,000</td>
<td>200,000</td>
</tr>
<tr>
<td>Machinery</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Chemicals</td>
<td>50,000</td>
<td>50,000</td>
</tr>
<tr>
<td>Transportation equipment</td>
<td>70,000</td>
<td>70,000</td>
</tr>
<tr>
<td>Textile</td>
<td>10,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Food</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td>Construction</td>
<td>30,000</td>
<td>30,000</td>
</tr>
<tr>
<td>Utilities</td>
<td>40,000</td>
<td>40,000</td>
</tr>
<tr>
<td>Finance</td>
<td>50,000</td>
<td>50,000</td>
</tr>
</tbody>
</table>
Economic impact of U.S. meetings (2016):
Meetings supported a total economic impact in 2016 of:
- $5 billion of output (business sales)
- $5.9 billion of jobs with $210 billion of labor income
- $546 billion of GDP (representing contribution to US gross domestic product)
- $104 billion of federal, state, and local taxes

The meetings sector supported more direct jobs than many large manufacturing sectors, including machinery, food, auto, and pharmaceuticals. It also supported more jobs than the telecommunications and oil and gas extraction industries as well.

Additional highlights:
- The direct meetings spending was associated with 5 million meetings participants supported 3.9 million jobs in 2016, or $210 billion of labor income, and $104 billion of federal, state, and local taxes.
- The total tax impact per household was $414 per US household in 2016. This tax impact represents the federal, state, and local taxes that would otherwise need to be paid per US household to compensate for the absence of meeting sector activity.

Meetings sector activity in the U.S. (2016):
- 1.9 million meetings occurred in 2016, with 351 million meeting participants.
- Meetings generated $320 billion of direct spending, including:
  - $167 billion to place and produce meetings
  - $120 billion for meetings travel and accommodations
  - $38 billion for other direct spending, such as operating fee exhibitors.
- Meetings direct spending is growing, expanding 23% since 2009, primarily due to an expanding number of meeting participants.
- On average, $1.2 billion was spent per meeting participants.
- Two-thirds of meeting spending was associated with domestic overnight meeting participants.
- Six million international meeting participants generated $36 billion of meetings direct spending (11.3% of the sector total).
- Meetings generated 3.9 million direct jobs.
- The meetings sector supported 2.3 million jobs, with $352 billion of direct wages and salaries. The sector directly generated $104.2 billion of GDP.

Meetings sector economic impacts:

<table>
<thead>
<tr>
<th>Amounts in billions of dollars, except jobs</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct meetings sector impact</td>
<td></td>
</tr>
<tr>
<td>Output (meetings direct spending)</td>
<td>$323.0</td>
</tr>
<tr>
<td>Labor income (wages, salaries, and other)</td>
<td>$94.9</td>
</tr>
<tr>
<td>Employment</td>
<td>2,489,000</td>
</tr>
<tr>
<td>GDP</td>
<td>$1,941.2</td>
</tr>
<tr>
<td>Total meetings sector impact</td>
<td></td>
</tr>
<tr>
<td>Output (business sales)</td>
<td>$945.5</td>
</tr>
<tr>
<td>Labor income (wages, salaries, and other)</td>
<td>$342.2</td>
</tr>
<tr>
<td>Employment</td>
<td>990,000</td>
</tr>
<tr>
<td>GDP</td>
<td>$346.0</td>
</tr>
<tr>
<td>Total taxes</td>
<td>$104.6</td>
</tr>
<tr>
<td>State and local tax revenue</td>
<td>$41.4</td>
</tr>
<tr>
<td>Federal tax revenue</td>
<td>$63.1</td>
</tr>
</tbody>
</table>

Economic impacts of MICE Industry (Korea vs. US):

<table>
<thead>
<tr>
<th>Amount in bill. of $, 000</th>
<th>Korea</th>
<th>US</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Impacts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output/Meetings Direct Spending</td>
<td>104.3</td>
<td>325</td>
</tr>
<tr>
<td>Direct GDP</td>
<td>70.0</td>
<td>184.2</td>
</tr>
<tr>
<td>Employment</td>
<td>83.0</td>
<td>2489</td>
</tr>
<tr>
<td>Total Impact (Direct)</td>
<td>22.8</td>
<td>845</td>
</tr>
<tr>
<td>Total Impact (Direct - Indirect)</td>
<td>119.9</td>
<td>446</td>
</tr>
<tr>
<td>Employment</td>
<td>216.0</td>
<td>5905</td>
</tr>
</tbody>
</table>

Implications from the Background Study:

- GDP Contribution of Korean MICE Industry is relatively low
- The Volume of Korean MICE is still too low
- Employment effects of Korean MICE industry is far below that of US

II. Expandability of MICE Industry
Table of Contents

I. Background Studies
   • Structure & Characteristics of MICE Industry
   • Recent Trends of MICE Industry
   • GDP Contribution & Employment Effects of MICE Industry

II. Expandability of MICE Industry
   • Combining with MICE-related Industries
   • Strategic Alliance with Overseas MICE Bodies
   • Is MICE Industry just a part of Tourism Industry?

III. Paradigm Shift of MICE Industry
   • Front Suppliers to Buyers/Visitors, Education, campaigns, legal systems
   • Community-Centric MICE and Measurements
   • MICE can change the Society?

Expansion with Related Meetings Professions

- Conference Manager
- Conference Centre Event Coordinator
- Convention Centre Event Coordinator
- Convention & Visits Division Staff
- Hotel Convention Services Manager
- Hotel Sales Manager
- Reception Services
- Site Selection or Venue Selection Services
- Destination Management Companies
- Ground Transportation Services
- Limousine Services
- Tour Companies
- Meeting or Event Software Providers
- Meeting supplier/Agent/Organization
- Registration Service Company
- Special Event Production Companies
- Venue Designers

The Needs for Medi-MICE Partnership

• To Enhance the Recognition of Korean Medical Industry
• MICE can act as Communication and Marketing Platform with Clients
• Personnel from MICE Industry can be utilized to promote Medical Tourism Industry simultaneously
• Convergence between MICE and Medical Tourism Industries can create new Value Chain and can contribute to Destination Marketing
I. Background Studies
- Structure & Characteristics of MICE Industry
- Recent Trends of MICE Industry
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- MICE can change the Society?

Table of Contents

Development of MICE Industry

Tourism  Marketing

Service  Consultation

Fragmented and Diversified Profession
Skill Families: Not Just About Logistics

Analysis/ Process/Decisions  Marketing
Business Management  Meetings Management
Communication  Project Management/ Work Planning
Education and Content Development  Strategy
Financial Management  People Management
International Relations  Technology
Interpersonal Relations / Relationship
III. Paradigm Shift of MICE Industry

Market Expansion & Job Creation through 'Recognition Shift' to Non-Corporate Organisations (NCOs): Buyers

Need for 'Recognition Shift'

MICE Buyers (= Organisers)

Public Sector Buyers

Corporate Buyers

Association Buyers

(Non-Corporate Organisations: Academic/Industry/Co-Op Associations, SMERF, etc.)

Entrepreneurial Buyers

The Importance of Buyers (Organisers) Contribution of Associations

- Associations Enrich Lives
  Through voluntarism, creating standards of safety and quality, specialized expertise and citizenship with communities around the globe.

- Associations Impact the Economy
  Through industrial development, product and service innovation and facilitating domestic and international business.

- Associations Maintain Competitiveness
  By committing resources to lifelong learning, professional development, mentoring and research.
Meetings Mean Business

Economic impacts

The meetings sector supports over $643 billion of total output (business sales) annually.

- Total revenue generated by meeting attendees
- Total economic impact
- Total economic impact on local economies
- Total economic impact on local employment
- Total economic impact on local taxes

Economic impacts (continued)

Growth in the meetings sector supports expanded economic impacts.

According to a survey, about 50-60% of annual budget of a medical association was provided by an annual convention. Thus, creating more events for the members will increase the financial stability of association.

There are around 60,000 organizers currently assuming including NGOs and other social bodies representing social goods and skills. If properly being managed, association will reach the financial stability and then need for MICE personnel will increase and results in 'Expansion of Domestic Market and finally 'Job Creation'.

Association Management

1. Strategic Planning
2. Financial Management
3. Executive Management
4. Membership Development
5. Marketing
6. Public Relations
7. Educational and Professional Development
8. Event Planning
9. Meeting
10. Other Services

Table of Contents

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   - Structure & Characteristics of MICE Industry
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   - Community-Centric MICE and Measurements
   - MICE can change the Society!

Community-Centric MICE and Measurements

UAE & ICCA data do not follow UNWTO recommendation and lack:

- Financial Value
- Community-oriented Value
- Social/Political/Tourism Impacts of MICE activities

Thus, we need to make our own measurements which can describe the real pictures of our community MICE performances that were designed with social content within community.
Impacts of MICE Industry

- Political
- Economic
- Social
- Tourism, etc.

Table of Contents:

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The Spirits of 4IR (Key Word):

- Spirit of MICE
- Association

People will be moving in and out of jobs for the rest of their lives, they need skills for surviving in an unstable environment.

1. Focus on skills, not credentials.
   In addition to occupation-specific technical skills and broad employability skills like communication and collaboration, new types of skills will be essential for the fast-changing future, such as resilience and self-advocacy.

2. Employers need to innovate, invest, and include.
   Employers also need to invest far more in their workers' training through work-based learning, tuition subsidies, and other methods.

3. Education must be restructured and can never end.
   Experts call for universities to change their rigid curricula and customize the learning experience for students.

4. Don't forget social capital.
   Mentoring programs and work-based learning opportunities are two good places to start.

5. Realize we can't address the future of work without prioritizing the future of care.
   Without government, philanthropic, and employer support to make it possible for families to care for children, aging family members, and individuals with disabilities.
Importance of ‘Recognition Shift’

May the MICE change the Society!

Thank you for your attention!

Jae Hong Song (Ph D)
E-mail: jae961@hotmail.com
How to Create Sustainable MICE Destination

GOYANG CVB
Convention & Visitors Bureau

22 Jan 2018
Peter Lee
Managing Director
Goyang CVB

ROLE of MICE
- The Meetings Industry
- Business Events
- Exhibitions
- Conferences

HIGH YIELD
- Business
- Conferences
- Exhibitions
- Events

GOVERNMENT P Priorities In MICE
- Job creation
- Knowledge economy
- Healthcare
- Trade & exports
- Innovation
- Economic development
- Knowledge transfer
- Start Development

IDENTIFY OUTCOMES BEYOND TOURISM
- Visitor economy
- Destination Brand & Media Exposure
- Healthcare Improvement
- Knowledge Transfer & Scientific Impact
- Professional Development & Accreditation

DESTINATION SELECTION CRITERIA
- ACCESS
- INFRASTRUCTURE
- VALUE
- SAFETY
- APPEAL

FACTORs IN THE RISE OF DESTINATION INTELLIGENT CAPITALS
- Research of sectors by cities
- Marketing /advertising / engagement campaigns to appropriate audiences
- Creation of regional collateral to promote pre and post convention tours
- Development of ambassador programs to match vertical sectors

BELFAST, NOT LONDON, NOT DUBLIN
- Emerging market leader in cyber security
- Queen’s University is home of the Center for Secure Information Technologies
- Leading companies have opened up in the city
- Alert, Inc., Backpoint, Proofpoint, Rapid7
- The World Cyber Security Technology Research Summit and DIA/REP (Down Web Application Security Projects) conferences take place in Belfast

HALIFAX NOT TORONTO
- Atlantic capital of bio-magnetic research engineering (MRI) due to St. Mary’s and Dalhousie Universities
- Siemens, Hitachi, Fujitsu, set up research facilities, creating 3,000 new jobs
- Biomeg conference takes place in Halifax

We’re on the edge of North America, and in the centre of it all!
Session 001
Education in Tourism and Hospitality
June 21st (Friday). 2019/ 16:20-18:15
Is curriculum design in the university meeting the needs of the tourism industry? A case study of hospitality management department in Sol International School in South Korea

Jiang Wang
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Woosong University

Alaa Nimer Mousa Abukhalifeh
International Hotel Management SIHOM Department Sol international school
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Abstract

There is a huge employment demand for a decent trained and professional graduate in the world Tourism industry, especially, in the Asian-Pacific region where tourism industry vigorous rise and develop. It is the target task for tourism education to understand employers’ needs and produce graduates with high competences. This study aimed to recognize and evaluate the curriculum design in the university, consistent with the tourism industry’s needs along with the reviewed literature. Therefore, this paper use content analysis method analyzed curriculum design in the hospitality department Sol international school (SIHOM) in South Korea; the curriculum can be divided into eight categories according to the curriculum space and framing, which focused on university general knowledge and abilities. Moreover, tourism expertise matching the tourism industry respective, which are extraordinarily helpful in the future tourism career path. A review of relevant literature provided curriculum space and framing, an industry-based view, and the current situation of tourism education for the exploration of curriculum design. Superior curriculum design will
help the university to progress the qualities of tourism education and enhance graduate employment competitiveness.

**Keyword:** tourism education, hospitality industry, curriculum design, Sol-international school South Korea.

**Introduction**

The tourism industry is being a critical position in the global economy. Even though the global economy increased by 3.2%, travel and tourism grew pointedly more at 3.9% in 2018. In South Korea, the tourism industry contributed 5.8% growth to GDP in 2018 (World Travel & Tourism Council 2019). To meet the needs of the expected 15.6 million international visitors in South Korea the primary duty of tourism education is to cultivate competent personnel to adapt the development of tourism industry (World Travel & Tourism Council 2019).

Nevertheless, the tourism industry lacks the numbers of qualified workers to serve in this industry all along. Kim and Jeong (2018) mentioned that hospitality and tourism academic staff must take thorough responsibilities to make ready graduates for success in their career paths after study at University. Educators in the university desire to impart and guide high quality to students. Accordingly, it is essential to comprehend the hospitality and tourism industry’s wishes and meticulously design curriculum for the undergraduates. In the service sector education, it is incredibly vital for professors to find a system to connect the classroom and the tourism industry circumstance.

The consideration of this paper is to investigate the effectiveness of the curriculum design in SIHOM and evaluate whether to meet the employeability need in the tourism industry. The tourism industry continues to expand, creating a need for exceedingly skilled, people-oriented global workfore. For the tourism industry to remain competitive, it expects workers for
proper service orientation and managerial techniques (Said & Hamid, 2008). The curriculum design in SIHOM concentrated on university required generic knowledge and a variety of valuable attributes as well, under the tourism industry perspective. The most of pedagogues in tourism education understand that education is not purely about accomplishing academic distinctions but sound technical training should be imparted that significantly enriches the pedagogical process.

**Literature Review**

**Curriculum definition**

The curriculum denotes the illustration of educational concepts in practice. The word curriculum has originated from the Latin expression for track or race course. From there it also signifies courses of study or syllabus. However, nowadays, the explanation is much broader and contains all the planned studying experiences of a school or educational foundation (Prideaux, 2003). The professional curriculum design was impacted by specific purposes of different departments, curriculum structure, curriculum content, and curriculum process of the university, which all impinge on learners’ expertise and skills and further influence the talent cultivation as required by industries’ needs (Shing-Sheng and LU 2012).

**Curriculum space and framing**

Dredge, Airey, and Gross, (2014) offered a concept of curriculum space to obtain what is taught in the school and what should be taught. The term curriculum space refers to the range or area that contains the scope of imaginable content of the curriculum and which is filled with knowledge, skills, and attitudes. Students travel through various segments of the curriculum space, because of their “itinerary,” they will be showed different knowledge packages and will end up with different perceptions, thoughts, and abilities in diverse areas.
Dredge, Airey, and Gross, (2014) also give a diagram of the force field to explain the range of influences on the curriculum. Curriculum design is governed by forces that draw the curriculum to different directions according to their relative powers. Depending on the relative strength of several parts of the force field, different courses can be set up. In Dredge, Airey, and Gross, (2014) research, suppose that the squares between the entire region represent the possible curriculum space, any particular curriculum framework is influenced by the forces and effect of the surrounding squares, which actually provide a force field. Figure 1.1, the circle marked "tourism degree" in the middle represents the curriculum framework. It describes what should be included and excluded from the curriculum.

In Figure 1.1, two different types of curriculum appear. On the left is a vocational curriculum designed to guide students into the commercial and operational activities of tourism. The right of the diagram showed a non-commercial curriculum that brings with it a broader range of activities constituting tourism’s wider society and world consciousness of tourism (Dredge, Airey, and Gross, 2014).
Tourism industry perspective

The tourism industry is a dynamic industry and develops speedily. The fast enlargement in the tourism field will endlessly bring challenges and chances for tourism education. Constant learning and understand from tourism managers can be described as exceedingly essential (Said & Hamid, 2008).

Soft skills are necessary for hospitality leaders; this conception is ordinary since all hotel and tourism services are founded on a large number of cooperative work and on-going communication (Kim & Jeong, 2018). Wang, Ayres, and Huyton (2009) interviewed tourism managers attained the best three valuable attributes which respectively are Oral Communication, Relationship Management Skills, Work Ethics, on the other hand, the three attributes placed as the least valuable are Research Skills, Legal Understanding, and Academic Grades. Three top attributes belong to soft skills, which are interpersonal
intelligence, also referred to as people skills, tourism manager deem that soft skills are very vital abilities at working (Robles, 2012). Employers not merely in the tourism industry, desire employees to have soft skills, over and above hard skills.

As a foremost cultural industry, the development of tourism is one of the main areas of economic activities in the context of globalization which have highly attached the importance of foreign language in the review of interpersonal relations, shifting identities, and group structures (Jaworski & Thurlow, 2010). Sarkodie and Adom (2015) questioned tourism alumni and observed that the majority of the interviewees answered that Communication skills and Multi-Lingual as the most noticeable competencies needed for them to suit the tourism industry. Graduates in tourism did not master foreign languages well in oral and written communication like Chinese, French, and English to serve guests thoroughly.

**Current situation of tourism education**

Tourism education is often labeled to unconnected departments, and unrelated routes and are contained in different fields, comprising geography, sociology, and so on so that there is shortage coherence in the educating and training tactics approved in the various tourism-related curriculum. Therefore, there is an enormous liberty in selecting the course contents. What is more, because of different and sometimes opposed curriculum development standpoints and training methods, it is necessary to have binding policy suggestions in the curriculum design in tourism higher education (Zagonari, 2009).

Under the current tourism curriculum, the results of the Xu and Li (2018) study indicate that the teaching equipment in the school is obsolete, the teaching approach is backward without innovation, the learning content is tiresome and challenging to be comprehended, and the self-weariness of studying is soaring. Effective teaching in the curriculum reform of tourism higher education is also imperative, and students in the universities have to learn how to learn
in order to be flexible enough to deal with the altering capacity requirements and the speedy technological progresses (Hjalager’s 2003).

In Kim’s (2008) research, the situation of tourism education in South Korean had been provided. In 1964, the first four-year tourism program was founded at Kyonggi University because of the rising requirement for employees in the hospitality and the tourism industry. Initially, hospitality programs in South Korea were established in tourism programs. In 1994, 26 universities that provided Hospitality education at bachelor's, masters and doctoral degree in South Korean. then almost 28 percent of four-year universities in South Korea have a tourism program include the sub-disciplines of hotel, restaurant, or tourism management. Woosong University is one of the four-year institutions in Chungnam Province, South Korea Sol International School (SIS) was created in 2014, as a consequence of Woosong University’s "Global Initiative" to satisfy global educational needs. Hotel Management (SIHOM) is one of SIS English-instructed specialized international programs. The mission of Sol International was providing students a superior education through theory, practical training, and internships for excellence in global employment (Sol international School, 2019). SIHOM emphasizes on global education; It comprises of academic faculty as well as students from different parts of the globe. This study evaluates curriculum design in SIHOM under the current tourism industry perspective that will benefit future tourism curriculum design.

A gap between the tourism industry and tourism education

Academic staff is regarded as captains who are in control of the ship, and their professionalism is hardly questioned until the students face a challenge when they enter to the tourism industry and realize an incongruity between the training they received in school and what is needed in the industry (Jugmohan, 2010). In the latter study, a lot of the graduates and
employees identified that tourism courses in the university were too general and that it should have been more industry related. Most of tourism industry managers articulated that displeasure with the tourism curriculum provided in higher education organizations. Meanwhile, both graduates and educators consent that the tourism curriculum is too theoretical and ought to an emphasis on practical aspects as well.

The reasons why undergraduates were hard to match industry needs after graduations is that less exposure/practical work, multi-lingual barricades, and a brief period of internship done when they were not sufficient for graduates to meet industry requirements. Additional causes include inadequate computer training, outmoded lessons, insufficient workshops for both educators and students, and so forth (Sarkodie & Adom 2015). In Baum’s (2007) Research, aesthetic and emotional management as soft critical skills, are necessary for the tourism industry, however the tourism education in the UK, as well as many other countries, just focus on the processing and supply of more academic skills, there is a significant gap between the education and the requirements of the current tourism industry (Baum 2007). However, the previously mentioned study is more focused on the HR side, and not directly applicable to education on the field. In South Korea, it is hard to find relevant research in this area; thus, this paper will fill the research gap in South Korean tourism education research.

**Research methodology**

In this study, content analysis is applied to a corpus of data collected directly from the SIHOM department, encompassing three curricula “2017”, “2018”, and “2019”. This method consists mainly of collecting and organizing unstructured qualitative and quantitative information into predefined categories and evaluating symbolic content of all forms of recorded communication (Guthrie, Petty, Yongvanich, and Ricceri, 2004).
Therefore, and following the previously mentioned aim of the research, there are three primary phases to be achieved. The first part is cleaning the corpus according to the significance of the data provided by the department. This step led to removing both “2017” and “2018” curricula completely. The second stage is to evaluate tourism and hospitality-related subjects offered in SIHOM curriculum. Therefore, an in-depth analysis of tourism subjects was conducted to be able to have a comprehensive understanding of the current document. Four major factors are considered in the actual assessment, namely: “credit/hours,” “the title,” “year/semester,” and the “major subjects.” The last phase of the study is to examine the needed skills provided according to the tourism industry perspective reviewed through the literature, and adequate to the chosen curriculum. Indeed, in tourism education, the task of building industry requires skills into the subjects of tourism curriculum, and as stated by Pearce (2005) it is a continuing and significant issue.

**Discussion and Result**

The literature offered a concept of curriculum space (Dredge, Airey, and Gross, 2014) which are split into two couples of directions “vocational and commercial” and “non-vocational and non-commercial,” and shows a fundamental difference in the two aspects. If the curriculum design is in the commercial context, thus it should include economic, finance, marketing, and management subjects. Secondly, the purpose of undergraduate tourism and hospitality education programs is to “prepare for a career in tourism” (Stuart-Hoyle, 2003). Training students have more employment skills that are an essential part of the SIHOM curriculum design. Based on the literature review, subjects in SIHOM curriculum divided into eight categories.

1. Tourism Theory (which includes Introduction to the hospitality industry, hotel organization, hospitality terminology, Cruise industry, Regulation in tourism, Dynamics
of tourism, sustainable approaches to hospitality)

2. Tourism Management (which includes Product and service management, Rooms division software application, introduction to rooms division management, food and beverage management, Café & Casual Dining operation, safety and security management, MICE management, Destination Management)

3. Business Management (which includes HR management in the Hospitality Industry, Global hospitality business management, customer relationship management)

4. Accounting/Finance/Economics (which includes Basic accounting in the hospitality industry, Financial management in hospitality, tourism Geography and Economics)

5. Marketing (which includes marketing in the hospitality industry)

6. Employment Skills (which includes presentation skills, conversation for global settings, cross-cultural communication, critical thinking, and discussion)

7. Language (which includes integrated reading and writing, English for academic, basic Korean, Reading &Writing, Listening & speaking, English in Practice, English self-study, Chinese, Spanish, French, Japanese)

8. Research Skills (which includes Research Methods in the hospitality industry)

In this research, the SIHOM subjects contain business and tourism area knowledge which help students complete understanding the tourism industry and the basic knowledge of the business area and then the subjects about Research benefit to students’ research and analysis abilities.

The results of the literature review showed a gap between the tourism industry and tourism teaching in the classroom. University tourism curriculum is overly theoretical and supposed to have more practical courses ((Jugmohan, 2010). Moreover, employers from the tourism
industry desire all graduates to have abundant soft skills to serve customers and cooperate with coworkers. Subsequently, in the context of globalization, undergraduates are expected to master at least one foreign language. SIHOM in South Korea draws attention to global tourism education; its program aims towards the capability of students to find a position in their own countries or to work overseas after graduation. In the following sections, a discussion will show curriculum design in SIHOM after comprehending the needs of the tourism industry. By the reviewed literature, the tourism industry required skills which comprise the multi-languages Competences, global perspective, Soft skills, and professional training. The study reviewed and analyzed the real curriculum of SIHOM concerning the previously mentioned skills.

The real studied curriculum shows outstanding efforts to improve foreign language teaching and learning. In the first year, intending to consolidate English study, SIHOM opened several elective English courses related to reading, writing, listening, and speaking. From the second year till the end of the curriculum, except English as a foreign language, the department sets up extra offered ones including Chinese, Spanish, French, Japanese, and Korean classes, with different levels, offered in a basis of two levels per year. Students get the chance to learn more foreign languages in SIHOM, before finishing university study, graduates are required to master at least three languages which are a mother tongue, English and another foreign language.

Under the background of globalization, soft skills are required by the tourism industry, such as the way of communication and collaboration with people from different backgrounds, which became crucially important. As most of the academic faculty of the SIHOM department is non-national residents in South Korea, learners have been practicing conversing and working in partnership with foreigners. Nevertheless,
Conversation for Global Settings, Cross-Cultural Communication, and Global Hospitality Business Management lessons are able to unearth in SIHOM curriculum design, which supports graduates enhance some soft skills when they are working in global tourism circumstance.

The study goes through the curriculum design in SIHOM, which shows easiness to find the needed generic university skills, required by students; from which Financial Management in Hospitality (Accounting), Human Resource in Hospitality Industry, Critical Thinking and discussion, marketing in the hospitality industry and Hospitality Business Planning, and so on. The curriculum design in SIHOM provides students with all-round theoretical knowledge. However, tourism subject is a broad development field, graduates from the tourism department, while industriously of learning theoretical knowledge, have to be aligned to the actual industry perspective. Students learned the academic knowledge in the classroom, and tutors must train them in the practical work. There are few practice courses in SIHOM, including Food and Beverage Services (Practices), Food Operation (Practices), and rooms division software application “Opera.” SIHOM still run into a bottleneck in curriculum design in that tourism curriculum is overmuch theoretical and should have more practical courses. The theory ought to combine with practice, and the latter is extremely necessary for students to learn new things to meet the requirements of the tourism industry. However, for specific cases, students access short internships in the middle of their study, which makes them more knowledgeable about the industry in terms of practice.

Based on the preceding investigation, curriculum design in SIHOM engaged in internationalization talents training. Various languages courses which are exceedingly useful in the future tourism career path are provided. Furthermore, University generic knowledge and necessary abilities can be reflected in the curriculum design. Tourism theoretical
expertise and soft skills training are also well designed in SIHOM curriculum. Only one deficiency of the curriculum design in SIHOM is that the latter still has not enough practical training for students. “Teaching practice without a theoretical base will turn out graduates who can only follow proven models and not be able to create new ones deal with unusual situations, on the other hand, teaching theory without application to the real world is also incomplete” (Pavesic, 1993). Consequently, curriculum design in SIHOM should balance between the theory and the practice to meet the tourism industry needs.

**Conclusion and Recommendations**

The study, under the reviewed literature, described the requests of the tourism industry. Soft skills, Multi languages Competence, professional training, and global perspective are necessary for the hospitality industry, then analyzing curriculum design in SIHOM provided valuable material for the curriculum design of university to enhance higher education. One of the apparent functions of higher education is to instruct students with professional knowledge and useful skills that are much regarded by tourism managers’ needs. Only training students, according to tourism industry perspective, can deliver excellent results at their future jobs. In general, curriculum design in SIHOM meet the needs of the tourism industry. Multiple languages classes, Intercultural communication training and compulsory courses of tourism offered comprehensive knowledge to candidates in the tourism industry, but how to balance the concept and practice to be an issue in the future curriculum design of higher education. This study suggests that adding more practical modules, inviting personages of high dignity from the tourism industry to do workshop regularly and doing industry field study often can improve the talents of graduates with practice experiences for the tourism industry. The main goal of tourism higher education is that of developing students’ potential and boosting learning effect and delivers outstanding graduates to the industry to meet human resources
needs. Advancing curriculum design and enhancing tourism education match the tourism industry perspective, which needs a long way to go; it requires the joint efforts of all sides from students, academic staff, and industry managers. It would be interesting to study the following issues with the application of the tactic of work of SIHOM. The study puts forward the proposal for future worth relevant research, which can be an in-depth evaluation of the curriculum through interviews to be undertaken directly with the involved, responsible bodies. Or compare the curriculum design in different universities to find the similarities and dissemblance in tourism programs’ curriculum design.
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Improving Study Tour: Push Factors and Program Design in Educational Tourism

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Abstract

The purpose of this paper is to examine the existent short-term study tour programs in the USA for Chinese junior secondary school students offered by extracurricular training schools in China and propose an improvement for website product introduction. Economic development, international trade, as well globalization, and the consequent need to improve the competitiveness of their children in the job market increasingly make Chinese parents choose short-term study in the USA. Therefore, a number of extracurricular training schools that offer such “study abroad” programs have come into existence, with the quality of their offers varying to a degree. Additionally, those schools and their programs are being criticized for not fulfilling the objectives that the parents set, and do not provide value for their money. By conducting a literature review and a detailed analysis of study programs’ introduction, this research intends to reveal the link between push factors, study programs’ objectives and their
present product design, with an aim to propose program introduction improvement to enhance the training schools’ competitiveness.

**Key words**: Push factor, China, USA, Short-term study program introduction, Educational tourism.

**Introduction**

A Chinese proverb once said, “Man who travels far knows more,” and this traditional Confucian value is still largely upheld by Chinese parents. According to U.S. Open Doors Report (2018) statistics, USA is the top educational tourism destination for international students. And in 2018, over 363,341 Chinese students study, both short-term and long-term, in the USA (Institute of International Education (IIE), 2018). As a leading political power, and cutting-edge scientific shrine internationally (Cohen, 2004) and a melting pot with diverse cultures, USA is the first and foremost choice for Chinese students to further their study and research. The benefits and disadvantages of overseas short-term (one semester or less) study tour program has been thoroughly examined by some writers (e.g., Mills, Deviney et al. 2010; Martinsen, 2010; Reynolds-case, 2013; Stone and Petrick, 2013). However, information can be hardly found on the context of Chinese Junior secondary school students choosing short-term study tour programs. According to China International Educational Tourism Development Report, in 2018, over 1.05 million students took part in short term study tour programs in their summer and winter holidays, a market worth over $3 billion business market. The majority, over 70% of the market share, are initiated by public and private schools, the rest 30% are occupied by training schools, travel agencies and professional study tour institutions. Most of the current participants in short term study tours are from junior and senior high schools, accounting for 69.3%. Among them, junior secondary school students accounted for 38.2% with an average tour cost of $3500.
Junior secondary school students are the main target clients of the short-term study tour programs. Since they are young and the short-term study tour decisions are made by their parents, so it is important to find out what kinds of roles parents are playing, what kinds of factors and expectations that push parents make the decision, and the impact of push factors on parents’ decision-making process and how to evaluate the products. Therefore, the purpose of this study is to investigate the “push” factors that influence Chinese parents decision-making and the relationship between the factors and the product for short-term study tour programs. The specific research questions that are driving the investigation are as follows: What are the “push” factors of the Chinese factors? By analyzing the popular short term study tour programs, can we give a checklist of product introduction for marketers? Are there any improvements that we can make?

Literature Review

Students’ overseas short-term study tour program

In China, since the beginning of Reform and Opening Up in 1978, people have witnessed rapid, economic growth, with the assistance of a stable political environment, which has provided them with the opportunities for overseas study (Sun and Hagedorn, 2013). Political policy changes such as “one-child in a family” policy have also increased family’s possibilities to support the only child (Sun and Hagedorn, 2013). The Chinese compulsory education comprises of 6 years primary and 3 years junior secondary school education; each school year has a 2-month summer holiday and 1-month winter holiday. This semester and holiday curriculum design makes Chinese parents choose faculty-guided short-term study tour programs for their children to go to the USA with the expectation that their children can cultivate cross-cultural awareness, gain firsthand foreign experiences, sharpen future outlooks and get exposure to authentic English environment as English is the second language in
China. Short-term study tour programs are also considered as a prelude to long-term overseas study when they get themselves into college in the future.

Educational tourism is an important type of form of tourism (Bhuiyan, Islam et al. 2010). Ritchie (as cited in Stone and Petrick 2013) put educational tourism into two different categories: school, college, and university tourism, in which experiences gained from travel are secondary to school formal learning (“education first”); and edu-tourism, including many youth study tours, considered as general travel for education (“tourism first”). Short-term study is also a kind of educational tourism. Donnelly-Smith (Fall, 2009) concludes short-term study tour experiences as “those in which students are engaged for fewer than eight weeks” while Orpettlong and Akande et al (2010) state short term as “any form of oversea tour from 2 weeks to 3 months”. Hagadorn (2002) defines these study tour programs as lasting less than three months (typically 10 days to two weeks) and be credit-giving programs. Within this article, short-term study tour program is specifically defined as a 2-week (the most accepted study period) educational tourism combination of study and tour activities in USA for junior secondary school Chinese students.

Parents’ decision-making of study tour programs

A few researchers Juvan and Lesjak (2011); Doyle et al. (2010); Taylor and Rivera (2011) have studied some main motivational factors why students want to study abroad. Kakkad and Nair (2015) research shows that parents have the greatest influence on such issues while making decisions about overseas studies. Bodycott (2009) clearly stated “that parents were driven not only by push factors beyond their own education experience, but also seeking study abroad as a short-cut to make sure the best for their child”. Although from the children aspect, the involvement has been increasing in recent years. The study abroad option is not a regular buy and demands a higher level of involvement from both the parents and their kids.
(Nicholls and Harris et al. 1995). Bodycott and Lai (2012) indicate that in their children’s overseas study decision-making process, Chinese parents play an important role. In order to make a decision, international students weigh what is vital for them and make a trade-off among the features consciously or unconsciously (Soutar and Turner, 2002). By the same token, the decision-making parents do the exact trade-off on choosing short term study tour programs for junior secondary school students.

**Factors influencing parents’ decisions**

Choosing to study abroad involves a sophisticated and a multi-lateral decision-making process (Sun and Hagedorn 2013) and is influenced by push-pull factors. Push factors are those that happen within home country and initiate decision-making. These may include booming economic, stable social and political forces within the source country (Mazzarol and Soutar, 2002). Azmat and Osborne et al. (2013) adapted a conceptual model (see Figure 1) rooted from earlier study by Mazzarol and Soutar (2002), which focuses on the push and pull factors related to home country and country of destination respectively. Push and pull factors are set in a social psychological framework.
Figure 1: A model of Conceptual framework of students’ aspirations and expectations.

Adopted from (Azmat and Osborne et al., 2013, 108).

To junior secondary students’ short-term study tour, their parents have the similar understandings. Parents who make this investment hope that 2-weeks short-term study tour programs can provide their children a better foreign environment for “open eyes”, participate in a foreign course that is not easy to get in China, bridge the East and West culture differences and hopefully nurture an aspiration for future study abroad. 2018 China International Educational Tourism Development Report finds out the similar push factors and expectations why parents send their children for short term study tours. They include (1) broaden horizon; (2) practice English; (3) learn to be self-independent; (4) experience cultural differences; (5) study and make cultural communication; (6) prepare for long-term overseas study.

Program evaluation is a must-done consumer behavior phase to target consumers toward targeted program (Peng et al., 2000). Hooley and Lynch (1981) state that program suitability
counts. Prospective students will compare program offered with those being promoted by competing institutions in order to check their suitability (Krampf and Heinlein, 1981) (as cited in María Cubillo and Sánchez et al. 2006). In this sense, Binsardi and Ekwulugo (2003) show that product and promotion variables have increased importance in the choice.

**Study tour program design**

Mills and Deviney et al., (2010) believes that, given the relatively short time period involved in study tour program, course design and delivery becomes critical to student success. According to their research, five parts of course design, delivery, and effectiveness assessment should be examined before participating. These include (1) identifying learning objectives and preparing a course syllabus that provides an academic anchor and helps to set the focus for the course; (2) required pre-trip meetings that involve both faculty and students in areas such as team building, preparation of key sites to visit and related academic/experiential activities, and expectations regarding behaviors for serving as ambassadors; (3) trip implementation with use of time to the fullest extent possible to explore historical, political and cultural attributes of the country and end-of-day group meetings for discussion and self-reflection of the day’s activities; (4) preparation for the return trip to the home country and how the events up to this point can be applied to the end-of-trip formal self-reflection paper and ways the skills and experiences from the program can be related to career goals plus tentative plans for a post-trip meeting within three to five months following the end of the trip; and (5) outcomes assessment of the trip by the participating faculty.

The junior school students’ short-term study tour decision is usually made by parents. Push factors in China International Educational Tourism Development Report can be considered as the motivations, and program evaluation is crucial to be the key to decision making, it can be concluded that a good product introduction should cover both sides.
Discussion

Checklist for short term study tour programs

Today online product introduction from training schools’ websites is a very important open source for parents to get first-hand information. Parents’ decision largely depends on the advertisement and marketing from the program providers. In this context, Ivy (2001) indicated that “educational institutions need to create and maintain a distinctive image in the marketplace”. The course design and the production interpretation from parents becomes a critical component of promotion success.

In this part, according to Mills and Deviney et al., (2010) conclusion and China International Educational Tourism Development Report, this paper sets a check-list from aspects of push factors of parents and program design to evaluate whether a program is well-designed or not. This check-list is suggested to examine the present online product. Two most popular programs from China’s leading training school are investigated and suggestions about product introduction improvement are given.
Table 1: Check-list for product introduction based on parents’ push factors and Mills’ successful program design

<table>
<thead>
<tr>
<th>Check-list</th>
<th>items</th>
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</table>
| Course design | Broaden horizon  
| | Practice English  
| | learn to be self-independence  
| | Experience cultural differences  
| | Study and make cultural communication  
| | Prepare for long-term oversea study |
| Pre-program | Identify learning objectives  
| | Prepare a course syllabus set the focus for the course  
| | Pre-trip meetings for team building  
| On-going program | Trip implementation to explore historical, political and cultural attributes of the country  
| | End-of-day group meetings for discussion and self-reflection of the day’s activities  
| Post-program | End-of-trip formal self-reflection paper  
| | Post-trip meeting related to career goals plus tentative plans  
| | Outcomes assessment of the trip by the participating faculty and feedback to parents |

Source: (China International Educational Tourism Development Report, 2018) and (Mills and Deviney et al., 2010)

Since 2005, New Oriental Global Study Tour has been providing Chinese students the opportunity to combine their passion for education and for travel. As the leading Chinese brand in overseas study tours, in the past 14 years, New Oriental Global Study Tour has sent more than 150,000 to 40 countries with over 100+ short term study tour programs. As the high-end study tour brand of New Oriental Education & Technology Group, New Oriental
Global Study Tour, it claims it is the first choice for over 80% of students in China (New Oriental Global Study Tour, 2019). In this study, three main and most popular 2-week short term study tour programs for junior secondary school students are studied to evaluate whether the programs can meet five component criteria (Mills and Deviney et al., 2010). The general introduction about the two main types of programs include (1) Summer school, a chance for Chinese students to experience extra-curricular subjects within local schools during summer vacation; (2) Summer camps, fun, activity based camps for students to join-in with local and international peers, growing their skills in communication, team-building, leadership and helping them socialize on an international level (New Oriental Global Study Tour, 2019).

Table 2: Program schedule of summer school and summer camp

<table>
<thead>
<tr>
<th>Summer school</th>
<th>Summer camp</th>
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<tbody>
<tr>
<td>(2-week Los Angeles private school immersion, 1 on 1 study partner and Harvard, Yale study tour)</td>
<td>(2-week University of Southern California STEM camp, science-centred course and coast to coast tour)</td>
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<tr>
<td>Day 1</td>
<td>Gathering and faculty-led new friends making, flight Peking to Los Angeles</td>
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<td>------------</td>
<td>--------------------------------------------------------------------------------</td>
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<tr>
<td>Day 2-5</td>
<td>School day of STEM class and field trip, home stay in American family</td>
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<tr>
<td>Day 6</td>
<td>Shopping in OUTLETS</td>
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<tr>
<td>Day 7</td>
<td>Exploration to Universal Studio</td>
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<td>Day 8</td>
<td>Flight to Boston self-organized activities</td>
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<tr>
<td>Day 9</td>
<td>School tour to Harvard, MIT, and Yale University, communication activities</td>
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<tr>
<td>Day 10</td>
<td>City tour of New York, visits to Statue of Liberty, Wall Street, Fifth Avenue</td>
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<tr>
<td>Day 11</td>
<td>City and school tour in Philadelphia, visit and communication in Wharton Business College</td>
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<tr>
<td>Day 12</td>
<td>Visit to White House, Capitol, Lincoln Memorial, Thomas Jefferson Memorial, Museum visits to American Museum of Natural History and Smithsonian Institutions National Air and Space Museum</td>
</tr>
<tr>
<td>Day 13</td>
<td>Flight back to China</td>
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<tr>
<td>Day 14</td>
<td>Feedback and review</td>
</tr>
<tr>
<td>Day 1</td>
<td>Gathering and faculty-led new friends making, flight Peking to New York.</td>
</tr>
<tr>
<td>Day 2</td>
<td>City tour of New York, visits to Statue of Liberty, Wall Street, American Museum of Natural History</td>
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<tr>
<td>Day 3</td>
<td>School tour to Harvard, MIT, and Yale University, communication activities</td>
</tr>
<tr>
<td>Day 4</td>
<td>Flight to Boston, visit to MIT and city tour</td>
</tr>
<tr>
<td>Day 5</td>
<td>Visit to Hollywood, star avenue</td>
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<tr>
<td>Day 6-10</td>
<td>Visit to University of Southern California, summer camp studying Scratch, Vex IQ, Java, Vex EDR computer courses</td>
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<tr>
<td>Day 11</td>
<td>Exploration to Universal Studios Hollywood</td>
</tr>
<tr>
<td>Day 12</td>
<td>Visit to California Science Center and UCLA</td>
</tr>
<tr>
<td>Day 13</td>
<td>Flight back to China</td>
</tr>
<tr>
<td>Day 14</td>
<td>Feedback and review</td>
</tr>
</tbody>
</table>

Source: (New Oriental Global Study Tour, 2019).
Table 3: The mentioned and missing items in production introduction

<table>
<thead>
<tr>
<th>Check-list</th>
<th>Summer school</th>
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<tbody>
<tr>
<td><strong>Course design</strong></td>
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<tr>
<td>Item (1)</td>
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<td>Item (6)</td>
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<td><strong>Pre-program</strong></td>
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<td>Item (7)</td>
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<td>Item (8)</td>
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<td>Item (9)</td>
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<tr>
<td><strong>On-going program</strong></td>
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<td>Item (10)</td>
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<td>Item (11)</td>
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<tr>
<td><strong>Post-program</strong></td>
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<td>Item (12)</td>
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In order to make children’s more horizon, practice their English for future study and experience cultural differences through dialogues, the push factors that urge Chinese parents to send their children to study overseas are partly well researched by training school. From the above study, the conclusions as follows:

The programs are mostly well fit the demands of course design and has a clear learning objective.

The five days school class has a well-designed course syllabus with a focus.
The tour has a trip implementation to explore historical, political and cultural attributes of the country. But the following are missed or not mentioned:

In course design, both programs have no description of the future influence on students’ further study; In pre-program, no team-building and preparations are organized; In the on-going program, the everyday discussions and self-reflection are missed; The trip of day 13, 14 cannot be counted as a part of a study tour, and there are no reflective papers, post-trip meetings, and assessments mentioned.

**Conclusion and Suggestion**

The online product introduction is an open door for parents to get firsthand information about different programs, and it is important for marketers to know what the parents want. If the products can well-fit the parents’ expectations, there is no doubt that the production will gain a competitive advantage. In light of the above study, two findings can be concluded. (1) The programs have clear learning objectives with the well-designed course syllabus. However, the activities before and after the program are poor-organized. Moreover, descriptions about these activities should be written in online product introduction; (2) A portfolio of students journey should be documented, and meeting and assessment after programs should be well organized.
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Session 002
Technology in Tourism and Hospitality
June 21st (Friday). 2019/ 16:20-18:15
Analysis of Influence of Digital Tourism on Tourists’ Mobile Consumption Behavior with China’s Internet Information Town Wuzhen as a Case Study

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Abstract

Smart tourism has become an irresistible trend for the world’s tourist industry. The development of social media, information, and communication technology has greatly changed the consumer behavior pattern of tourists. The paper takes tourism consumption behavior as the research topic. China has become one of the largest countries with the fastest growth in tourist consumption in the world. Mobile phone net citizens have reached 817 million out of 890 million mobile payment users by 2019. With the emerging of mobile payment modes such as mobile phone WeChat, Alipay and Union Pay, paying by scanning a QR code gain increasing popularity, thus Chinese tourists don’t take cash. With the case analysis method, the paper focuses on the Wuzhen case, the permanent Chinese site for World Internet Conference (WIC). Wuzhen is honored as “Top Town” in the Internet world,
with more than 1,300 years of cultural history. Wuzhen has successfully held five World Internet Conferences since 2014, and “Internet Plus applications” are easily seen in the town, providing an unblocked approach for the tourist consumers. The paper is designed to research the factors for the tourist consumers to accept or to use smart tourism, the channels, platforms, types, and influences of their consuming behaviors. This study proposes a method based on data mining for data collection and analysis by using document retrieval, makes scientific questionnaires by using quantitative and qualitative research in the meantime and puts forward enlightenment of consuming behavior management and the direction for future research. All the efforts are to promote the application of consumer behavior in practice.

Keywords: Smart tourism; Social media; Mobile payment; Tourist consumption; Tourist experience; Behavior effect

Introduction

Many ancient towns nowadays are struggling to reinvent themselves in a way that is meaningful for their residents on the one hand, and attracts tourists on the other hand. Digital technology has been opening new pathways for development in many areas (Cabiddu, 2013). Digital technology is crucial to the promotion of smart tourism as it is potential for immersive technology. Mobile technology has immense utility in the tourism domain since tourists are on the move in unfamiliar environments and seek information to solve practical travel problems and to enrich their tourist experience (Gretzel, 2010). Mobile devices have become central to the tourist experience of some users (Neuhofer, 2016), and they have opened up new marketing and communication opportunities and have created new challenges for the service-based industries where word of mouth recommendations have a powerful influence” (Buhalis, 2008). For an example, augmented reality or virtual reality, can both create memorable tourism experiences, especially for heritage tourism, and “big data” could
bring unique advantages to “smart tourism destinations” (Wang, 2013). The present paper investigates potential processes for ancient towns to become more engaged with both their residents and the tourists by means of digital technology in the process of co-existence. Case study method is used, by looking into the research on mobile consumption behavior of tourists in the smart tourism of wuzhen, the Internet “Top Town” of the world. This paper presents new insights to it at it’s crossroads of tourism development in ancient towns and creative tourism, by focusing on co-creation around smart tourism.

Qiwei Shao, director of the China National Tourism Administration (CNTA), officially launched a mission statement to facilitate and advocate smart tourism in the following decade in July 2011, as was a milestone in transferring smart tourism from academic conceptualization to industrial practice. CNTA’s official announcement of Beautiful China, 2014 – Year of Smart Tourism on November 5th, 2013, established Smart Tourism as an important initiative in China’s tourism policy that was bound to lead the development of smart tourism to a new phase.

The notion of smart tourism in Western countries can be traced back to 2000 when Gordon Phillips defined smart tourism as simply taking a holistic, longer term and sustainable approach to planning, developing, operating and marketing tourism products and businesses. In his opinion, smart tourism is shaped by two types of techniques: 1) smart demand and use of management techniques that are capable of managing demand and access; 2) smart marketing techniques that can be used to target the proper customer segments to deliver appropriate messages (Phillips, 2000). On January 28th, 2009, at the first Meeting in Madrid, Spain, of the UN World Tourism Organization’s (UNWTO) Tourism Resilience Committee, UNWTO Assistant Secretary-General Geoffrey Lipman called on member States and the Sector to strive for smart tourism, which was defined as clean, green, ethical and offering
high quality services (UNWTO, 2012) at all levels of the service chain.

While the area of smart tourism is relatively new (Koo, 2017), scholars in the tourism field have already developed useful broad-based frameworks for examining smart tourism (Gretzel, 2015). Smart tourism ecosystem is a “tourism system that takes advantage of smart technology in creating, managing and delivering intelligent touristic services/experiences and is characterized by intensive information sharing and value co-creation” (Gretzel, 2015).

**Case study background**

At present, China has become one of the largest countries with the fastest growth in tourist consumption in the world. The number of Chinese net citizens have reached 829 million by 2019, with 817 million mobile phone net citizens and 890 million mobile payment users as a total. With the emerging of mobile payment modes such as mobile phone WeChat, Alipay and Union Pay, all paying by scanning a QR code increasingly gains popularity, Chinese tourists don’t take cash with them. In other words, “a mobile phone is enough” radically changes the previous consuming behavior. With case analysis method, the paper selects Wuzhen, China, the permanent site for World Internet Conference (WIC) as the research sample. Wuzhen is honored as “Top Town” in the Internet world, with more than 6000 years of cultural history and a building history of 1,300 years and was granted as the Outstanding Achievement Award for Heritage Preservation in Asian-Pacific Region by the UN in 2003, and as the National AAAAA Tourist Attraction. It has successfully held five World Internet Conferences since 2014, with Internet gene deeply rooted in each corner. “Internet Plus ”applications can be found almost everywhere, providing an unblocked approach for the tourist consumers.
Smart Tourism includes futuristic AI smart homestay, “Better Understand You” smart home, face-swiping entrance to the scenic area, artificial intelligence, cloud computing and big data technique. Every operation from face recognition, VR happy tour to Wuzhen to smart power monitoring, or from WeChat Doctor Know-all of “access to famous doctors at home” to information booth, is unattended and they are all attended with 24 hours full-time services. “Contactless payment” is realized with full coverage. Dozens of intelligent projects take root in Wuzhen, including an unmanned supermarket, rubbish picking robot, and remote intelligent robot. Wuzhen has become a leader for Internet characteristic towns and has set the “Wuzhen sample” of reform and opening up.

This paper takes the tourism consumption behavior as the research topic. In this paper, the definition of smart tourism, the manifestation of smart tourism, tourist experience, mobile consumption and behavioral effect are analyzed, and the paper studies wuzhen as a sample. The paper is designed to research the factors for the tourist consumers to accept or to use digital tourism, the channels, platforms, types, and influences of their consuming behaviors, all the efforts promoting the application of consumer behavior in practice. It provides a theoretical foundation for the tourist enterprises to make their marketing strategies.

**Literature review**

Smart tourism has become increasingly popular in mainland China. The definition provided by this study emphasizes smart tourism as an individual tourist support system within the context of information services and an all-encompassing technology. However, an awareness of the theoretical foundations of smart tourism remains unclear. Under such circumstances, there exists a danger that the concept of smart tourism could be abandoned (Lu, 2011). Thus, at present, we need to clarify the concept of smart tourism, as well as to recognize the key elements involved in smart tourism development, and a need also exists to unveil the core of
smart tourism through research, to develop a better direction for business practice, and to promote the development of smart tourism (Zhang, 2012). There also exist until now, debates over definition, methodology, modes of practice, features and functions of smart tourism, etc. Not having an agreement as to terminology or content in the academic community, research outcomes remain unclear (Lin, 2013). Therefore, this paper tries to interpret the concept of smart tourism from the perspective of tourist information services. Smart tourism has, at its core the tourist demand and ubiquitous technology (Li, 2017).

Through literature research, this paper believes that the most valuable interpretation of smart tourism comes from British scholars in 2011 when the use and the application of technology in the tourism sector were considered as digital or “smart” Tourism. Jennie Germann Molz identified an emerging ethos of “smart tourism” that aims to employ mobile digital connectivity to create more intelligent, meaningful, and sustainable connections between tourists and the destination. She suggested that “smart tourism” represented wider efforts to imagine tourism as a form of deep civic engagement, and not just as a simple form of consumption (Molz, 2012).

There are several papers analyzing the concept of smart tourism from different perspectives. Conceptual foundations for understanding smart tourism ecosystems (Gretzel, 2015) using digital ecosystems and smart business networks as conceptual building blocks, this paper defines, describes and illustrates the idea of a smart tourism ecosystem (STE). The Smart Tourism Destinations (STD) concept emerges from the development of Smart Cities (Buhalis 2013). With technology being embedded on all organizations and entities, destinations will exploit synergies between ubiquitous sensing technology and their social components to support the enrichment of tourist experiences. By applying the smartness concept to address travelers’ needs before, during, and after their trip, destinations could increase their
competitiveness. This paper aims to take advantage of the development of Smart Cities by conceptualizing a framework for Smart Tourism Destinations through exploring tourism applications in the destination and addressing both opportunities and challenges it possessed. Another article mentioned the concept of smart travel from tourism information services (Li, 2017) The definition provided by this study emphasizes smart tourism as an individual tourist support system within the context of information services and an all-encompassing technology. This paper compares the characteristics of both traditional tourist information services and those incorporated in smart tourism. Based on the concepts, recommendations are provided, and future research/industrial directions are discussed.

The smart tourism destinations (Buhalis, 2013) (STD) concept emerges from the development of Smart Cities. With technology being embedded on all organizations and entities, destinations will exploit synergies between ubiquitous sensing technology and their social components to support the enrichment of tourist experiences.

The other two articles compare the development of Korean creative economy and American mobile phone innovation and study the application of smart tourism. The influence of tourism website on tourists’ behavior to determine destination selection (Chung, 2015), a case study of the creative economy in Korea. It presents the theoretical and practical implications from the perspective of creative economy with suggestions for future research. This paper will consider the co-relation between the qualities of the destination website and the intention to continuous use, and the subsequent effects on the intention to visit the destination.

The influence of innovativeness on on-site smartphone use among American travelers: implications for context-based push marketing (Tussyadiah, 2016). This study investigates the relationships between traveler innovativeness traits and the patterns of smartphone use during the experiential stage of travel. Using data collected from 1126 travelers residing in the
United States (US), it was identified that tourism and technology innovativeness have significant positive effects on on-site use of smartphones for trip management, social networking, and searching for deals, online reviews, and push recommendations.

Exploring the influential determinants of travel APP adoption (Lu, 2015), the technology adoption model, innovation diffusion theory, and social cognitive theory are utilized to investigate the factors that could affect travel APP adoption by tourists visiting rural tourism sites in China in this study. The results show that perceived usefulness, perceived ease of use, and compatibility are significant antecedents of the intention to use travel APPs. Further, self-efficacy indirectly influences the intention to use travel apps through the mediation of outcome expectations.

One of the more innovative articles is Impact of E-commerce on Travel and Tourism: An Historical Analysis (Mamaghani, 2009), that there are a number of emerging new technologies such as mobile devices and global positioning systems which need to be taken into account and effects need to be systematically assessed. The paper concludes that a major challenge facing the industry is to assess the impact of those technologies on different aspects of the travel industry and to find out how much value-added services actually provide to consumers. This study deals with determinants of behaviour, culture, and reference group influences, the relationships between individuals and their environments, perceived risks, and family decision processes.

Methodology

Sample

“Top Town” in the Internet world – China’s Internet Information Town Wuzhen as a Case Study.
Literature Analysis

A method of literature retrieval analysis is proposed under the background of technological change which has great influence on tourism in this paper.

Semantic Analysis

Based on the data of domestic tourism websites, taking tourist destination image of Wuzhen as the research object and using ROST Content Mining software, this paper extracts high-frequency words and conducts semantic analysis of them to explore the changes of tourist destination image perception of Wuzhen before and after the World Internet Conference (Wuzhen Summit). The study shows that the Internet Summit has changed tourist perception of Wuzhen image to the world and to China in terms of its spatial location, that the destination types perceived by tourists have changed from a natural small town to a smart town, and from a quiet and simple town to a modern sci-tech town, and that more and more tourists perceive Wuzhen as a world-famous, smart and information-efficient town.

FIG. 7 local cognitive keywords of wuzhen tourism destination(Before the summit)

FIG. 6 local cognitive keywords of wuzhen tourism destination(After the summit)

There were 3,600 wifi hotspots in Wuzhen scenic spots in 2017, covering public leisure areas such as hotels, guest rooms, smart public toilets, catering, conference rooms and old streets, etc., which had achieved full coverage of wireless signals in the scenic spots, enabling the artificial intelligence "face-swiping" entrance to the scenic area in only 0.6 second. The two-dimensional code technology realizes the intelligent operation of the town's public bicycle system in Wuzhen. QR codes are applied at 26 bike spots, 61 bike sheds and 8 guard booths in the scenic area to rent public bikes by far. Five “AI guest rooms” were unveiled at the eve of the fifth World Internet Conference in 2018, for the public to experience intelligent services. More than 10 base stations of 5G are set up in Wuzhen and a system of more than 560 “sky eyes” have been installed, monitoring probe identification and instant positioning are realized through the face recognition system to ensure the safety of the tourists, and they construct a "big security" system.

Wuzhen Internet hospital is one of the key achievements of the Internet plus in the last five years. It has connected more than 2,700 hospitals and 260,000 doctors across the country and has established 12 remote consultation centers for specific illnesses, remote consultation and electronic prescription enable people in remote areas, especially in the country through an online consultation to obtain high-quality medical services.

A total of 18 fugitives across the country were caught with facial recognition systems between January and October 2018, according to data. Wuzhen scenic area also carries out all-round and deep cooperation with Gaode Map, Alibaba, Ctrip, and other mainstream enterprise platforms to build a three-dimensional marketing system. The annual revenue of Wuzhen scenic spot reached 1.646 billion yuan, and it’s rate has increased by 20.93 percent,
with the number of its tourists reaching 10.1348 million, and its rate increasing by 11.81 percent in 2017.

**Table 1. The number of tourists to Wuzhen has been growing steadily since 2014**

![Graph showing the number of tourists to Wuzhen from 2007 to 2018.]

Table 2. The unit price of tourists in Wuzhen is expected to grow rapidly from 2017 to 2019, which is about 197 yuan per person in 2020. In 2016, the unit price of customers in Wuzhen was 150 yuan per person. Source: Research report on in-depth research and investment strategy of China's tourism industry in 2017-2022 released by Zhiyan consulting.

<table>
<thead>
<tr>
<th>Category</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total revenue of wuzhen(100 million yuan)</td>
<td>13.59</td>
<td>16.15</td>
<td>20.85</td>
<td>24.96</td>
</tr>
<tr>
<td>Tickets</td>
<td>7.07</td>
<td>8.72</td>
<td>11.20</td>
<td>13.07</td>
</tr>
<tr>
<td>The hotel food and beverage</td>
<td>5.37</td>
<td>6.08</td>
<td>8.09</td>
<td>10.12</td>
</tr>
<tr>
<td>Rests</td>
<td>1.15</td>
<td>1.35</td>
<td>1.56</td>
<td>1.78</td>
</tr>
<tr>
<td>Total visitors</td>
<td>906</td>
<td>1032</td>
<td>1154</td>
<td>1269</td>
</tr>
<tr>
<td>YOY</td>
<td>14.0%</td>
<td>13.8%</td>
<td>11.9%</td>
<td>9.9%</td>
</tr>
<tr>
<td>Per capita consumption</td>
<td>150</td>
<td>157</td>
<td>181</td>
<td>197</td>
</tr>
<tr>
<td>YOY</td>
<td>5.1%</td>
<td>4.4%</td>
<td>15.4%</td>
<td>8.9%</td>
</tr>
</tbody>
</table>

Source: Research report on in-depth research and investment strategy of China's tourism industry in 2017-2022 released by Zhiyan consulting.

The number of tourists to Wuzhen increased from 6.0083 million to 9.0644 million from 2012 to 2016, and the passenger flow in Wuzhen reached 8,026,500 with a growth of 13.8% in 2017 according to the announcement.
Implement comprehensive and intelligent oversight

The well-known intelligent brain "Wuzhen Butler" joint center put landscape lights, fire hydrants, trash cans, inspection well covers and other information on a single network in 2017, so as to grasp their running state at any time, for example, according to the latitude and longitude, weather, traffic flow and traffic flow factors, automatic switching and brightness adjustment, the solar energy intelligent compression dustbin can realize the solar energy supply, the self-disinfection and the inspection, the automatic compression enhances the carrying capacity; Automatic alarm for failure of fire hydrant; Inspection well cover can detect its inclination automatically. In addition, the linkage center can also display real-time air quality, water quality, tourist distribution heat map, etc. Intelligent smoke sensing system is installed in the homestay in Wuzhen. In case of fire alarm, alarm and reminder will appear on the platform of the linkage center.

Smart tourism changes tourists' experience and consumption behavior

The most prominent practical significance of smart tourism is to improve tourism services and tourists' experience. The core of "smart scenic spot" in Wuzhen is the construction concept of a tourist-oriented scenic spot with improving tourists' experience as the priority. The management process of the scenic spot is intelligently made through modern science and technology so that the scenic spot service can provide a precise and convenient experience for tourists.

Wuzhen spreads smart tourism to every service detail. Wuzhen scenic area has been committed to creating smart tourism and to better improving tourist experience in recent years.
With "facial recognition system" implemented into the scenic spot, photos are uploaded to a database, and the cameras at the gates determine whether visitors should be allowed in just 0.6 seconds.

Visitors can walk in precision in Wuzhen with scenic navigation, star voice guide, etc. through the map APP. Map service providers offer cloud management, heat map, traffic analysis, and scheduling, and other functions, to help scenic area management to solve resource scheduling. In terms of tourists' self-drive, they build an intelligent traffic guidance system, plan the road operation routes in and out of the town and the scenic area reasonably, set up a parking lot guidance and a real-time display electronic screen for the number of parking Sp, and implement the construction of road signs and signs in the town. On low-carbon and convenient travel, public bicycle rental can be realized by scanning the QR code with the mobile phone. On public transportation, tourists can check the location and route of all buses in real time through the mobile app, and arrange waiting time scientifically. It also has mobile map APP tourism + live broadcast business scene application in Wuzhen, merchant mobile payment, one-card application, code scanning self-service ordering. Parking is found through the self-service terminal of the reverse car finding system in the elevator of the parking lot. The scenic town spot has gradually installed GPS and Beidou double-mode positioning system on the tour buses and the boats and set up monitoring and dispatching. Through precise positioning, intelligent scheduling of vehicles and boats can be realized. Tourists can call the tour bus by scanning the code on their mobile phone. Using sesame credit to borrow charging pads and umbrellas is free of charge.

All-round and deep cooperation is also carried out in Wuzhen scenic area with Gaode Map, Ali, Ctrip, and other mainstream enterprise platforms to build a three-dimensional marketing system. Through WeChat public platforms such as "Wuzhen release" and "Wuzhen scenic
spot," the marketing and the publicity information of Wuzhen, including food, accommodation, transportation, travel, shopping, and entertainment, etc., can provide online booking.

**Discussion and implications for research**

Data lies at the core of all smart tourism activities. Privacy is, therefore, an obvious concern in the context of smart tourism, especially for location-based services, while extremely useful for tourists, they expose their consumers to vulnerability. Privacy in tourism is a special case as related with providers and therefore privacy-sensed apps/services are typically short-lived, which limits trust-building.

Also, the need for information is so great that tourists might be easily persuaded to forego privacy (Anuar, 2011). The digital footprint of a smart tourist is huge and opportunities for mining the digital traces left while on vacation or traveling for business are manifold. Smart tourism is becoming a big contributor to and benefactor of the “sensor society” (Andrejevic, 2015) that is characterized by ubiquitous, always-on data capture. It becomes concerns for individuals to be able to be identified out of large collections of supposedly anonymous data, automatic capture of data for no concrete purpose, and surveillance under the disguise of service provision. Smart tourism raises big issues with respect to information governance (Tallon, 2013) and correctly deriving the value of information. Therefore, a major area of research necessary in the context of smart tourism is information governance and privacy, with particular questions relating to determining the value of information and ensuring safety and security in rather open and ubiquitous info-structures (Gretzel, 2015).

Another issue increasingly discussed in the context of smart tourism is extreme technology-dependence. This has clear implications in terms of a widening digital divide
(Minghetti, 2010). For those without smartphones and destinations that cannot afford to build smart tourism info structures, the problem is not only access or affordability: recent developments in the smart watch market suggest that consumers are only reluctantly adopting this wearable technology (Forbes, 2015).

Also, when inspected, this ICT dependence reveals other issues, namely, information overload, lack of serendipity that is often essential to meaningful tourism experiences, and an increasing desire to at least escape technology when on vacation (Gretzel, 2010). While research is already being conducted on how technology enhances tourism experiences, there is a clear lack of research focusing on potential drawbacks of too much mediation. What is clearly needed is a more critical perspective on smart tourism experiences, more information on psychological and health risks of constant bombardment with data by context-aware systems and insights regarding consumer attitudes towards the various aspects of smart tourism, including their willingness to co-create and their enjoyment of such processes and the actual dimensions of “value-in-use” derived by consumers.

The need to unlock the power of big data for translation into smart tourism services also raises the issue of human and artificial intelligence. Tourism is not currently a sector that attracts a lot of knowledge workers. It also struggles notoriously with innovation deficiencies despite its firm reliance on ICT (Hjalager 2002). Human resources issues with respect to smart tourism are not typically discussed. Further, in a very utopian view of smart tourism, there’s happy collaboration among various actors and a self-regulating ecosystem where the value will be sustainably produced. In addition, as mentioned above, what business models can and should be adopted in this context remains a mystery.
Conclusion

China has made rapid progress in the application of the Internet, especially in the wisdom of people's livelihood services. At present, remarkable achievements have been made in the construction of software and hardware of informatization infrastructure in Wuzhen, such as smart scenic spot, smart government affairs, smart pension, smart medical care, smart transportation, smart environmental protection, and wireless network coverage. Smart tourism development is already under way, naturally evolving from the extensive uptake of technology in tourism in many ways. However, the systematic and widespread coordination and sharing as well as the exploitation of touristic data for value creation is still in its infancy. Smart tourism initiatives around the world are seeking to build viable smart tourism ecosystems (Gretzel 2015), but the complexity of the sector makes it extremely difficult to go beyond very specific platform-, technology- or service-specific innovations.

At the same time, the smart tourism development and the characteristics of local tourism to better combination of smart tourist destination in order to more convenient to enjoy the tourist destination human resources or natural scenery, it is just a tool to implement efficient travel, although also part of the tourism experience content, Don't make smart travel a selling point to attract tourists, how to better balance the smart tourism between cultural tourism, nature tourism, heritage tourism. It is a subject of sustainable development.
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A Semiotic Analysis of Official Religious Tourism Websites of Guan Di Temple in China

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Abstract

While online tourism marketing is gaining more and more popularity in recent years, the Internet has become the principal market place to attract both national and international tourists. Accordingly, governments have been putting great emphasis on the design of their official tourism websites for the promotion of destination images and products. Moreover, the webpage of these websites is a semiotic entity of various resources, including text, image, video, sound, gestures and so on. Therefore, a semiotic analysis is applied in this paper to decode the meanings hidden beneath with the purpose of examining how online tourism marketing promote the local Guan Di Temple to an international audience.

Keywords: semiotic analysis; tourism websites; religious tourism; Guan Di Temple.

1. Introduction

Nowadays, with its fast-developing information technology, online tourism marketing is an alternative to paper-based marketing or other types of promotional media (Wu, 2018). Searching for information online is also an essential part of the purchasing decision process.
Within the online tourism ecosystem, official tourism destination websites play an important role not only in providing potential tourists with information about the destination, but in creating and projecting positive destination image, and attracting tourists to the destination (Malenkina & Ivanov, 2018). Due to this fact, many regions and countries have put intensive emphasis on tourism marketing in the way of designing tourism websites to promote their products and reach both national and international audience.

Furthermore, tourism marketing has developed a semiotic tourism language to promote and introduce touristic destinations. It uses a semiotic entity resulting from the interplay of various resources --- written language, pictorial (images, icons), graphic (layout, typographic features) and acoustic elements (sounds, music) to manifest the featuring culture of the destination (Horng & Tsai, 2010) as well as to attract the international audience (Wu, 2018).

Lord Guan (Guan Di), a famous general who died violently in defeat, originated as a martial deity capable of violence. He is a martial keeper of morals and a savior of mankind from an impending apocalypse. And he was sanctified and his image played an important position in the divine system of religions in China (Phong, 2015). In the early Ming dynasty, the Guan Di Temple was promoted as Wumiao (Temple of War) as an equal of the Confucius Temple (Temple of Literature). From then on, Lord Guan’s temples and shrines appeared everywhere in China. There is a high number of over thirty thousand Guan Di Temples in China, among them, are some world-famous ones, attracting believers and tourists from different places both nationally and internationally, such as South Korea, Malaysia, Singapore, Indonesia, Thailand, Japan, America, to name a few.

And along with Chinese immigrants, the cult of Guan Gong spread to many countries as Lord Guan being one of the deities that has the widest impact in the religion of the Chinese over the world. In recent years, the Guan Di Temple, which is considered as a religious and
cultural tourism type, appeals increasing numbers of scholars’ attention in tourism industry.

With many marketers simply transferring offline marketing material into the newly emerging online formats, marketers are overlooking the enormous potential of the interactive component of new media communication (Lefebvre, 2010). Therefore, it is becoming increasingly vital to understand how marketers and participants are interacting in new media sites within the context of a marketing campaign (De Vries et al., 2012; Kunz & Hackworth, 2011; Schmidt & Ralph, 2011).

This research selects three representative websites of Guan Di Temple and deals with tourism marketing by comparing and contrasting the layout of the official tourism websites based on the semiotic analysis. The primary objective is to answer the following questions:

1. What is the relationship between visual images and verbal texts as well as the layout of the official religious tourism websites?
2. How do the semiotic modes interact in the official religious tourism websites?
3. In what way can the official religious tourism websites convey the intended meaning?
4. How do official religious tourism websites, via the use of semiotic resources, realize the purpose of tourism marketing?

Literature Review

Social semiotics

Semiotics is a study of signs (Chandler, 2017). It is a discipline that interprets the world in a particular way (Kristeva, 1973). The modern study of semiotics is split into two schools of thought, Continental and American (Noth, 1995; Berger, 2009; Desouza, & Hensgen, 2015).
Social semiotics analyses the meaning generated and used in social environments through social interactions. It is concerned with social meanings conveyed via a full range of semiotic forms, through semiotic texts and semiotic practices (Hodge and Kress, 1988; van Leeuwen, 2005; Jewitt, 2009). Social semiotics is widely applied in many fields, and it focuses on social meaning-making practices of all types, including visual, verbal and aural. These different meaning-making systems correspond to images, speech and writing as semiotic modes.

Moreover, social semiotics studies how people design and interpret meanings, and how semiotic systems are shaped by social interests and ideologies, and how they adapt as society changes (Hodge & Kress, 1988). The core principle of social semiotics is that of multimodality (Kress, 2010; van Leeuwen, 2005). Multimodality is defined as “the use of several semiotic modes in the design of semiotic product or event, together with a particular way in which these modes are combined” (Kress & van Leeuwen, 2001). It is recommended as the best suited for research on an internet website, which combines various modes to create meanings.

**Religious tourism marketing**

Religious tourism has been viewed as special interest tourism that is on the rise. It usually involves followers of a particular faith paying their respect by visiting locations that are considered holy sites. It is an alternative to mass tourism, and tourists like to engage with particular products or services that fulfil their special interest and needs (Kim, 2007). Due to the fact that religious destinations are also of cultural and historical significance, they are visited not only by the pilgrims but also non-religious tourists (Destination World, 2010).
Folk religions have prominently existed in many parts of the world and have shaped the local culture we know today (Park, 2005). This type of tourism attracts a comparatively smaller number of highly dedicated believers and visitors with a particular interest in local culture.

In a market economy, religion has been transformed into a product to be sold in the tourism market. While marketing religious tourism, faith must serve as a competitive advantage for the reason that it conveys recognisable symbols and mediators with whom religious prospect can make immediate connections with the marketplace (Einstein, 2008). However, religious tourism destinations face competitions not only from other major types of tourism but also from tourism of other religious beliefs. This is true of folk religions in particular.

**Social semiotic analysis in tourism industry**

Social semiotic analysis has got scholars’ great attention only in recent years. Multimodal discourse analysis, in particular, has been applied by scholars of social semiotics in their research to study visual images and other semiotic modes in various materials, such as advertisements and magazine layout, news reports, websites, etc. in the hope of identifying means of attracting the viewers’ attention to one thing rather than another (Kress & van Leeuwen, 1996). In a broader perspective, multimodality is often embedded in tourism websites to create a “semiotic harmony” (Kress, 2010) as well as to create a positive experience for customers and build effective brand websites.

**Research gap**

Critical ink has been spilled over the question of whether tourism is a subject worthy of academic study (Page & Connell, 2006; Sharpley, 2011). The newness for the new media has been challenged (O’Neill, 2008). The web pages as forms of new media cover obligatory and optional characteristics: the hypertextual organisation in the World Wide Web platform accessible via the Internet, the multimodal coding, the dynamic nature, the interactivity
potential and the support of computer-mediated communication (Storrer, 2008). Besides, most studies on tourism and discourse, text, or language (Dann, 1996; Baider et al., 2004; Jaworski & Pritchard, 2005; Antelmi et al., 2009) have been concerned with an analysis of print material, rather than the new media.

Despite this, research on destination marketing and communication reveals that a new tendency towards using more electronic and web-based forms of communication has been identified (Fyall, 2011). Furthermore, although a wealth of research has been conducted in the area of advertising (Bendel & Held, 2008), a dearth of research has been noted when it comes to combining tourism studies with the study of language or discourse, in general (Pritchard & Jaworski, 2005), and systematic analyses of promotional tourist discourse, in particular (Held, 2008).

As the tourism website is regarded as the most critical communication tool for destination marketing in the information age (Chiou, Lin, & Perng, 2011; Law, Qi, & Buhalis, 2010; Lee & Gretzel, 2012). Research on tourism destination websites has been quite extensive, and much of it has focused on the quality of the website (Law, Qi, & Buhalis, 2010). Details of the attributes of the websites are often paid less attention. A lack of sufficient research has been noted regarding the combination of religious tourism study and social semiotic study. It is evident that “there has been little dialogue between scholars who primarily study discourse and communication, and those whose primary focus is tourism” (Pritchard & Jaworksksi, 2005).

Accordingly, applying social semiotic analysis to religious tourism websites may raise the awareness of responsible bodies on how the range of semiotic resources can be utilized as strategies for designing websites to attract the potential visitors (Nekic, 2014).
Conclusion

The analysis to be performed in later research discloses how visual and verbal semiotic resources interact and elaborate with one another to convey extensive meanings and enhance marketing effects. It helps to outline fundamental elements of representation and to discuss the relationship between its components. All these elements can not only be observed and described, but also interpreted. They coexist to make the official religious tourism websites more powerful and persuasive to domestic and international tourists as a tourism destination.

The complexity created by interpretation through social semiotic approach raises interest in various domains, such as websites, promotional materials, tourism communication, to mention just a few. On the one hand, it can help students and researchers understand better the essence of promotion channels, on the other hand, professionals in tourism industry can apply to their marketing and promotion practice more successfully.
References


Exploring the Tourist Information Needs in Gamified Virtual Tourism Experience toward Tourist’s Behaviour

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Abstract

Research and application of virtual tourism has been rapidly developing in the Industrial Revolution 4.0 dan Society 5.0. However, research about perspective of the tourist information needs in virtual tourism is still lacking, especially in Indonesia. This research method used is explanatory research with a survey that implemented on tourist to the information needs and immersion in gamification-based virtual tourism presented of eSports at Jawa Timur Park 3 Virtual Arena. The results of the analysis shows that the challenge immersion plays a more important role than the system immersion in the form of audio visual and information quality is the most needed thing compared to the quantity of information in virtual eSports destinations, therefore it produces same effects on tourist behavior such as attitude and then affect the revisit intention.

Keywords: Virtual tourism; eSports; information needs; immersion; attitude, revisit intention

Introduction

The participation of eSports at the Asian Games 2018 in Indonesia is one step forward before eSports will be competed in the olympics. The existence of eSports at the 2018 Asian Games is a big step for eSports enthusiasts in the world. New generations take for granted that which was unthinkable for previous generations. For digital natives (Prensky, 2001), video game consoles are playful operators. Similarly, cars are transportation operators in contemporary society (Lévy, 1999). Both video games and cars may seem strange or ridiculous to generations which have lived without that technology. In this sense, sports played in a virtual
reality (VR) might also seem strange to those unaccustomed to them. Moreover, some argue that, “virtuality is more real than reality” (Quéau, 1995), since virtuality is able “to replace deficits in our traditional reality” (Echeverría, 2000). Therefore eSports can be a new variation for the new phase of global tourism transformation that supported by technological innovation, generating economic opportunities and forming a new tourism sector called by virtual tourism.

Virtual tourism can be interpreted as a digital presentation of the actual tourist attraction, where geometric properties of three-dimensional space are communicated to virtual tourists (also called tele-tourists) in such a way that they can provide immersion from tourist objects that seem to be real (Stepaniuk, Balakier, and Januszewska, 2014). Sport often operates in a real and present environment, however it can also operate in a virtual environment (through the process of virtualization), maintaining its playful elements while dissipating its elements rooted in reality, because “there is virtuality in the real and reality in the virtual” (Echeverría, 2000). It is in the hyperspace of virtual reality that we set our sport-themed virtual games.

There are several basic types of the main objects of virtual tourism (Stepaniuk, Balakier, and Januszewska, 2014), one of it is the use of internet applications based on software similar to computer games, where with an avatar, moves in the virtual world. Jawa Timur Park Group has created virtual tourism as a complementary part of conventional tourism-themed educational parks that they developed at Jawa Timur Park 3 in Batu City, East Java, Indonesia in the form of Virtual Arena. Basically, Virtual Arena is a visual technology-based gamification playground where it is claimed that in Indonesia this zone only exists in Jawa Timur Park 3.

The most important thing about forming a virtual experience is the capacity to provide a sense of physical presence (immersion) from visitors to the virtual environment real
(Gutiérrez, Vexo, and Thalmann, 2008). Therefore, this study aims to evaluate the behavior of tourists that influence by immersion (Vekony and Korneliussen, 2016; Spielmann et al., 2016; Fonseca and Kraus, 2016) and information needs (Chow et al., 2012) which are presented in virtual environments in gamification towards tourist attitudes. Furthermore, the researcher also indicated that the attitude of tourists could influence the interest of tourists to revisit after they visited the virtual environment (Ajzen, 1991; Tussyadiah, Wang and Jia, 2017; Wu and Li, 2017). Immersion is defined as a state of feeling inside and interacting with a virtual environment that provides continuous stimulation, a real illusion from reality to the senses (Witmer and Singer, 1998).

When applied to the word information, as in information need, what is suggested is a gap that can be filled by something that the needing person calls “information.” According to Wilson (2000), information needs are influenced by a variety of factors such as the range of information sources available; the uses to which the information will be put; the background, motivation, professional orientation and individual characteristics of the user. Information needs emphasize the requirement of the identification of the right need. Information need implies “a state that arises within a person, suggesting some kind of a gap that requires filling. When applied to the word information, as in information need, what is suggested is a gap that can be filled by something that the needing person calls “information.” (Dervin and Nilan, 1986).

Attitude is an evaluative assessment of an object that related with likes or dislikes degree (Doran, Hans and Larsen, 2015). While, the interest in revisiting is the possibility for tourists to visit a destination again, and this behavior is considered an expression of loyalty (Baker and Crompton, 2007) or concrete action that refers to the willingness of a tourist to revisit a
destination of the same destination (Kozak, 2001). The framework and hypothesis of this research are formed from the underlying theoretical and empirical basis (figure 1).

![Figure 1. Research Framework and Hypothesis](image)

The originality offered in this research is that no other research has been found about the experience of immersion and information needs in eSports virtual destinations in the perspective of tourist behavior therefore, this research is the pioneer. There is only found some researchers (Bartoli, 2018; Hamed, 2017; Witmer and Singer, 1998) have conducted research on gamification and tourism in a tourist perspective but it did not examine immersive and information needs experiences.

**Methods**

This research method used is the explanatory research with a quantitative survey approach (Cooper and Schindler, 2003). The variables in this study consisted of exogenous variables, such as immersion and information needs and endogenous variables, such as attitude and revisit intention.

**Sample and Data Collection**

The number of sample determine in this study was carried out using the Machin and Campbell formula therefore the number of samples in this study are 116 respondents. The
sampling method in this study was carried out with a purposive sampling approach with the sample criteria; 1) visitors of Jawa Timur Park 3 virtual arena; 2) aged ≥ 17 years and 3) have tried one eSports virtual reality vehicle at least once, such as the Boxer, Just Dance, Zumba Dance and Let’s Smash.

Analysis Procedures
In this study the data analysis method used to prove the hypothesis proposed in this study with Generalized Structured Component Analysis (GSCA) with online web-based GSCA. GSCA can be applied to small samples because of the resampling method (bootstrapping sample) (Solimun, 2012).

Analysis Measurement
To measure Immersion (IM) the researcher uses dimensions and indicators (Ermi and Mayra, 2005; Slater and Wilbur, 1995) consisting of Challenge Based Immersion (CI), System Immersion (SI) and Imaginative Immersion (IMA). Furthermore, this study measures information needs (IN), using Nicholas (2000) which consists of Information function (IF), form of information (FI), information awareness (IA), information point of view (IP), information quality (IQ), quantity of information (QI), update of information (UI), origin of information (OI). In addition, for Attitude (AT) and Revisit Intention (RI), it was measured using changes after experiencing VR from the previous study (Lai, Yu and Kuo, 2010).

Discussion
Based on table 1 below, the immersion variable has a grand mean value of 4.954 while the information needs variable has a value of 4.704. Furthermore, the challenge immersion indicator has the largest mean value compared to other immersion indicators which is equal to 4.204 while the indicator with the lowest mean value is system immersion which is equal to 3.056. In addition, on the information needs indicator the largest mean value is information
quality which is equal to 4.501 and the lowest mean indicator value is the quantity of information which is equal to 3.203.

Table 1. Means Scores of Latent Variables

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Challenge Immersion</td>
<td>4.204</td>
</tr>
<tr>
<td>System Immersion</td>
<td>3.056</td>
</tr>
<tr>
<td>Imagination Immersion</td>
<td>4.136</td>
</tr>
<tr>
<td>Information Function</td>
<td>3.987</td>
</tr>
<tr>
<td>Form of Information</td>
<td>3.880</td>
</tr>
<tr>
<td>Information Awareness</td>
<td>4.201</td>
</tr>
<tr>
<td>Information Point of View</td>
<td>4.100</td>
</tr>
<tr>
<td>Information Quality</td>
<td>4.501</td>
</tr>
<tr>
<td>Quantity of Information</td>
<td>3.204</td>
</tr>
<tr>
<td>Update of Information</td>
<td>3.908</td>
</tr>
<tr>
<td>Origin of Information</td>
<td>3.825</td>
</tr>
<tr>
<td>Variable</td>
<td>Grand Mean</td>
</tr>
<tr>
<td>Attitude</td>
<td>4.238</td>
</tr>
<tr>
<td>Revisit Interest</td>
<td>3.868</td>
</tr>
<tr>
<td>Immersion</td>
<td>4.954</td>
</tr>
<tr>
<td>Information Needs</td>
<td>4.708</td>
</tr>
</tbody>
</table>

These results indicate that virtual eSports destination visitors need more immersive ability, especially in challenge based immersion, which is related to motor skills or mental skills such as strategic thinking or logical problem solving while interacting in a virtual world based on gamification compared to information about the virtual world's ability to provide system immersion namely related to audiovisual execution such as music, graphics, lighting and so on. Meanwhile, the information needs that is more important to visitors is the information quality compared to the quantity of information. Visitors expect information that can be
trusted while exploring the virtual world and tend not to expect a large amount and variety of information to avoid information anxiety in another world that has just been explored.

The results of this study shown at table 2 below, hypothesis 1 is acceptable and the results of this study are in line with the results of research (Chow et al, 2012; Harwood, 2011.) These results indicate that the virtual environment in the eSport virtual destination of Jawa Timur Park 3 virtual arena has been able to create information needs consist of information function, form of information, information awareness, information point of view, information quality, quantity of information, update of information, origin of information. Therefore, the information needs has been able to create changes in visitor attitudes such as feeling to like and impress towards a eSports virtual destination. The positive direction of the influence of information needs and attitudes shows that the better the information needs presented on a virtual vehicle will further increase the positive attitude of the visitor.

### Table 2. Hypothesis Testing Result

<table>
<thead>
<tr>
<th>H</th>
<th>Effect</th>
<th>Path Coefficient</th>
<th>CR</th>
<th>Note</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>IN-&gt;AT</td>
<td>0.762</td>
<td>10.81*</td>
<td>Sig (+)</td>
<td>Accepted</td>
</tr>
<tr>
<td>2</td>
<td>IM-&gt;AT</td>
<td>0.776</td>
<td>10.77*</td>
<td>Sig (+)</td>
<td>Accepted</td>
</tr>
<tr>
<td>3</td>
<td>AT-&gt;RI</td>
<td>0.746</td>
<td>10.55*</td>
<td>Sig (+)</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

Moreover, hypothesis 2 is acceptable and in line with the results of this research (Vekony and Korneliussen, 2016; Spielmann et al, 2016; Fonseca and Kraus, 2016). It shows that the virtual environment in the playground of Jawa Timur Park 3 virtual arena has been able to provide challenge based immersion both motor and mental challenges and encouragement to achieve goals; provide good immersion systems such as ability to reach object, the ability to see around freely, lighting, music, vibration, sound, pixel color, graphic display, diversity of
visual forms and diversity of graphic content; and build imaginative immersion from themes, characters, narratives that seem to feel in a real environment. Therefore, immersiveness is able to create changes in visitor attitudes such as feeling to like and impress towards an eSports virtual destination. The positive direction of the influence of immersion and attitudes shows that the better the immersion presented on a virtual vehicle will further increase the positive attitude of the visitor.

Furthermore, hypothesis 3 is acceptable and strengthen the theory of Planned Behavior (Ajzen, 1991) and is in line with the results of the study (Tussyadiah, Wang and Jia, 2017; Wu and Li, 2017). It can be said that the virtual environment in the playground of Jawa Timur Park 3 virtual arena has been able to give a positive attitude such as feeling to like, interest, enjoy and memorable. Therefore, the attitude of visitors is able to create a desire again in the near future and the willingness to plan a repeat visit to the eSports virtual destination. The positive direction of the relationship between the influence of attitudes and interest in revisiting shows that the better the attitude after visiting the eSports virtual destination will further increase the interest of visitors to return.

**Conclusion**

Virtual eSports destination managers, especially in the Java East Park 3 virtual arena should be prioritize the ability to provide immersiveness for visitors. Managers should prioritize aspects of the capabilities of virtual eSports destinations in providing the challenge immersion both motoric, mental and goal achievement compared to the system's immersive aspects such as music, audio visual, lighting, graphics and so on. This is probably due to the fact that this research was conducted on eSports gamification-based virtual tourism destinations, different results may be obtained with the object of research on pure virtual
tourism destinations that are indicated to prioritize the ability of systems immersion so that further research is needed to investigate the possible differences.

The manager is also expected to be able to answer the information needs of visitors to virtual eSports destinations where the results of this study found that they prioritize the availability of information quality compared to the large quantity of information. This is possible in virtual eSports destinations, the varying quantity of information can also present an anxiety for visitor information on the destination they just arrived at. The manager should provide information with a concise and clear display so that users can more quickly process the information for strategies and making short-term decisions during the game.

This study shows the relevance between attitude and interest in repeat visits, where immersiveness and information needs play an important role that can influence the attitude of visitors to virtual eSports destinations which in turn will influence interest in revisiting. Because research is still rarely related to these variable variables in Indonesia, further researchers can conduct research by conducting tests on two different research subject groups such as digital immigrants and digital natives related to their acceptance of reality technology in virtual eSport destinations.
References


The aggravation of social media to overtourism: a case of the ancient city of Pingyao in China

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Abstract
Tourism industry is a key driver to social-economic progress, however overtourism has being a growing problem in all over the world. This study explores the role of social media to aggravate overtourism. Confirmatory Factor Analysis is employed to obtain insight into the relationship between social media and overtourism through 300 tourists in the Ancient City of Pingyao in China. The finding is that social media has amplified overtourism by influencing tourist flow. These influence factors contain social media influencer, information providing, knowledge sharing, destination choice, social media exhibitionism and selfie-seeking. This study fulfills the gap of overtourism literature and contributes to the destination managers and social media managers.

Key words: Overtourism; social media; tourist flow; factors; the Ancient City of Pingyao

Introduction
As one of the fastest growing economic sectors in the world, tourism has been serviced as the key driver for the socio-economic progress (UNWTO, 2017). This sector provided the most employment, which was 313 million jobs, and was responsible for one out of 10 jobs worldwide in 2017 (WTTC, 2017). Tourism industry has became the main income resource
especially in developing countries and play an important role in culture preservation, environment protection, peace and security, economic growth, employment and development (UNWTO, 2017). As a driver industry, tourism plays an important role in the economic recovery or growth of since economic crisis in 2007 (Martin et al., 2018; Koens et al., 2018). However, an attitude of rejection to tourism has risen over the past years, manifested through the activities of anti-tourism or tourism-phobia such as attacking on restaurants, businesses and yachts, damaging tourist buses and bikes in sites and so on in Barcelona and the Balearic Islands. These trends have emerged in other European counties and other regions in the world (Ordiz, 2017; Seraphin et al., 2018). These movements encourage a new item of overtourism science the summer 2017. Overtourism can be observed from multiple high profile destinations to tropical islands, backpacker ghettos, and even slums (Koens and Thomas, 2016).

More attentions have been paid to overtourism that has become a hot topic in academia. Koens et al. (2017) mentioned more than four Special Issues of academic journals and three books associated with this topic would come out in 2018 and 2019 even though it was not largely existent prior to 2017. Koens et al. (2017) understand the concept of overtourism in the context of the wider societal and city developments. Marin et al. (2018) clarify the economical factors that contain the increase in residential rentals prices and the shift from traditional market to tourist-oriented market with a higher price. These factors product the negative impact on local communities, especially on tenants of an apartment in city center and citizens with low or medium income.

Schroeder and Pennington-Gray (2015) illustrated that social media had been serviced as consumers’ major communication channel for tourism. This is because of the roles of social media, including information resource, decision-making, education visitor, and online community.
This study aims to explore the contribution of social media to tackling overtourism by analyzing the factors of overtourism and the roles of social media in tourism. It seeks to employ the roles of social media to deal with congestion, disturbance, loss of local identity and the absence of real encounter between residents and visitors.

This paper estimates the relationship between social media and overtourism. So far, no study focuses on this field. Therefore, the current study addresses the important gap in tourism literature.

**Literature review**

**Overtourism**

The word “overtourism” was created by Skift in 2016 (Ali, R., 2016) and was defined by Richardson (2017) as “any destinations suffering from the stain of tourism” (Seraphin et al., 2018). UNWTO (2018) clarified the overtourism to “the impact of tourism on destinations, or parts thereof, that excessively influences perceived quality of life of citizens and/or quality of visitors experiences in a negative way.” The Responsible Tourism Partnership (2017) refers to “overtourism” that the host and guest, locals and visitors in the destination feel that there are too many visitors and the quality of life or the quality of experience has destroyed unacceptable. Seraphin et al. (2018) link overtourism with the concept of carrying the capacity to completes the definition that the destination reaches or excesses the carrying capacity that is the maximum limitation of the destination. Singh (2018) describes overtourism from two dimensions: visual dimension, “the presence of overtourism can be suspected when local people cannot walk on the street without rubbing shoulders with crowds of tourists”; experimental dimension, “overtourism occurs when hosts and guests, locals and visitors feel that there are too many visitors at the destination and that the quality of experience is at stake.” Sum of above, overtourism means the quality of life about the local
community and the quality of experience of the visitors have deteriorated unacceptable, which suffering the pressure coming from the huge number of visitors. Some experts argue the harm of the overtourism. Singh (2018) stated the consequence of overtourism is that pollution, littering, congestion, traffic jam, debasement of landscapes, destroying of the freshness and amenity of a place, vandalism, unrest and anxiety amongst residents. Seraphin et al. (2018) mentioned that overtourism reduce the quality of life of residents, put the UNESCO World Heritage at risk, and simulate loss of identity. Marin et al. (2018) identified that huge number of visitors has caused the house price and residential rentals price increasing greatly, which decreasing the population in the destination.

Factors behind overtourism

Enormous tourist number

Another word, overcrowding was discussed by Rowsenow and Pulsipher (1979). The enormous number of tourists associating with substantial and fortuitous demand for destination is identified a main reason (Seraphin et al., 2018; Martin et al., 2018; Leadbeater, 2017; Richardson, 2017). The negative impacts of tourism resulting excessive number of tourists contain more waste resource, the overcrowding of infrastructure and public space, noises and insecurity, traffic jam, congestion, alcohol and drug consumption and the problem of prostitution. Especially when the destination excesses the carrying capacity, it produces not only environmental impact but also social impact, which has a potential threaten of overtourism (Carcia et al., 2016; Yagi and Pearce, 2007; Lindberg and Johnson, 1997; Martin et al., 2018). In fact, as like mentioned by Kpens et al. (2018), the press to destinations from the increasing number of visitors is limited. Most of time, the local environmental issues are already problematic, which are exacerbated by tourists. UNWTO (2018) described three factors causing the issue: too many visitors, possibly aggravated by seasonality; too much
adverse visitor impact; and too much physical impact of the visitor economy. Koens et al (2018) viewed the social media as a boosting factor to congestion.

**Visitors’ inappropriate behaviors**

These behaviors include drug and alcohol consumption; vandalism and crime; pollution and the destruction of historical sites; littering; destruction of the freshness and amenity of a place; and the increasing of prostitution (Alemida et al., 2016; Yazdi and Khanalizadeh, 2017; Singh, 2018; Milman et al., 1988). Koens et al. (2018) illustrated that the impacts of inappropriate tourists’ behaviors is difficult to be measured resulting of the strong impact of long-term perceptions.

**Physical touristification and museumification of the tourist areas**

Gravari-Barbas and Guinand (2017) discussed the concept of “tourism gentrification”, which describes the transformation of mostly middle-class neighborhoods into tourism enclaves. Koens et al. (2018) explained the physical touristification is that the retail landscapes get tailored to tourist-oriented shop, such as fun-shopping and food consumption, rather than local shop. Martin et al. (2018) determined the increasing cost of living resulting from the increase in residential rentals prices and the tourist-oriented market with higher prices in destinations is an essential factor lie behind the residences’ attitude of rejection towards tourism. And the online platforms of vacation rentals, such as Airbnb, directly stimulate the residential rentals price increase.

**Residents pushed out of residential areas**

Marin et al. (2018) identify two underlying factors of rejecting tourism: vacation rentals platforms and increasing of tourism demand through interviewing residents in Barcelona. All these factors stimulate the increasing of living cost and force the residents moving out of the city center, especially the tenants of apartments in city centers and the citizens with a low or medium income have become the most vulnerable residents who have strong attitude for
rejection. In addition, the online platforms of vocational rentals destroy neighborhoods and bring the problems of noise and insecurity. Koens et al. (2018) revealed that platforms of vacation rentals impact neighborhoods and lead to displace of residents.

**Pressure on local environment**

Singh (2018) mentioned that the consequences of overturism are pollution, littering and degradation of landscapes. Koens et al. (2018) revealed that most time, the local environment has already been problematic and is exacerbated by tourists’ disproportionate usage of resources.

**Tourism management model lacks of systematization**

Morant (1996, cited by Martin et al., 2018) argued Spain tourism model that the tourism aims to attracting more tourists for the longest time and lets tourists pay for goods and services, while reducing the fixed operating costs. Abril-Sellares et al. (2015) noted that business owners regard tourist arrival as benefits, while residents more concern the increasing of prices of the shopping baskets. The tourism strategies only aim at attracting maximum visitor numbers, such as branding strategies, low-cost airlines and the commercially expedient practices (Seraphin et al., 2017; Russo et al., 2014; Colomb & Novy, 2016). Koens et al. (2018) noted that rapid relative and unexpected growth without sufficient consultation could cause problems.

**Conflicting of culture, ethnic, religion, custom between tourists and local community, as well as local community and government**

Singh (2018) illustrated that Goa in India as a population destination has not reached the oversize but the anti-tourism movements emerge. As a strong, religious and ethical community, Goanrs disagree the stat government’s tourism planning oriented leisure commercial tourism and organized a civilian army to retain Goa’s traditional economy. And
they forbid foreigners to nudism and naked dancing at Anjuna resort and regular the tourism.

**Profit-motive of tourism business**

Maximization of profits, or shareholder value, is not only thing driving tourism businesses (Ateljevic & Doorne, 2000; Shaw & Williams, 2004), but the profit motive does drive rapid and excessive tourism development. Particularly the desire for short-term gains, and possibly the fear of losing out to competitors, results in expansion at any costs (Walmsley, 2017). The issue of Hardin’s (1968) the tragedy of the commons still remains. Moscardo (2008) referred the history of tourism development as the one where the local community or the destination as a resource to be exploited. Although the sustainable tourism criticizes tourism as an economic activity (Jafari, 2001), tourism still operates within a profit-driven system (Britton, 1991). Winner-takes-all capitalism sees profit as the card that trumps all others, growth is not inclusive and from a tourism perspective, destinations are simply a resource to be exploited (Walmsley, 2017). Bramwell (2006) revealed that in Malta the governments’ intervention to growth limits are more affected by business consideration and technical rationality and are more directly influenced by a trade association who is influenced by concerns about profitability.

**Strategies to solution to overtourism**

Strategies to solving overtourism have been explored by many scholars, tourism stakeholders and organizations. Koens et al. (2018) emphasized to understand overtourism in the context of wider societal and city developments. Martin et al. (2018) suggested developing a better spatial planning of tourism and a better reflection of carrying capacity to reduce the negative impact on local community. Seraphin proposed some tourism management strategies: ambidextrous management approach (exploitation and exploration), community based festivals and repositioning destination brands based on special interest tourism in his a series
of works (Seraphin et al., 2019; Seraphin et al., 2018; Seraphin et al. 2018). UNWTO (2018) underlined a comprehensive evaluation and planning to deal with overtourism and noted that urban tourism should contribute to the city development, residents’ well-being and creating a better cities for citizens, investors and visitors. Based on this, UNWTO (2018) identified 11 strategies and 68 measures to address visitors’ growth in cities.

**Social media**

Wikipedia defines social media as “the means of interactions among people in which they create, share, and exchange information and ideas in virtual communities and networks” (Wikipedia, 2013a). As an information and communication technology, Cohen (2011) characters the social media which include that social media based on information technology is an online communication tools on which participants and public peer to peer communicate and create, collaborate and exchange web’ content. Social media forms a virtual community together with the user by using cross-platforms to influence peoples’ behaviors and real life.

Social media develops many different types, including social network sites (e.g. Facebook), media-sharing sites (e.g., Flickr, Youtube), wikis, blogs, microblogs, review sites (e.g., Tripadvisor) and voting sites (e.g., Digg) (Munar and Jacobsen, 2013). The user-generated contents contain words, videos, images, and audio (Zeng and Gerritsen, 2014). Users can tailor communication reach by choosing available contents to any specific groups or individuals (Jacobsen and Munar, 2012).

**The roles of social media in tourism**

**Information resources**

Sirakaya and Woodside (2005) state holiday travel purchases involve high risks and uncertainty because of the composite and experiential features of tourism products. Consumers consult other travellers’ experience to increase the exchange utility and decrease
the uncertainty during the information search processes (Kotler, Bowen and Maken, 2010). As a shared information online communication platform, social media become important information resources providing access to other travellers’ experience (Yoo et al., 2011). At the same time, social media enable storytelling on a “24/7” basis to large audiences and make users have a sense of belonging into virtual travel communities (Gretzel, Fesenmaier, and O’Leary, 2006). Simms (2012) discovered that a higher percentage of visitors trend to use user-generated content when visiting a destination for the first time, especially visiting an international destination. These user-generated can be reached among various social medias.

**Decision-making**

A mass of studies exposes the roles of social media in the decision-making of travellers. Gretzel, Yoo, and Purifoy (2007) proved that online reviews from other tourists increased travellers’ confidents and decreased risks to assist decision-making. Mehrabian and Rueesell (1974) developed the Stimulus-Organise-Response (SOR) framework, which was used to explain the consumer’s decision-making (Hew et al., 2018). When consumers are stimulated by online reviews, according to Chan, Cheung, and Lee (2017), there are two main types of internal reaction: cognitive and affective reactions. Cognitive reactions refer to the mental processes emerging from online environmental stimuli. The positive cognition encourages, while negative cognition discourages the buying responses of shoppers. Affective reactions mean emotional processes deriving from online environmental stimuli. Xiang et al. (2015) supported that online and cloud accessing through mobile devices develop new information sources and more prominently guide travel decisions.

Regarding the information itself, Filieri and Mcleay (2014) analyzed the factors that influence travelers’ adoption of information in social media. The results showed that
information accuracy was the strongest factor of traveler’s acceptation to online reviews, followed by information value-added, information relevance, and information timeliness.

**Marketing strategy**

Social media is employed by destination marketing organizations or tourism agencies as communications tools, destination image building, brand positioning, and management. Kiralova and Pavliceka (2015) mention that destinations can directly interact with tourists, monitor and react on visitors’ opinions, evaluations of services, and influence tourists’ decision-making processes. Simultaneously, tourism organizations and destination marketing organizations concern ongoing trends and then try to explore the opportunities to use user-generated contents to position their brand (Kiralova and Pavliceka, 2015). Kim et al. (2017) suggest that content cues and non-content cues such as web design are positively related to cognitive and affective images and led to cognitive images. Content cues contain value-added, relevancy, interestingness, and completeness. Munar (2015) establishes a generic social media strategies model to examine the destination organizations (DMOs) using social media into adverting and mimetic strategy, analytic strategy, and immersion strategy. And some challenges are faced.

**Value co-creation**

Value formation process evolves from an emphasis on the exchange of operand resources towards an emphasis on operant resources such as skills and knowledge (Vargo and Lusch, 2008). Value is produced collaboratively during the interaction between various market actors, such as organizations, intermediaries, platforms, and consumers rather than in embedded in produced (Echverri and Skalen, 2011). Xu et al. (2016) mention that C2C interactions in the online context co-create value through sharing information, releasing emotional frustration, providing social support, suggestions, and solutions, and opportunities
for community leadership. Social media facilities dynamic interactions between consumers and companies and amongst consumers in a public space (Xiang & Gretzel, 2010; Yoo & Gretzel, 2011). Social media empowers consumers to become active collaborators in an interactive value formation process (Quach & Thaichon, 2017). Social media transforms the way of tourism-related content is (co-) created and distributed, and the way consumers learn about, plan for, and evaluate travel services (Luo & Zhong, 2015). The customer values include functional value, conditional value, social value, emotional value, and epistemic value (Sheth, Newman and Gross, 1991). Dolan, Seo, and Kemper (2019) confirm that the tourist complaining on social media in an interactive process of value formation. There are three unique practices of tourist complaining: solution-seeking, support-seeking, and social engagement-seeking, which potential for both value co-creation and co-destruction. The opinions posed on social media shape the tourists’ expectation to embarking on a trip and their satisfaction after traveling (Sedera, Lokuge, Atapattu, and Gretzel, 2017).

**Online citizenship**

Online community citizenship behavior (OCCB) is defined as member’s behaviors that are discretionary, not directly monetarily rewarded by the online support community, and that –in aggregate- promote the effective functioning of the community. OCCBs include showing concern for the development of the online support community; suggesting positive changes to the community; helping other members solve their problems, and showing courtesy toward other members (Chiu et al., 2015). OCCBs are driven by subjective well-being, online support community, and online community identification (Chiu et al., 2015). Ray, Kim & Morris (2014) suggest that individuals who experience a strong identification with an online community may have a sense of community engagement, which motivates them to contribute knowledge and promote the community via word of mouth. Online support community or
group is an internet-based space for people to exchange aid and assistance (e.g., informational and emotional support) through social relationship and interpersonal transactions. Support groups play an important role in promoting mental and physical health. Subjective well-being in virtual life is defined as a person’s cognitive and affective evaluations of his or her online social life (Chiu et al., 2015).

**Knowledge sharing**

Ma and Chan (2014) define knowledge sharing as the communication of knowledge from a source in such a way that it is learned and applied by the recipient. Bilgihan et al. (2014) view the knowledge is collective knowledge created by Internet users. Knowledge sharing occurs when an individual intends to deliver, obtain, and communicate knowledge (Hung and Cheng, 2013). Online social networks are viewed as knowledge sharing platforms for the travel and tourism industry as more and more travelers are using this method to exchange information (Bradley, Sparks, and Weber, 2015). Bilgihan et al., (2016) note that the perceived ease of use and belief in integrity influence the motivation of knowledge sharing behaviors, and utilitarian beliefs and subjective norms positively affect belief in integrity.

**Tourist flow**

Flow refers to the collective movement of the people or other abstract concepts (e.g., energy, materials, and information) from one certain location to another. And flow analysis is to study the dynamic spatial features and the influence factors of the movement (Chua el at. 2016). Mckercher and Lew (2004) define tourist flow involves the tourists’ movement either between their home and destinations or within destination areas.
Influence factors of tourist flow

Based on the previous literature, the influence factors of the tourist flow can sum as tourists conditions, destination characteristic, culture, transportation, policy and unforeseen circumstance (Zeng and He, 2019; Yang, Liu and Li, 2018; Jin, Qu, and Bao, 2019).

Tourists conditions Zeng and He (2019) mention that tourists’ conditions contain travel purpose, motivation, expectation, time budget, travel companion, prior visit experience, and opinion of others. Lepp and Gibson (2008) identify personality trait influence travel style and destination choice. Caldeira and Kastenholz (2018) reveal that prior experience or familiarity has an impact on the tourists’ intra-destination spatial-temporal behavior.

Destination characteristics Zeng and He (2019) note that destination characteristic includes Destination resource and distribution of destination. Lau and Mckercher (2006) view destination configuration and attractions as physical factors affect tourist flow. Jin, Qu, and Bao (2019) confirm effective marketing campaigns will help to recover the potential source market after suffering crisis events.

Culture Yang, Liu, and Li (2018) identify the culture distance has a negative and significant effect on international tourist flows. The tourism-inhibiting effect of culture distance began a downward trend in 2003, which can be interpreted by economical globalization and technology advancement, especially ICT.

Transportation Zeng and He (2019) note transportation characteristics refer to transportation expense and transportation network. Liu and Shi (2017) investigate the influence of inter-city High Speed Rail in China and conclude HSR can significantly raise the number of visitor arrival.

Policy Zeng and He (2019) identify Visa policy and Political relationship significantly influence tourist flow. Jin, Qu, and Bao (2019) note government are a pertinent and probably
dominates in the political crisis on tourism. The government-led promotional campaign can effective to increase tourist arrivals.

Unforeseen circumstance Jin, Qu, and Bao (2019) study the impact of crisis events on tourism and certify that public health and natural disasters have a negative impact on inbound tourism at the destinations. Zeng and He (2019) refer to weather condition and fortuitous events negatively affect tourist flow.

Social media and tourist flow

Mitigating the negative impacts of culture distance Yang, Liu, and Li (2018) confirm that information and communication technology make current generations to be more capable of overcoming barriers associated with culture difference. Internet as a medium platform for exchanging and storing information enhances culture knowledge to reduce the risk and uncertainty.

Determining destination choosing Zeng and He (2019) mention that the Chinese tourists choose destinations based on recommendations from online review or diaries. They are willing to acquire information form online reviews before travel and share their experiences of travel afterwards. The online review or diaries provide detailed information about tourist attractions, transportation, accommodation, and cost. Huang and Cai (2011) note that based on an online review, tourists effectively save time and satisfy the adverse-risk desire when planning a trip to an unfamiliar destination. Mutinda and Mayaka (2012) confirm online reviews influence the perceived destination image and play a relevant role to choose destinations.

Media sentiment from social media determining tourist flow Jin, Qu, and Bao (2019) analyze that Media sentiment generated in Social media significantly influence the Chinese flows. For instance, during the APA chain hotel in Japan and THAAD in South Korea, the
Chinese call on social media to boycott travels to Japan and South Korea. During and post crisis events, the role of convention and social media is crucial in the impact of crisis events on tourism through managing social sentiment. In various crisis contexts, tourists cancel their travel plans due to fear of health concerns, physical risk, or social pressure. Once the fear or pressure is voted, the potential of the source market will recover at a relatively rapid pace.

**Characterizing tourist flow** Chua et al. (2016) suggested an approach to analyzing geotagged social media data to characterize the demographic, temporal, and spatial features of tourist flows. This approach provided a comprehensive understanding of tourist flows despite excising limitations and biases. Moya-Gomez et al. (2018) analyzed urban accessibility using data from Social media (Twitter and Tom Tom), which allowed the urban managers obtain profiles that showed the daily variations in accessibility and identified the influence of congestion and changes in location of the population, based on it, they can specifically solve specific problems. Su et al. (2016) suggested that social media can be implanted to research the geographical preferences of international tourists and character the local influential factors in China.

**Overtourism through social media**

Hausold (2019) reports the negative impact of social media on tourism. In Iceland, some spots like Reykjavik’s blue lagoon become the most Instagram-popular, and overcrowded spots and officials ask visitors to “please skip” them. In 2018, 2 million tourists, almost 6 times the country’s population, arrived in Iceland. Most of the increase results from social media. Over-tourism and inadequate sewage treatment led to a six-month shutdown of Boracay Island in the Philippines at the beginning of 2018. Social media is playing a role of harm to tourism.
Social media influencer

The attention received on social media

Filieri and Mcleay (2014) stated opinion leaders in social media play an important role in consumer’s decisions on travel and tourism services because of the openness, exhibitionism and competence personalities and the behavior of flow experience in social media. Almost half (42%) of 18-34 report trying a product recommended by an influencers and more than 26% say they have actually made a purchase based on a recommendation (F& S, 2018). However, influencer as a crucial role led to overtourism. According to Hausold (2019), the tourist number increases by 14% by inviting social media influencers to visit the town of Wanaka in New Zealand. Now the local residents don’t somewhat satisfy to increase tax to develop the tourism infrastructure. Another reason is that social media influencers become a job to help promote destinations to a wide audience (Karsten, 2019).

City’s like Washington D.C., Rekyavik where big crowds flock the top sights of the city, have to handle the influx for the infrastructure conservation. In Thailand’s Phi Phi Islands, the beach received 5000 visitors per day, causing severe environmental damage resulting in being closed, like Iceland talked above (Karsten, 2019).

Social return from social media

Boley et al. (2018) develop the social return scale (SRS) which is the number of positive feedback generated from the one’s social media post of travel, and the SRS had a positive and salience relationship with intention to visit. The anticipated social return is a salient factor for choosing destinations or making the decision to travel or not travel to a destination. SRS makes some people choose their destinations based on what’s currently trending, while others try to be “cool” by picking destinations that aren’t as popular (Karsten, 2019).
**Social media exhibitionism associating with narcissism**

Narcissism focus on culturally informed narcissistic attitude and traits, which includes exploitative tendencies, heightened the sense of entitlement, and exhibitionism (Canavan, 2017). Exhibitionistic behaviors and narratives are developed by narcissists to prioritize and protect the self, in which the traits contains such as:

- Need to be the center of attention;
- Take any opportunity to fulfill a craving, even to be shocking, provoking or over-sharing;
- The concern with physical appearance;
- Self-obsession and vanity;
- Physical beauty;
- Grandiosity to defending a poor sense of self (Hawk et al., 2015; Sorokowski et al., 2015; Macdonald, 2014).

As a conspicuous consumption, tourism is served as a symbol of social statues and improved social standing among family and peers by travels, especially narcissists (Chen & Chen, 2011).

Social media heightens the exhibitionism by tourists to curate and share vacations, present and manage certain desirable self-narratives and images (Qiu et al., 2015). Tourists post selfies and manage images in order to gain a positive reaction, avoid censure, fit into narratives of the self and the quest for identity management, and convey and manage desirable impressions (Dinhop & Gretzel, 2016; Lo & McKercher, 2015; Lyu, 2016).
Poulton (2018) describes that people choose destinations according to how good it will look on their Instagram grid, and travel just to take a particular picture to validate their online presence. The search for the perfect selfie caused bedlam that led to the shutdown at an Ontario sunflower farm in Canada (White, 2018). Tourists take too long to capture a photo when there’s a line of others waiting their turn (Hausold, 2019). Tourists taking Instagram-ready selfies have clogged up Santorini Greece, with its distinctive blue rooftops, the leaning Tower of Pisa and the Great Wall of China. Tourists post images with narcissistic tags like #mylifeisbetterthanyour to perpetuate a competitive atmosphere. For many, travel has become a contest, which is about who gets the best shot, who visit the exclusive location, who is more adventurous and pursuit the number of likes, views, and followers. Some tourists even edit fake images to win the competition (Poulton, 2018).

**Fake messages/images**

Poulto (2018) refers to people who are desperate to capture the “best” photo so that wash away reality. This deception leads to disappointment in the individual level, and on a global level the hype may bring out overtourism, where too many people flock to popular destinations, causing harm to the local communities and environment. “Hordes of tourists flock in, snap their picture, leave their waste and carbon footprint, before rushing off to the next hotspot, with little thought for the culture or environment of the place they’ve just visited”. Travel influencers with huge followings capture photos with expensive cameras, alongside with post-processing their photos. Many travel accounts sell their post-processing photos that are edited to achieve the desired effects. However it is not exactly an authentic representation of travel.

Based on the literature above, a theoretical model is developed to illustrate the relationship between social media and overtourism (Figure 1).
Conclusion

The limitations of this study include the absence of empirical evidence and a strong body of academic output. Further research should comprehensively understand overtourism and the roles of social media. Overtourism is a complex problem, which needs to engage more with other disciplines (Koens et al., 2018).

This study focuses on how social media contributes to dealing with overtourism. Based on the factors analysis of overtourism and roles of social media in tourism, the study explores using social media to tackle overtourism from sharing stories or image of less visited parts of the city, highlighting experience from the local community, educating travelers, engaging residents and visitors through sharing their interesting things on social media and monitoring the place and time with congestion.
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The Impact of E-commerce on Characteristic Tourism: Case of Huludao in Northeast China

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Abstract

Characteristic tourism has become increasingly popular in mainland China. How to develop characteristic tourism? Although researchers have analyzed the term, it has not been widely interpreted. This paper empirically aims to analyze the impact of e-commerce on the characteristic of the tourism market in Huludao, a northeastern city in China, based on Critical Success Factor (CFS) and Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis method. The analysis revealed that tourism enterprises should actively take a reasonable load and e-commerce platform, cooperation with the brand website, such as Ctrip.com. The tourism administrative department should assist tourism companies in improving the e-commerce function of the website, for example, we-chat, establish an e-commerce platform. Integrate destination travel products and launch theme tours. Keywords: e-commerce, characteristic tourism, tourism customers, Huludao

Introduction

The emergence of new technologies of the internet has influenced the way companies are managed and competed. In most rural areas in China, the internet is no longer new territory. Tourism is one of the most heavily affected industries, in which the adoption process has been most widespread (Dijkmans, Kerkhof, & Beukeboom, 2015). Tourism has always been at the forefront of embracing technological innovations (Gretzel, 2011). Both tourism
suppliers and tourism agencies have started to offer their products and services directly online to customers (Razak, Marimuthu, Omar, & Mamat, 2014). Consumers increasingly use the internet as a source of information on tourism products and services, such as hotel reservations, car rentals, flights, and tourism packages. Tourism will gain a larger and larger share of the online commerce market (Hojeghan & Esfangareh, 2011).

**Literature review**

**Characteristic Tourism in Huludao.**

Tourism now has played an essential role in economic development. According to the World Tourism Council (WTTC) statistics, the tourism revenue in 2016 accounted for 10.2% of global GDP, creating 292 million jobs (WTTC, 2017). It is forecasted that the contribution of the tourism industry on global GDP will increase and it will create 380 million jobs by 2027. It means 11% of the jobs in the world (WTTC, 2017). The World Tourism Organization (UNWTO) statistics show that the tourism industry can affect the development of the related industries, $1 increasing in value of tourism can bring to $4.3 wealth for the community. Every time the tourism industry increase ten percentage will promote the growth of 0.8 percentage of GDP(WTTC, 2018).

Qi and XIE (2008) regards characteristic tourism as a tourism form relying on certain geographical conditions and national characteristics, developed for a specific source market, rich in content, diverse in form, with distinct themes and active participation, such as German castle tourism, Korean cold war tourism, European farm tourism and so on. Developing characteristic tourism is a meaningful way to improve the competitiveness of regional tourism and meet the needs of tourists (Chen, 2002). There are Harbin ice and snow tourism, Chengdu culture tourism, countryside tourism, technology, and sports tourism, etc.
Huludao is rich in tourism resources. Huludao vigorously develops characteristic tourism projects since 2010, including sightseeing tour represented by Xing Cheng Ancient City and the Jiu Men Kou Great Wall, seaside leisure tour represented by the Xing Cheng seashore, Long Wan waterfront and Ju Hua Island, eco-tourism based on Long Tan Grand Canyon, Ling Shan Forest Park, Hong Qiao Mountain and Bai Lang Mountain and red tourism dominated by the Ta Shan Resist War Memorial (Huludao Statistical Bulletin, 2010). The Jiang Nu Stone Site and Xing Cheng Ancient City and Sheng Shui Temple and the Great Wall are listed as the ‘Twelfth Five-Year’ National Cultural Heritage Protection Project, accounting for one-third of the province. The Warring States Period Tomb Group of Dong Da Zhang Zi in Jian Chang was selected as the seventh batch of state-level cultural relics protection units, and Hulu Mountain Villa became the only 5A leisure agriculture and rural tourism demonstration area in the province (Huludao Statistical Bulletin, 2011). The ratio of tourism revenue to GDP is always more than 25%, the tourism industry's role in promoting GDP is visible in Huludao (see figure.2.1., figure.2.5.). Developing characteristic tourism leads to the rapid growth of tourism revenue in Huludao during 2010-2013, and then the growth rate slowdown. How to promote the development of characteristic tourism is a significant problem in the development of Huludao (see figure.2.5.).

![Graph](image.jpg)

**Figure.2.5 The relationship between tourism and GDP**

**Source:** (Huludao Statistical Bulletin, 2010-2017)
Tourist Customers in China

The tourism industry generally goes through three stages of development: tourism tour, leisure tour and holiday tour (MacCannell, 2013). In 2014, China per capita GDP was about $7,485. It entered a mature leisure vacation tourism economy, and its leisure demand and consumption power rose sharply and showed a diversified consumption trend ("Several Opinions of the State Council on Promoting the Reform and Development of Tourism," 2015). In 2014, online travel booking users were mostly married and had children, accounted for 44.7%. Followed by the people who didn’t marry but had a boyfriend or girlfriend, accounted for 20.6%. Single with friends or one traveler accounted for 19.2% (CNNIC, 2015), it shows that family tourist is China's tourist mainstream. Most of them fond of Medium and short trip. (see figure.2.1). What’s the family Tourists dissatisfied: Tourism product appeal include that member needs are not adequately taken care of, Single attention to children's needs, unable to provide adequate family services, the effect of teaching and learning is minimal, unreasonable product design, serious homogenization, poor price/performance ratio, the theme is not prominent and so on (see figure.2.2 and 2.3).

![Figure 2.1: 2014 online travel booking user family marital status from Source: (CNNIC, 2015)](image-url)

123
With the development of quality tourism, tourists are increasingly demanding the quality of tourism. Consumers pay more attention to the quality of tourism products and the travel experience, such as ecological protection, Public welfare, Animal conservation (see figure 2.4).
Relationship of e-commerce and characteristic tourism developing

E-commerce has impacted the sales of tourism products and services, often resulting in higher profitability (Chu, Ling, Hui, & Cheung, 2007; Palvia, 2009; Cao & Yang, 2016). Portal is the core of tourism enterprises online trading platform and tourism enterprise portal is a famous bridge to interact with customers. (Zeng & Gu, 2012). There are significant differences in performance between the types of websites, and online travel agencies were found to perform better than other types of tourism websites. Most tourism websites focus on providing basic information services, especially official tourism websites (Cao & Yang, 2016). Cao (Cao & Yang, 2016) found that e-commerce can affect tourism in the following six dimensions: Product information, Non-product information, Reservations, Payment, Functionality, and CRM (see table.1)

Table 2.1. Features of tourism websites

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Features</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product information</td>
<td>Description of product and services, Rates/fores, Photo gallery, Virtual tours, Interactivity-winnowing, Privacy and security, FAQs</td>
</tr>
<tr>
<td>Non-product information</td>
<td>Weather/climate, Travel directions, Local transport information, Where to stay, Safety, News, Travel tips, Contact details, Multiple languages, Visa information</td>
</tr>
<tr>
<td>Reservations</td>
<td>Checking availability, Making online reservations, Tracking reservations, Canceling reservations, Cancellation policy, Amending reservations, Creating customer accounts</td>
</tr>
<tr>
<td>Payment</td>
<td>Credit cards, Debit cards, Electronic cash, Virtual credit cards, Currency converter,</td>
</tr>
<tr>
<td>Functionality</td>
<td>Reciprocal links, Blog/WeChat, Search function, Site map, Maps, Games, Shopping carts, Free downloads</td>
</tr>
<tr>
<td>CRM</td>
<td>Community/forum, E-mail address, Feedback, Promotions and special offers, Email newsletter, Call-back services, Customer surveys, Comment box, Travel customization, Online consulting, Complaint handling</td>
</tr>
</tbody>
</table>

Source: A study of e-commerce adoption by tourism websites in China (Cao & Yang, 2016).
There are 102 internet listed companies in China, and e-commerce companies account for 14.7% in 2017 (CNNIC, 2018). E-commerce online travel booking is applied to the main form of tourism market, mobile online travel booking is the fastest growing application on the mobile side. E-tourism companies are highly competitive. In the online travel booking market in 2014, the highest brand penetration was 12306.com, which was 50.2%. It is the main way for passengers to order train tickets. Qunar.com ranked second with a penetration rate of 24.8%. Ctrip.com followed by 24.1%, after Ctrip.com merger Qunar.com, the rate of Ctrip.com were higher than other e-commerce companies. The rate of Taobao Travel/Go, LY and NASDAQ were 17.2%, 14.7% and 11.2% respectively. Other brands have penetration rates of less than 10% (see figure2.6.).

![Figure 2.6 Online travel booking market brand penetration rate in 2014 Source: (CNNIC, 2015)](image)

**Discussing**

**Critical Success Factor (CSF) analysis**

CSF analysis is a technique that examines how a business is performing in the few key areas (identified at a management level) that will cause it to succeed or fail(Rockart, 1982). CSFs can be defined as “those key areas of activity in which favorable results are absolutely necessary for a manager to reach his/her goals. (J. F. Rockart, Ball, & Bullen, 1982). Authors
such as Jiang & Liang (2014) agree with this definition as they define CSFs as tourism e-commerce maturity can lead to Online travel booking intention. Tourism e-commerce maturity includes Customer-centric, trading mechanism, information quality, and service response. Ye (2012) state that the main factors of e-commerce affecting the tourism development include enhance the competitiveness of tourism companies; drive the development of related e-commerce service industry; optimize the industrial structure of tourism and promote the sustainable development of tourism. Cao, Yang (2016) founded that e-commerce can affect tourism in the following six dimensions: Product information, Non-product information, Reservations, Payment, Functionality, and CRM. A review of the existing literature identified the critical success factors and their corresponding categories. Table 3.1 shows the CSFs identified and tested in this study.

Table 3.1 Some studies in critical success factors matter of literature

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Critical Success factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jiang &amp; Liang (2014)</td>
<td>1. customer-centric; 2. trading mechanism; 3. information quality; 4. service response</td>
</tr>
<tr>
<td>Ye (2012)</td>
<td>1. Enhance the competitiveness of tourism companies; 2. Drive the development of related e-commerce service industry; 3. Optimize the industrial structure of tourism 4. Promote the sustainable development of tourism</td>
</tr>
<tr>
<td>Xu (2013)</td>
<td>1. state of the art; 2. the number and level of netizens; 3. online transactions; 4. customer information mining and the impact of social credit issues</td>
</tr>
</tbody>
</table>
Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis

This paper uses SWOT analysis method to analyze how to develop the characteristic tourism in Huludao by developing e-commerce. In the light of example data gathered from scenic enterprises in Huludao, we can re-analyze the development conditions of e-tourism in Huludao. It will be meaningful to define SWOT conditions in an analytic manner by utilizing current literature. In this part, a SWOT analysis has been applied to evaluate strengths, weaknesses, opportunities, and threats of Huludao e-tourism according to past resources and review results of two e-business companies. They have been summarized below as:

Strengths

● Excellent location and convenient transportation. Huludao has the availability of an excellent coastline, a wide range of natural attractions, unique historical and archaeological sites, and a suitable climate for 12 months.

● Long cultural heritage. Huludao is a peninsula that extends into the Liaodong Bay. It is named after a small tail and a narrow central part, like a gourd. The gourd is food, an artifact, and a fetish. This plant is highly regarded in the development of Chinese civilization. Huludao City fully utilizes and excavates the characteristics of the gourd, promotes the gourd culture, and builds a gourd theme park based on the Hulu Villa.

● Network technology platforms and service providers are maturing. It meets the individual needs and improves the satisfaction of tourists. With the rise of self-help travel and individual travel, the tourist demand of tourists tends to be personalized and fragmented. E-commerce relies on a huge tourism information base, which can provide tourists with reference information for destination preview and travel decision information. At the same time, the travel agency designs products on the Internet through an information platform that can be queried and updated in real time, gathering customers, and enabling online grouping and online
grouping. In addition, through e-commerce, travel agencies can maintain good relationships with tourists, achieve one-to-one online marketing, provide quality after-sales service, and create a good brand image for travel agencies.

- The deep fit of e-commerce and tourism. The tourism industry is highly connected and requires coordination and cooperation among various departments such as transportation, post, and telecommunications. Therefore, in order to make decisions, in addition to providing catering, accommodation, and other related products and services to tourists, it is also necessary to meet the needs of relevant industries. Tourism e-commerce can connect many tourism suppliers, travel agencies, and tourists. Scenic spots, travel agencies, tourist hotels, and tourism-related industries can attract more customers through the same website and improve the efficiency of resource utilization. Greatly reduce the transaction costs, information dissemination costs, and market intermediary costs of tourism enterprises, and improve the operational efficiency of the entire tourism industry, which will form a win-win situation for banks, tourism intermediaries, tourism product producers, and tourists.

- Strong government support behind the industry. The government strongly supports and promotes the development of tourism e-commerce, supports the introduction and innovation of e-commerce technology, trains various e-commerce professionals. Huludao's characteristic tourism industry has made an indelible contribution to the economic development of Huludao. The Huludao characteristic tourism industry has received the attention of the Liaoning Provincial Government. The Liaoning Provincial Government has issued relevant policies for the development of tourism, which provides a good platform for development for the characteristic tourism industry of Huludao.
Weaknesses

- A single product, insufficient development. The scenic spots have a single tourism product, and the deep development and excavation are seriously inadequate in Huludao. They lack depth and breadth. When investing in tourism projects, they do not highlight cultural characteristics and do not combine human landscapes with local history, natural geography, and customs. The “city, spring, mountain, sea and island” of Huludao is widely known, but natural scenery such as water, caves, forests, valleys, reefs, and rocks have yet to be developed. Most scenic spots do not form a landmark tourism brand. Features and personality are not outstanding.

- Infrastructure and services are not professional. Some scenic spots are basically at the stage of collecting tickets for the enclosure. The basic needs of tourists to eat and go to the toilet cannot be met. The problem of parking is difficult and so on. The scenic area management managers have a weak awareness of resource protection, and pollution prevention and control measures are not in place, resulting in serious environmental pollution in the scenic area. The guiding system of the scenic spot is not strong in guiding, and it is not designed from the perspective of tourist habits and tourists' psychology. It lacks local characteristics and cannot be well integrated with the surrounding environment.

- Low-tech in marketing methods. Without the full use of high-tech means to cooperate with the e-commerce platform, Huludao Tourism Company has its own website, but it simply introduces the tourist information of the scenic spot and only has a simple text introduction, lacking a large amount of picture information.

- The lack of informational talent. The information quality of employees is low. Now in the information age, the computer knowledge of employees entering the company is there. However, it is not deep, or there is no deep understanding of e-commerce. I don't know how to
use it. It is difficult to master relatively complex technologies. In general, in order to truly further develop, we must strengthen our attention and optimize the internal environment to improve the information quality of employees.

**Opportunities**

- The potential of network marketing. With the rapid development of Internet technology, network marketing has become an important part of modern marketing, and the market potential is huge, providing a new development opportunity for the marketing of scenic spots.

- The new upgrade of the tourist consumption pattern urgently requires the tourism industry to change and innovate. As tourism consumption continues to mature, consumers' expectations for intangible parts of products increase, and the expectations for intelligent, personalized, and flexible services increase, and the demand for products with high knowledge and cultural taste increases. The knowledge value judgment and internal demand for tourism products have changed. This requires that tourism companies can no longer simply produce certain fixed, shaped, and unchanging products, but rather produce more personalized, diversified, flexible, and consistent products according to customers' wishes, preferences, and requirements.

- China's tourism industry has basically possessed the strength to develop e-commerce. After more than 20 years of expanding supply-oriented development, China's tourism industry has formed a considerable industrial scale. China's tourism enterprises have established a business network extending in all directions, the development of information technology and the rapid growth of network users, the market competition mechanism is increasingly perfect and mature, the market environment is continuously optimized, and specialized travel network companies have emerged. The industrial foundation for the development of tourism e-
commerce in China has been established. China has rich tourism resources and an expanding tourism market, which provides opportunities and broad space for the development of tourism e-commerce, and its positive role is increasingly prominent.

**Threats**

- Customer loyalty is low. At present, most domestic tourism websites are rich in information, but most of them are information release and introduction. Although “network tourism” is frequently seen in the media, there are not many people who actually eat “tourism packages” through travel websites. Outdated methods, lack of commercial credit on tourism websites, etc. lead to low consumer recognition rate. At the same time, they do not pay attention to emotional prayer and personalized services and cannot maintain customers as much as possible. The development of tourism e-commerce has not established a supply chain network for tourism enterprises; The lack of collaboration between rivals makes it impossible to interact with consumers in two ways, and it is unable to maintain user loyalty, thus losing the competitive advantage of cyberspace.

- The operating environment is not perfect. All sectors of the tourism industry have not yet formed a true network, the combination of network and traditional tourism, the combination of network and finance is a long project; the user structure of tourism websites is not mature, the survey shows that less than 10% in China Nearly half of Internet users are young people who do not have the ability to pay or have low ability to pay. Many people are “invalid” users in electronic travel transactions. Users do not develop tourism electronic consumption habits and emotional factors. Complex operation modes and traditional network usage methods also hinder the popularization and popularization of travel websites. Language barriers affect users' information acquisition and make the network world two-way market. Without effective development, it hinders the international development of travel websites;
there are still problems such as infrastructure construction, security issues, bandwidth bottlenecks, and legal norms.

- The market is relatively confusing because of the lack of laws. At present, the norm for the tourism industry is the new "Tourism Law" in the past few years. However, in the emerging industry of tourism e-commerce, there are still some normative legal documents, so the market will inevitably be confused because there is no norm. This situation will hinder the development of e-commerce.

Table 3: The Huludao E-tourism SWOT Analysis Matrix

<table>
<thead>
<tr>
<th>Internal Factors</th>
<th>Strengths (S)</th>
<th>Weaknesses (W)</th>
</tr>
</thead>
<tbody>
<tr>
<td>S1: Excellent location and convenient transportation</td>
<td>W1: Single product, insufficient development</td>
<td></td>
</tr>
<tr>
<td>S2: Long cultural heritage</td>
<td>W2: Infrastructure and services are not professional</td>
<td></td>
</tr>
<tr>
<td>S3: Network technology platforms and service providers are maturing</td>
<td>W3: Low-tech in marketing methods</td>
<td></td>
</tr>
<tr>
<td>S4: The deep fit of e-commerce and tourism</td>
<td>W4: The lack of informational talent</td>
<td></td>
</tr>
<tr>
<td>S5: Strong government support behind the industry</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities (O)</th>
<th>SO strategy</th>
<th>WO strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>O1: The potential of network marketing</td>
<td>SO1: Expand tourism promotion project based on e-commerce</td>
<td>WO1: Integrate the city's tourism resources, link the surrounding tourist cities, and design and adapt to different levels of routes.</td>
</tr>
<tr>
<td>O2: The new upgrade of the tourist consumption pattern</td>
<td>SO2: Deeply excavating the gourd culture and developing the &quot;Hulu&quot; tourism</td>
<td>WO2: Improve professional service capabilities, create a comfortable travel environment, and enhance the image of the city</td>
</tr>
<tr>
<td>O3: China's tourism industry has basically possessed the strength to develop e-</td>
<td>SO3: Create a &quot;mobile internet + travel&quot; mode</td>
<td></td>
</tr>
</tbody>
</table>
commerce

<table>
<thead>
<tr>
<th>Threats (T)</th>
<th>ST strategy</th>
<th>WT strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>T1: Customer loyalty is low</td>
<td>ST1: User-centered, constantly collecting research on changes in consumer behavioral preferences</td>
<td>WT1: Standardization of service system</td>
</tr>
<tr>
<td>T2: The operating environment is not perfect.</td>
<td>ST2: Strengthen cooperation with suppliers and brand e-commerce companies</td>
<td>WT2: Construction of tourism products</td>
</tr>
<tr>
<td>T3: The lack of laws</td>
<td>ST3: Strengthening the construction of tourism laws and regulations</td>
<td>WT3: Increase talent development and enhance competitiveness</td>
</tr>
</tbody>
</table>

Conclusion

The Improved method includes (1) Guide tourism enterprises to actively take reasonable load and e-commerce platform, cooperation with the brand website, such as Ctrip. (2) Improve the functions of tourism companies, promote tourism, and develop e-commerce. The tourism administrative department should assist tourism companies in improving the e-commerce function of the website, such as wechat, establishing e-commerce platform. (3) Integrate destination travel products and launch theme tours.
References


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The Effect of Customer Relationship Management on Iranian Tourism Bank Performance

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Abstract

This study examines the effect of Customer Relationship Management (CRM) dimensions on tourism bank performance in Tehran. The CRM dimensions include customer orientation, knowledge management, CRM organization, and technology based on CRM influence. Similarly, an organization's performance is measured with financial performance, customer performance, internal process performance and growth, and learning performance. The study uses interviews and surveys questionnaires to collect data. It employs Structural Equation Modelling (SEM) with AMOS software for data analysis. The results reveal positive and significant path relationships between CRM capabilities and tourism bank performance. This paper explains why some CRM programs are more successful than others and emphasize the required capabilities that support such success. It outlines the limitations and concludes with the management strategies that can improve tourism bank performance.
Keywords: CRM; performance; Tourism Bank; knowledge management; Tehran.

Introduction

Customer Relationship Management (CRM) is a relatively new managerial concept. It is a new approach that combines various elements such as technology, human resources, information resources, and work processes to create a business that has a clear focus on its customers (Galbreath & Rogers, 1999). Nowadays, the management of customer recognition and effective communication in the world require critical factors for business, and the success of the organizations depends on it. Hence, one of the primary goals of managers is to understand the importance of CRM in order to achieve a desirable organization’s performance. In today's business environment, customers are considered as the central elements of marketing, and CRM practice has become a priority in the marketing strategy of companies (Karakostas et al., 2005). CRM is the beginning of new business practices that focus on how to manage customers, including attracting and retaining them.

In previous CRM-related researches, various dimensions such as customer orientation and satisfaction have been investigated, but internal performance and performance of growth and learning have not been considered. Hence, this current research considers these two functions as the organization’s performance parameters. Therefore, the purpose of this study is to investigate the effect of customer relationship management on tourism bank performance. The CRM dimensions include CRM organization, knowledge management, and CRM-based technology, which are the independent variables. The organization’s performance dimensions include financial performance variables, customer performance, internal process performance, and performance learning and growth, which are considered as the dependent variables. Therefore, the main question of this research is, how does CRM affect the performance of the Tehran tourism bank?
Literature Review

Nowadays, customer relationship management is increasingly considered in all businesses in order to preserve long-term customer benefits in a competitive environment. It is a philosophy that anticipates customer needs with the goal of obtaining the target customers with the right product at the right time and place (Chan & Cho, 2009). CRM increases the competitive ability of many organizations, increases revenue, and reduces operational costs. Managing effective and efficient relationships with customers increases customer loyalty and return rates.

Banks are also one of the organizations that have close links with their customers. Hence, CRM can help them create a competitive advantage over their competitors. Due to the emergence and establishment of financial institutions and funds, the merger of some of them into the bank has threatened and reduced the market share for banks, including the tourism bank. Moreover, according to the mission and vision of the Bank of Tourism, one of its priorities is to give special attention to customer satisfaction and improve the bank's performance. Hence, this study focuses on the effect of customer relationship management on the performance of Bank of Tourism. The conceptual model employed in this study is based on Mohammed's (2013) research model, which has been used to investigate research hypotheses and determine the relationship between variables. The CRM dimensions and the organization's performance dimensions are shown in the research model below.
Methodology

This research uses quantitative approach. It employs a survey method to collect data through a survey questionnaire. The respondents are the managers and officers in Tourism Bank in Tehran. A total of 240 usable responses were obtained, and Structural Equation Modelling was used to analyse the data via AMOS software. Based on the above-mentioned four functions for implementing CRM, this study proposes the following hypotheses:

**H1:** Customer relationship management has a positive effect on the financial performance of Tourism Bank of Tehran.

**H2:** Customer relationship management has a positive effect on the customer performance of Tourism Bank of Tehran.

**H3:** Customer relationship management has a positive effect on the performance of the internal process of Tourism Bank of Tehran.

**H4:** Customer relationship management has a positive effect on the growth and learning performance of Tourism Bank of Tehran.
The results reveal high reliability since the values of the Cronbach of the measurement dimensions were greater than 0.7 (Nunnally, 1978), and the item-to-total correlation coefficients were above 0.5 (Kerlinger, 1978). This study developed the questionnaire in line with literature review and pilot method to ensure good content validity. This study uses confirmatory factor analysis (CFA) via AMOS software to confirm the measurement scale’s construct validity. Therefore, the questionnaire’s measurement indicators used in this study possess good validity and reliability.

3.1. Structural Equation Modelling (SEM) Analysis

3.1.1 Relationship model analysis of Tourism Banks

The SEM analysis results reveal that the model fitness indexes satisfy the standard, suggesting an acceptable model, as shown in Figure 2. Moreover, Figure 2 presents the path analysis’ standardized parameter estimation value and reveal that the CRM dimensions on the Organization’s performance as a positive and significant effect.

Each $\chi^2$/df is smaller than 3 (Maciver & Carmines, 1981); CFI and GFI are all greater than 0.9, and the RMSEA values are smaller than 0.05. Therefore, the indexes all meet good fitness standards (Joreskog & Sorbom, 1989). The results of the CFA of the measurement models of the business performance show that all fitness indexes meet the target value of a good model, and all measurement indicators have significant correlations with their latent variables. Therefore, the measurement scale also has good construct validity to summarize; the measurement indicators of the questionnaire in this study have good reliability and validity (Figure 2).
Figure 2. The relationship model of Tourism Bank

The result of an SEM analysis for CRM dimensions and shows that the model fitness indexes are close to or meet the standard, confirming that this model is acceptable (Figure 3). The standardized parameter estimation value in the path analysis Figure 3 shows that the CRM has a positive and significant influence on the learning and growth (CR is 6.077; P-value is 0.000), thereby supporting H1. The CRM also has a positive and significant influence on the internal process performance (CR is 6.334; P-value is 0.000), supporting H2. Furthermore, CRM has significant influence on the customer performance (CR is 6.313; P-value is 0.000), which does support H3. CRM has a positive and significant influence on the financial performance (CR is 6.206; P-value is 0.000).
The above findings show that CRM has a positive and significant influence on an organization’s performance, thereby supporting the hypotheses.

3.1.2. Relationship model analysis

The SEM analysis results for Tourism Bank shows that the fitness indexes are all close to or meet the standards, which suggests that this model is acceptable. The results show that all the hypotheses are supported for Tourism Bank.

Discussion and Conclusion

The findings of this study show that CRM method, organizational citizenship behavior with customer satisfaction and productivity are considered as the two important factors of organizational performance. This study shows that CRM positively and directly affects these functions. Mehrabi et al., (2010) showed that organizational culture, technological changes, and changes in organizational structure have significant and positive effects on the successful implementation of CRM. Moreover, Freeland (2003) revealed that CRM leads to improved
business performance, which is consistent with the outcome of this current study. Wu and Lu (2012) also showed that CRM has a significant positive effect on the business performance of hotels. Therefore, the importance of CRM dimensions cannot be overemphasized in any organizations, especially organizations that are service providers.
References


Food Tourism Marketing in Guangzhou: A Big Data Analysis

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Abstract

The Greater Bay Area is rapidly developing into a major tourism cluster with 11 cities forming a mega destination that can be reached within one-hour. As one of the nuclei of the cluster, Guangzhou and nearby areas are drawing a massive number of tourists. The purpose of this study is to investigate tourism marketing initiatives in Guangzhou. We focus on the role of food, as a key tourism product, not only as a means to attract tourists but as an avenue to propagate data discourses and attentions via the statistical analysis platform such as Baidu index and google trend. To this end, this study employs a big data analysis, with contents germane to how a destination’s marketing program help to disseminate local food culture and appeals that ultimately induce tourists to the city and nearby regions in the Greater Bay Area.

Keywords: Greater Bay Area, big data, food, marketing, tourism

Introduction

The Greater Bay Area is a cluster of 11 cities, which is the fourth largest Bay Area in the world. The government of China attaches great importance to the development of the Greater Bay Area. With the continuous construction of the Greater Bay Area, measures such as favorable policies, planning outlines, marketing integration will promote multi-faceted cooperation in the 11 cities. These initiatives will directly or indirectly bring a new round of opportunities to the development of the tourism industry in the Great Bay Area. In order to promote tourism cooperation and development in the Great Bay Area, the 11 cities instituted “The Great Bay Area Tourism Association,” and Guangzhou Tourism Bureau was selected as
the first rotating chairman unit. As one of the core city of the cluster, Guangzhou can grab this opportunity to drive tourism development in Guangzhou and nearby areas.

Food plays an important role in tourism. It is seen as one of the most essential components of the tourists’ experience and an important factor in determining visitor satisfaction. As is known to all, Guangzhou not only has local specialties, but international cuisines from all over the world can be found here as well, which may attract a massive number of tourists. In addition, the rich and dense food culture of a region is an essential condition for developing food tourism while food tourism is the inevitable result of the combination of food culture and tourism. Guangzhou, as a city with profound catering culture has great potential for development.

This study will focus on food tourism in Guangzhou and use big data analysis to give some suggestions on food marketing as well as the spread of local food culture of Guangzhou tourism. Hoping it will be helpful to enhance the attractiveness and influence of Guangzhou and the Greater Bay Area, and ultimately promote the tourism development and increase revenue.

**Literature Review**

In the past, food is seldom the key reason for visiting a destination and most often is considered as part of the overall destination experience (Hjalager & Richards 2002; Long, 2003; Selwood, 2003). However, in recent years, food tourism as a form of special interest tourism, has gradually become a new trend and fad of tourism development as tourists seek new and authentic experiences as well as alternative forms of tourism. Many studies show that food can play a significant role in tourists’ destination choice as well as visitor satisfaction. Joan C. Henderson has pointed out that food is an important tourist attraction in an assortment of forms and enhances or is central to the visitor experience. It has assumed a
prominent role in tourist decision-making and satisfaction, tourism products and place promotion strategies. At present, most scholars’ research on food tourism focus on tourism products and destination marketing of food, and so on. As well as the marketing of food by tourism businesses, destinations are increasingly using food as a means to differentiate themselves and broaden their market base while the appeal of food to tourists has been recognized by destination marketers at a national, regional and local level (Frochot, 2003; Okumus et al., 2006). Food tourism is already popular and has good prospects, but there are also various challenges for the food and tourism industries to overcome, which vary with location. In the current study, few scholars use big data to analyze food tourism and responding to current challenges. With the deepening development of technology and informationization, future research on food tourism marketing and development may be based on this.

**Research Method**

This study uses big data analysis as main research method. The tools we use are statistical analysis platform such as Baidu index. We focus on what is highly relevant to food tourism in Guangzhou as well as what customers pay attention to.

**Data analysis**

![Figure 1: The search index of “Guangzhou tourism” and “Guangzhou food.”](image)
The search index shows that “Guangzhou tourism” has a similar trend with “Guangzhou Food.” And the demand map of “Guangzhou tourism” in Baidu Index shows that people always search “Guangzhou food” when they search “Guangzhou tourism,” and they have a high correlation. What’s more, the demand map of “Guangzhou food” in Baidu Index shows that people always search “Guangzhou attractions” when they search “Guangzhou food,” these two also have a high correlation. Therefore, we can surmise that people pay much attention to food when they want to travel to Guangzhou. The demand map of “Guangzhou tourism” also shows that it has a high correlation with Zhuhai tourism and Shenzhen tourism. Zhuhai and Shenzhen are both near Guangzhou as well as components of the great bay area.
So we infer that the construction of the great Bay Area, promote the development of tourism in the 11 cities.

Figure 4: The demand map of “Guangzhou food” in Baidu Index

When people search “Guangzhou food,” they also pay attention to “Cantonese morning tea,” “snack,” “Cantonese Dim Sum,” “traditional restaurant,” “food street” and so on. It shows that consumers maybe want to know more about Guangzhou food culture when they search for Guangzhou food, such as Cantonese morning tea and Dim Sum, which can make representative Guangzhou traditional food. The demand map also shows that food streets have a high correlation with Guangzhou food, which demonstrates its important role and status in Guangzhou food. In November 2018, the Guangzhou government publicizes the “Guangzhou City Catering Industry Network Space Layout Special Planning,” propose optimizing the layout of the food streets, as well as integrating it with tourism, culture and so on. In the future, food streets will continuously play a significant role in both Guangzhou food and Guangzhou tourism.

**Discussion and conclusion**

Through the data analysis, we discover that food and tourism have a high correlation in Guangzhou. Guangzhou tourism has a high correlation with Zhuhai tourism and Shenzhen
tourism. Furthermore, the consumers of Guangzhou food pay more attention to traditional Guangzhou food, such as Cantonese morning tea, Cantonese Dim Sum, and so on. And we can speculate that consumers prefer to eat in a traditional restaurant or food street.

This research innovatively uses big data to analyze food tourism in the current city. It is providing a new perspective and way of studying food tourism. In marketing, food tourism in Guangzhou can combine culture with a diet more and provide visitors with one-stop catering, culture, and leisure experience. Give full play to the advantages of Guangzhou delicacies to create a high-quality tourism route that combines tourism, leisure, and food enjoyment. The focus of food tourism marketing should be on the content of consumer concern, such as Cantonese morning tea. It can also be combined with the tourism of surrounding cities, such as integrating the contents of tourism maps and gourmet maps in each district then drawing gourmet maps of the Greater Bay Area and publicize it on the Internet. In terms of construction layout, Guangzhou can combine the catering agglomeration area with its cultural landmarks and tourism resources so as to realize complementary advantages and enhance the attractiveness of the city.

In the analysis of this study, there is only one month's data in the demand map, which can only reflect the recent situation of Guangzhou. Additionally, the data sources are very limited because we only got relevant data from Baidu Index. But consumers have access to travel information in a variety of ways. What’s more, the big data can only reflect what and can’t reflect why so our data analysis has certain subjectivity. Hence, in order to widen data sources and improve the reliability of the research results, future research using big data analytics should use multiple ways to obtain data such as social media, google trends and so on. In addition, the research can combine methods other than big data so that we can explore the reasons for the existence of a phenomenon then provide better development advice.
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SERVICE QUALITY AND CUSTOMER SATISFACTION RELATIONSHIP IN CASUAL WESTERN DINING RESTAURANTS IN MALAYSIA

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Abstract

Many urban Malaysians are attracted to the moderately-priced food that is usually served in a casual atmosphere. Its popularity has given rise to its potential business in the foodservice industry. The sudden increase in the number of Casual Western Dining Restaurants (CWDR), however, creates a stiff competition which has resulted not only in a bad turnover of customers but also in businesses closing abruptly. Another reason for such closures is also the dissatisfied customers who experience poor quality service at these dining restaurants. Thus, the current study aims to examine the relationship between Service Quality (SERVQUAL) and customer satisfaction at CWDR. A total of 380 questionnaires distributed and yielded a response rate of 53 percent. The SERVQUAL model contributed 76 percent of the variance in the customers’ satisfaction level among those who dined in the restaurants. The overall results show that in a highly competitive business environment, customers’ evaluation of Service Quality and customer satisfaction is critical to the service restaurants’ survival. The management must, therefore, focus on these most crucial factors that have enhanced service standards of CWDR. Also highlighted in this study are the limitations encountered and the possibilities for future research.

Keywords: Casual Western Dining, customer satisfaction, Restaurant Service, SERVQUAL, Malaysia

Introduction
Casual Western Dining restaurant (CWDR) is relatively competitive in nature with stiff competition within the industry itself. This is due to an increasing number of new entrants, often offering novel food products and services. Among the qualities offered by CWDR is that the restaurant serves moderately priced food in a casual atmosphere. Except for buffet-style restaurants, casual dining typically provides table service and comprises a market segment between fast food establishments and dining restaurants.

However, these restaurants, especially in the Klang Valley, seem to come and go quite easily. Just as it was easy to create a high-quality fine dining restaurant, sustaining it was problematic due to the volatility of product cost, customer loyalty and public perception. It was reported that hundreds of CWDR across the country had downscaled their prices as customers are always looking not only for high quality but also affordable food. Typically, customers want to dine in clean restaurants where they will not contract any foodborne illness (Knutson, Stevens, Wullaert, Patton, & Yokoyama, 1990; Magnini & Thelen, 2008). A restaurant which pays little attention to hygiene would negatively impact a customer’s dining experience and ruin any chance of a return visit. Such customers would, in some way, relate their bad experience to receiving poor quality fine dining (Zhang, Ye, Law, & Li, 2010). According to (Gitomer, 1998), the cost of gaining a new customer is ten times greater than the cost of keeping a satisfied customer. Moreover, when the service is particularly poor, about 90% of customers will not return to the restaurant. Satisfied customers improve business, and dissatisfied customers ruin a business (Berry, 1995). To summarize, it is therefore important that customer satisfaction is monitored and continually managed in these restaurants.

Customer satisfaction via Service Quality is critical to the success of any restaurant that wants to gain and maintain market share (Anderson, Fornell, & Lehmann, 1994; Barsky & Labagh, 1992; Stank, Daugherty, & Ellinger, 1998). Due to intense competition in the service industry, restaurant operators who are able to provide quality service to their customers will gain a great advantage over their rivals in retaining customers and in attaining survival and growth (Grant, 1991; Jones & Sasser, 1995). Implicit in this belief is the notion that enhancement in performance quality will result in more customers and the expansion of the restaurant. Thus, the main interest of this study is to see if Service Quality contributes to customer satisfaction in CWDR in Subang Jaya. If it does, which dimension of Service Quality has contributed the most.

Literature Review

Customer Satisfaction

In a competitive marketplace where business competes for customers, customer satisfaction is increasingly seen as a key element of business strategy. Within organizations, employees should focus on customer’s expectation as their satisfaction ratings can have a powerful effect (Deshpandé, Farley, & Webster Jr, 1993; Woodruff, 1997). Quoting Homburg, Koschate, and Hoyer (2006) suggested that enhancing customer satisfaction has been found to be connected to enhancing higher future profitability, increasing consumers’ willingness to
pay a higher price, making a good recommendation and using the products or services frequently and developing customer loyalty.

In a recent study of dining restaurants in Pakistan Shahzadi, Malik, Ahmad, and Shabbir (2018) discovered that perceptions of dining restaurants have the ability to influence customer satisfaction and behavioural intentions. They suggested that improvement efforts be made on four key areas; healthy food option, food freshness, food safety and fair price. It is also recommended that restaurants managers understand the stronger and as well as the weaker aspects of Service Quality and investigate the factors which contribute towards customers’ satisfaction and their post dining behavioural intentions in order to build and maintain a long term relationship between restaurants and customers.

Service Quality

Service Quality has always been important for the hospitality industry as one of the most effective means of building a competitive position and improving organizational performance. It is a focused evaluation that reflects the customer’s perception of specific dimensions of services, ratability, responsiveness, assurances, empathy, and tangibility, which is unlike satisfaction which is more inclusive as it is influenced by the perception of service and product quality and process, as well as situational and personal factors (Arasli, Mehtap-Smadi, & Turan Katircioglu, 2005).

Many people love to go out to eat because they are captivated by the appearance of food. Presenting a good-looking and well-decorated food can stimulate customer perception of quality and hype a consumer’s desire and mood in consuming food in fine dining restaurants (Axelsen & Swan, 2010; Droms, 2006). Therefore, it is essential to study how food quality, in this case, food freshness and food presentation, impact a customer’s dining experience in fine dining restaurants. This suggests that the management may wish to seek attributes that attract a customer’s return business, develop services in line with customer preferences and market needs and effectively manage the image that will increase the restaurant’s chances for success.

Research Method

This study employs a cross-sectional quantitative survey of fine dining restaurants in Subang Jaya in the Klang Valley, chosen for its central position to adjoining cities and towns in the state of Selangor. It is located in the Petaling District, in the heart of the food industry where restaurants play a major role in serving food, thus inspiring people to start a business in CWDR. The high concentration of well-to-do members of the upper echelons of society, expatriates and tourists. This also includes many potential customers from numerous
government and corporate offices in the area, provide a good market for these restaurants. As they are frequented for both business and leisure purposes, relevant authorities continue to popularize them with on-going promotional activities.

Population and Sample Size

There are 27 western styled restaurants in Subang Jaya. However, as the actual number of customers eating out was unknown Krejcie and Morgan (1970) suggestion on determining a sample size of 380 customers was taken as suitable (Bartlett, Kotrlik, Higgins, & Williams, 2001). To maximize the data collection process, five days were allocated, starting from the middle of April 2018. The start-up point was at the peak hours of lunch and dinner, where the targeted respondents were the customers who were dining during that specified period of time.

Instrument

All measurements for the five SERVQUAL have been adopted and adapted from Lee and Ulgado (1997). Service Quality has five dimensions; Tangible, Reliability, Responsiveness, Assurance, and Empathy were measured. The evaluation of the customer’s experience included overall pleasure and satisfaction with services and products received. Eight items were taken from Qin and Prybutok (2009) and three items from Liu and Jang (2009) for customer satisfaction. A 7-point Likert scale measured quality service and customer satisfaction, ranging from “1” “strongly disagree” to “7” “strongly agree.” The questionnaire was validated by doing the pretest on five PhD holders. The pre-test identified improvements to the questions, where some general questions were made more specific and direct for better understanding. All data collected were computed and validated by IBM-SPSS Version 23.

Results and Discussion

Response Rate and Sample Profile

The questionnaire survey yielded a 53% response rate. Of the 200 respondents, 58% of female customers dominated the result. 58% of the responses were also from Malay respondents. The majority was below 25 years old (41.0%), with 28.5% being 26 to 35 years old. Forty percent were students, 31.5% were working in the private sector, and 18.0% were from the government sector. For most of them, their monthly income was less than RM 2,000 (37.8%).

A closer look was made on the respondents’ dining patterns. During a period of 12 months, the majority (39%) had dined at more than five restaurants at a frequency of more than four times (41%). Customers usually like dining at Casual Western Restaurants to celebrate
special occasions (37%). The main attribute of these restaurants is cleanliness with hygiene as a priority (41%), followed by reasonable price rates (21%), and types of food (16%). Social media is the leading medium (38%) for the dissemination of information about the restaurants, followed by word-of-mouth from family (26%), and friends (17%). The profile demonstrates that CWDR is most popular among female Malay youngsters for their affordable prices and social media is their preferred access to these restaurants.

**Goodness Measures**

Kaiser and Rice (1974) recommend a value greater than 0.5 as acceptable. The goodness measures for all the variables in the study have no item has been deleted for all the variables. Both SERVQUAL sub-dimensions and customer satisfaction maintain excellent reliability levels since the Cronbach’ Alpha values were above 0.80. Hence, all items could be considered as valid and reliable for measurement. SERQUAL’s mean scores on the 7-point Likert scale exceeded “5.” The average mean score, ranging from 5.58 to 5.76, refers to customers who agreed to the questions asked on SERVQUAL and customer satisfaction.

**Assessment of Cause and Effect Analysis**

Prior to the cause and effect analysis, the examination of the correlation between variables (see Table 1) reveals that some relationships of SERVQUAL were established above 0.3 with customer satisfaction. The correlation between each SERVQUAL dimension was also satisfactory at less than 0.7. Therefore, all the variables were retained.

**Table 1 inserts here**

A multiple regression analysis investigated the effect of SERVQUAL on customer satisfaction. Table 2 indicates that SERVQUAL (B = 0.757, t = 2.211, p <.01) had a positively significant effect on customer satisfaction. Hence, it can be concluded that if the average level of SERVQUAL were high, the average level of customer satisfaction would also be high. The analysis also reveals that SERVQUAL was able to explain about 57.4% (R² adjusted = .563) of the total variation in customer satisfaction. Since this research data contains 200 samplings, the SERVQUAL model represents 76% of the true value of population satisfaction, thus answering the first objective and hypothesis posited for this research. Table 3 compares the contribution of each SERVQUAL. The standardized coefficients demonstrate Assurance as the strongest unique contribution (0.074, p < 0.000), followed by Reliability (0.66, p < 0.001), and Empathy (0.060, p < 0.000) in predicting customer satisfaction.

**Table 2 inserts here**

**Table 3 inserts here**

The above results support all research hypothesis; Service Quality and customer satisfaction are closely related, and an increase in one is likely to lead to a rise in the other (Sureshchandar, Rajendran, & Anantharaman, 2002). The SERVQUAL dimensions designed
Arun Parasuraman, Berry, and Zeithaml (1991) are also supported by this study and the findings on the SERVQUAL model are also similar to that found by Bojanic (1996); (Mägi & Julander, 1996; Qin & Prybutok, 2009), to name a few. However, statistically, the present study did not find all five SERVQUAL dimensions significant although a relationship was established for all the variables.

Of the five dimensions, Assurance, Empathy, and Reliability have statistically contributed to customer satisfaction. Responsiveness, which refers to the willingness to serve customers, availability to respond to customers’ requests and flexibility to meet customers’ demands has the strongest impact on customer satisfaction. Reliability which contains attributes relating to performing services on time and accurately, solving problems sincerely, and keeping records confidentially is the next strong dimension, followed by Assurance which refers to making customers feel safe and secure, as well as the staff’s knowledge of surrounding areas, their occupational skills and courteous attitude. Baker and Crompton (2000) also supported this finding when they pointed out consumers’ consistent high expectations of services which are reliable and on time, problems which are quickly corrected, trained and knowledgeable staff, and customers’ feelings of comfort. Brochado (2009); (Zeithaml, Parasuraman, Berry, & Berry, 1990) obtained similar results reflecting employees’ prompt service, willingness to help, confidence in service delivery, politeness and understanding of situations, as well as neat and professional looking employees. Also mentioned is the Reliability dimension, which refers to keeping promises, offering accurate and timely service, and safe and secure stay.

The final dimension, Empathy, refers to providing customers individual attention, understanding customers’ specific needs, having a positive attitude when receiving customers’ feedback, and providing customers with a healthful menu. This means that CWDR can considerably increase their customer satisfaction level if they perform more empathically. The research on United Arab Emirates tourism industry by Mohamad, Ab Yazid, Khatibi, and Azam (2017) supported the findings when the SERVQUAL scale was applied to measure the Service Quality impact on customer satisfaction. Unlike the three other SERVQUAL dimensions, Tangible has an insignificant impact on customer satisfaction, although it does have a positive correlation, a result which is also found in (Giovanis, Athanasopoulou, & Tsoukatos, 2015). Responsiveness, however insignificant, was also found to be positively correlated with customer satisfaction. This could probably be due to the long wait that customers experienced in getting served. Although Responsiveness is a crucial element in CWDR, customers may have compared it the faster fast food restaurant service. This insignificant relationship is consistent with that found by (Polyorat & Sophonsiri, 2010) and Hovenier, Van der Mee, and Domke (2014) Nevertheless, the model successfully predicted satisfaction levels among customers who dined at CWDR in Subang Jaya.

Implications of the Study
The study specifically looked at CWDRs’ and concentrated on the restaurants’ service quality dimensions and customer satisfaction in the environment of the restaurant industry. The outcomes of the study provide guidelines for CWDR that intend to capitalize on several elements of service quality and customer satisfaction to maintain their available customer base while improving or expanding on their advantages to attract more potential customers. Hence, the implications of this study may strongly affect CWDRs’ future and programs regarding the types of services to be rendered. These implications could be divided into two categories, namely theoretical and managerial implications.

**Theoretical Implications**

This study utilized the SERVQUAL model in CWDRs. It tested the relationship among the CWDRs’ variables of service quality dimensions and customer satisfaction in order to demonstrate their close relationship. The findings show that the CWDRs’ service quality dimensions were the predictors of customer satisfaction as all the three components were found to be significantly related. This study has also managed to identify and address certain gaps in CDWRs’ service quality dimensions’ literature. Initially, there was insufficient empirical research that has investigated the association between all the variables of CWDRs’ service quality dimensions and customer satisfaction in the industry. Also, the impact of the CWDRs’ attitude toward providing better quality services in the face of economic changes was also addressed. Other gaps identified were customer’s gap, which included expected service and perceived service, as well as the provider’s gap that will close all customer gaps. The gap model suggested four other gaps that occurred within the research: Listening Gap 1 (not knowing what customers expect), Provider Gap 2: service design and standards gap (not selecting the right service standards), Provider Gap 3: service performance gap (not delivering to service designs and standards), and Provider Gap 4: the communication gap (not matching performance to promises: (Anantharanthan Parasuraman, Zeithaml, & Berry, 1985; Zeithaml, Bitner, Gremler, & Pandit, 2006).

Furthermore, the current study has applied the SERVQUAL model, which has been revised by increasing the original 32 items to 40. However, five-dimensional structures have remained the same, with 19 customer satisfaction items, thus making this study different than previous ones.

**Managerial Implications**

Loyal customers usually prefer to patronize the same restaurant unless the service quality provided or the delivered quality service has declined. CWDRs that want to develop customer satisfaction must truly understand and fulfil the customers’ needs, desires, as well as all other perceptions of satisfaction. This study confirms that customer satisfaction is determined by CWDRs’ service quality dimensions. It must be noted that customer
satisfaction here is measured by how well CWDRs’ service is being provided by the supplier as perceived by existing customers. There are many managerial implications arising from the results of this study. The first implication is the tangible aspects of service, which enable customers to feel that their material needs are important. CWDRs in Malaysia is unique due to several aspects, where many cooking traditions and practices of the different multi ethnic groups of the country. These different cuisines strongly affect the relationship between tangibility and satisfaction.

The second implication pertains the reliability of customer service that must be continuously provided with confidence and efficiency every time the customer returns to dine at the restaurant. For example, the same promptness of service provided at the restaurant must also be extended to all other service types offered in the restaurant.

When a customer asks for a different type of food service that is not provided by the CWDRs, the restaurant must then recommend an external service provider that can provide an equally service as that offered by the restaurant. Therefore, tangibility and reliability are equaled effective in improving and enhancing satisfaction and even maintaining loyalty. Restaurant managers must also ensure a high level of responsiveness from the staff.

The third implication is about assuring all restaurant customers that only the highest quality service will be provided and that everything will be done to ensure their fullest satisfaction. This includes making sure that restaurant staff are polite, friendly, and confident in communicating only the professionally highest service to the customer. In sum, the present study shows a significant relationship between customer satisfaction.

Conclusion

This research highlights the importance of quality services in improving customer satisfaction. Specifically, it provides a more comprehensive understanding of how it influences customer satisfaction through quality services given by CWDR. When people dine in any restaurant, they expect to be provided with good food and services in a favourable restaurant environment. It is generally understood that the major antecedent of a revisit intention is the level of satisfaction that a customer gets on a first visit. This research is unique in a way as it provides an understanding of the customers’ profile, which in this study is made up of young people whose expectations of dining at the CWDR have to be prioritized. This finding may implicate changing present policies that CWDR owners may have that are not relevant to young customers. Theoretically, the findings highlighted that owners should strengthen assurance, empathy, and reliability towards providing the highest quality services that satisfy customers’ needs when dining in CWDR. This study could be replicated with other restaurant types and contribute to the growing body of knowledge on service and hospitality management. Thus, it is imperative that management channels its
focus on assurance, empathy, and reliability. Although these three dimensions give satisfaction to customers, the restaurant must also strengthen efforts to update tangibility and responsiveness according to the requirements of their clientele. This research suggests that customers are willing to travel the extra mile to patronize full-service restaurants if excellent food and services are offered at a reasonable price. Practically, restaurants especially CWDR can support the customer by providing convenient quality services where customer satisfaction can be somewhat guaranteed. Apart from providing enough facilities which are comfortable and of high quality within the premises, it is every restaurant’s responsibility to provide good Service Quality for each and every customer. As data from this study were collected from customers at a single upper-middle-class town, future research could consider investigating other sectors of the service industry. Only then could a comprehensive picture of the exact nature of the relationship between Service Quality and customer satisfaction be achieved across the SERVQUAL dimensions.

References


Gitomer, J. H. (1998). *Customer Satisfaction is worthless, Customer loyalty is priceless: How to make customers love you, keep them coming back and tell everyone they know:* Bard.


Table 1: Correlation between Variables

<table>
<thead>
<tr>
<th>Descriptive Statistics</th>
<th>IV 1</th>
<th>IV 2</th>
<th>IV 3</th>
<th>IV 4</th>
<th>IV 5</th>
<th>DV</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tangibility</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reliability</td>
<td></td>
<td>0.563**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Responsiveness</td>
<td></td>
<td>0.540**</td>
<td>0.485**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assurance</td>
<td></td>
<td>0.554**</td>
<td>0.581**</td>
<td>0.722**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Empathy</td>
<td></td>
<td>0.427**</td>
<td>0.535**</td>
<td>0.584**</td>
<td>0.637**</td>
<td>1</td>
</tr>
<tr>
<td>customer satisfaction</td>
<td></td>
<td>0.497**</td>
<td>0.571**</td>
<td>0.524**</td>
<td>0.710**</td>
<td>0.613**</td>
</tr>
</tbody>
</table>

Note: N=200; Correlation is significant at the 0.01 level (2-tailed)

Table 2: Model summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.757a</td>
<td>0.574</td>
<td>0.563</td>
<td>0.71450</td>
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</table>

Table 3: Summary of Simple Linear Regression Analysis

<table>
<thead>
<tr>
<th>Variable</th>
<th>B(SE)</th>
<th>Beta</th>
<th>t-statistic</th>
<th>t-value</th>
<th>p-value</th>
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<tbody>
<tr>
<td>(Constant)</td>
<td>.786</td>
<td>.355</td>
<td>2.211</td>
<td>.028</td>
<td></td>
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<tr>
<td>Tangibility</td>
<td>.110</td>
<td>.078</td>
<td>.088</td>
<td>1.420</td>
<td>.157</td>
</tr>
<tr>
<td>Reliability</td>
<td>.164</td>
<td>.066</td>
<td>.159</td>
<td>2.497</td>
<td>.013</td>
</tr>
<tr>
<td>Responsiveness</td>
<td>-.074</td>
<td>.066</td>
<td>-.081</td>
<td>-.1126</td>
<td>.262</td>
</tr>
<tr>
<td>Assurance</td>
<td>.455</td>
<td>.074</td>
<td>.478</td>
<td>6.157</td>
<td>.000</td>
</tr>
<tr>
<td>Empathy</td>
<td>.218</td>
<td>.060</td>
<td>.234</td>
<td>3.620</td>
<td>.000</td>
</tr>
</tbody>
</table>
Note: N=200; Dependent Variable = customer satisfaction; Model Fits = F (1, 232) = 141.61, p < .01; B = Unstandardized Coefficient; beta = Standardized Coefficient; ***p < .001, **p < .01.
Tourist Misbehavior: A Case Study of the Chinese in Thailand

Feng Lin
Bongkosh Ngamsom Rittichainuwat, Siam University

Abstract

This study investigates the Chinese tourist and non-tourist’s perception of tourist misbehavior in Thailand. A qualitative approach was used initially, that involved interviews with hotel personnel, Chinese instructors, Thai students, as well as the owner of a fine dining restaurant; with 243 questionnaire responses being received from both Chinese tourists and students. Subsequently, One-Way ANOVA was used to identify any differences in the tourist perceptions across the country of residence, the purpose of visit, and demographic profile. Factor analysis was used to reduce the variables into dimensions. There is a significant difference between Chinese students and Chinese tourists’ attitude towards unacceptable tourist behavior, and there are also significant differences in perception among Chinese in different demographic profiles.

Keywords: Tourist misbehavior, Tourist and non-tourist, Thailand, Chinese

Introduction

This study describes negative tourist behavior in general. Second, this study identifies negatively perceived or unacceptable tourist behavior and whether or not such negative behavior is perpetrated by Chinese tourists. Thirdly, this study identifies if there are any significant differences in the tourist travel experience and misbehavior across the demographic profile and trip purpose.

Literature Reviews
Many misunderstandings are caused by scanty knowledge of different cultures and dissatisfaction with different cultural norms (Kenesei & Stier, 2016). Although tourists live away from home, the cultural values and social relations of the home society still have an effect on their behavior (Gao, Huang, & Brown, 2017).

Tolkach, Pratt, and Zeng (2017) stated that different culture, demographic profile, and social groups affect ethical decisions, and if there are no negative consequences tourists continue to think that controversial actions are acceptable, even though they may have realized that some behaviors may be unethical and unfair to others.

Kim and Qu (2018) noted that customers' uncivilized behaviors cause employee incivility towards customers. Employee incivility is considered as a service failure, which damages service quality and the reputation of an organization, meanwhile also causing customer attrition and loss of revenue (Kim & Qu, 2018; Porath & Pearson, 2013; Walker, Van Jaarsveld, & Skarlicki, 2016). Therefore, uncivilized behavior can cause negative perception towards the citizens of a country. Specifically, foreign students and tourists are likely to be exposed to negative perceptions while studying abroad.

Therefore, it is hypothesized that Chinese who study in a foreign country have a different perception of “acceptable behavior” than local people. Thus,

Hypothesis 1: There is a significant difference between Chinese students and Chinese tourists’ attitude towards unacceptable tourist behavior.

Specifically, different demographic profiles should differentiate tourist behavior. Therefore,

Hypothesis 2: There are significant differences in perception among Chinese in different demographic profiles.
Method

The instrument of this study was a self-administered questionnaire survey employed to identify the perception of unacceptable tourist behavior. The questionnaire was in two languages: English and simplified Chinese. The questionnaire contained two sections: tourist misbehaviors and demographic profile. Regarding the tourist misbehaviors, the respondents were asked: Which of the following would annoy you while traveling? and What is your perception toward the following culture? Participants were requested to point out the extent of their agreement with the statements on a 5-point Likert scale as: (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, (5) Strongly Agree.

The target population was Chinese students, Chinese expatriates in Thailand, and Chinese tourists who traveled in Thailand. The questionnaire was distributed near the Grand Palace of Thailand and at a university in central Bangkok.

As for data analysis, first, descriptive statistics was adopted to determine frequency distribution. Second, One-Way ANOVA was used to identify the differences in the tourist perceptions according to the country of residence, the purpose of visit, and demographic profile. Third, factor analysis was used to reduce the questionnaire attributes into dimensions.

Result

One-Way ANOVA was used to analyze the mean differences in perceived tourist misbehavior among participants across demographics. There were three significant differences in “speak in their own language”, “turn on mobile speaker”, and “sneeze without covering their mouth with tissue paper” between tourists and non-tourists, with F values of 6.55, 4.24, and 5.38 at significant values of P = (0.11), P = (.040), and P = (.021), respectively. The result showed that tourists disagreed, while non-tourists were neutral to accepting someone who speaks in their own language. Non-tourists disagreed more than
tourists that turning on mobile speaker in public would annoy them while traveling. Non-tourists did not consider that sneezing without covering their mouths with tissue paper would annoy them while traveling.

Also, a significant difference was found in the “Selfie in public area” between tourists and non-tourists, with the F value 6.48 at the significant level of P = (.012). Tourists disagreed, while non-tourists were neutral about accepting someone who takes selfies in a public area.

Reactions to “Talk softly” varied between participants who travel domestically once a year and several times per year, with the F value 4.46 at a significant level of P = (.036). Participants who traveled domestically once a year disagreed that it was misbehavior, while those who traveled domestically several times per year are neutral to accepting others talking softly.

A significant difference was found in reactions to “Take strong smell food to passenger cabin” between participants who were 20 to 29 years old and those who were 40 to 49 years old, with the F value 3.38 at a significant level of P = (.019). Participants who were 20 to 29 years old were neutral, while those who were 40 to 49 years did not think that taking strong smelling food to a passenger cabin was inappropriate.

**Conclusion**

A study to test the relationship between perceptions of tourist misbehavior and demographic profiles. This study used a mixed method employing both qualitative and quantitative approaches. Firstly, the authors interviewed Chinese students at a university in Central Bangkok about unacceptable tourist behaviors. Secondly, the authors interviewed service providers who were hotel employees to identify the misbehavior of tourists that they encountered during their work in hotels. Then the researchers built up the questionnaire according to the results of the interview and collected data. After analysis, the researchers
found that there are significant differences depending upon tourist demographic profiles with regard to tourists and non-tourists, staying purpose, travel experience, and age groups. There is a significant difference between Chinese students and Chinese tourists with regard to unacceptable tourist behavior; thus, Hypothesis 1 is accepted, and Hypothesis 2: There are significant differences between Chinese in different demographic profiles, is also accepted.

The reason Chinese students who study in Thailand are more likely to consider that tourist misbehaviors are acceptable might be because, even after they go abroad, they still stay within the Chinese group, and lack communication with other nationalities’ students due to inadequate local language skills. Furthermore, the biggest barrier for some international students in adapting to an unfamiliar culture is the lack of intercultural communicative competence (Lewthwaite, 1996).

Base on the result, the middle-aged respondents, did not regard the tourist misbehavior as inappropriate behavior. According to the National Bureau of Statistic in China (2010), 62% of people who were from 20 to 29 years old have secured a higher than high school education, which is a lot higher in contrast to people who are from 40 to 49 years old (24%) and have received higher than high school education. Therefore, a higher education level may be identified as the reason for the responses. Moreover, younger people and the middle-aged are very different in personalities (Noftle & Fleeson, 2010). Another research found that 20 to 29 years old and 40 to 49 years old people are different in their behaviors (Reuter et al., 2010).

The result also shows that people who have less travel experience perceive that tourist misbehaviors are acceptable. Hsieh, Park, and Mcnally (2016) mentioned that traveling experience is positively related to tourist behavior in attitude, behavioral intentions, perceived behavioral control, and behavioral intentions.
Kelley (1992) noted that using proper telephone etiquette makes a person different from the majority of telephone users. Some researchers identified that rude mobile phone behavior in public is common (Smith, 2012; Washington, Okoro, & Cardon, 2013). Inappropriate table manners compound a negative first impression (Mcpherson, 1998). The reason some participants considered “Do not flush after using the toilet” as acceptable might be because they were familiar with the old traditional toilets without flushing system. Tourists littering while traveling harms the environment and lead to health problems, and it will cause other people to follow suit (Tsaur, Cheng, & Hong, 2019).

Since tourist misbehavior is a sensitive issue, as Rittichainuwat (2011) noted, some respondents may not show their perception because they are afraid to be considered as strange and uneducated. Therefore, some participants answered that they did not think that tourist misbehavior would annoy them, but after the author asked them the reason, they changed their answers to be neutral.

**Limitation of the Study**

This study focuses only on service personnel, Chinese tourists, and Chinese students who are in Thailand. The result cannot be generalized to the population in other countries. Future studies may explore the attitudes towards unacceptable behavior in other cultures, so as to educate tourists and residents about international etiquette.
References


Personality Traits, the Wim Hof Method Benefits and Implications for Wellness

Tourism

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Abstract

The Wim Hof Method (WHM) is a wellness tourism retreat and set of meditation techniques. This method has spread around the globe as a result of health and wellness benefits reported by thousands of users. However, little is known about the participants who experience this method. The present study investigates personality traits and participants of the WHM. N=255 were surveyed with a five-factor model (FFM) for personality traits. We hypothesized that participants of the WHM would report higher levels of Openness and Conscientiousness and lower levels of Agreeableness and Neuroticism. Our results showed a negative correlation with WHM method users with trait Neuroticism. This lead to an additional hypothesis, a negative correlation with trait Neuroticism and length of time practicing WHM. In summary, we found Neuroticism was negatively correlated to the time spent practicing, but the results were not significantly different.

Introduction: The history of Health and Wellness tourism dates back to ancient times. “ancient civilizations of Asia and the Middle East and indigenous peoples all over the world have been aware of the benefits of massage, yoga, meditation, herbal medicines, and other forms of healing” (Smith 2008 p. 23) “Greek and Roman discovery of the healing qualities of water, people started traveling to mineral springs and seaside resorts to recuperate, relax and/or escape from the imperial metropolis.” (Filep 2013 p. 73) In modern times, these natural wellness trends continue to shape the modern landscape. One modern wellness methodology that has taken the world by surprise is the growing popularity of the Wim Hof
Method (WHM). The WHM is a wellness tourism retreat and set of meditation techniques that include meditation, breathing techniques (yoga) and exposure to the cold.

**The Wim Hof Method:** is a rigorous mind-body practice that consists of a combination of elements from meditation, yoga, breathing exercises, as well as cold-exposure. The core of the method is comprised of a breathing technique and cold exposure that creates a hormetic effect on the body. The WHM takes a person to the edge of their comfort zone and homeostatic range. Cohen elegantly explains “By consciously stressing your body physically physiologically even psychologically, you actually exercise your adaptive mechanisms, so then when stress comes at you that is out of your control, you are much better equipped to handle it. So going into a cold shower, holding your breath, being hypoxic, even giving yourself deadlines, that puts your body under stress, but then trains your adaptive mechanisms to cope with it” “it happens in a sauna, it happens in an ice bath it happens when you are doing the breathing technique” he goes on “we have been too comfortable, we have this technology controlled environments. We create these artificial environments to stress our bodies because it is not happening in our general life anymore.” (Cohen, 2018)

**Literature Review:** The Wellness Tourism Association (WTA) defines Wellness Tourism as “A specific division of the global tourism industry that is defined by the common goal of marketing natural assets and activities primarily focused on serving the Wellness Traveler and those who want to be.” (Dimon, 2019) Wellness tourism can be thought of as; therapy and healing, holistic tourism as well as yoga & meditation retreats. Wellness tourism targets healthy people with a proactive interest in maintaining or enhancing their health. Wellness consumers seek to look and feel better, lose weight, slow the effects of aging, improve pain or discomfort, manage stress and improve health (Stănciulescu et al., 2015). However, little is known about the market segment of people who experience these wellness tourism
experiences. What are the personalities of the customers who participate in wellness tourism and their motivations, specifically about the people who practice the Wim Hof Method?

**Five-Factor Model:** The American Psychological Association defines personality as “individual differences in characteristic patterns of thinking, feeling, and behaving” (APA). The five-factor model (FFM) is the most scientific measurement of personality traits used in social science research. (DeYoung, 2005), The Five-Factor Model (FFM) of personality is now widely believed to account for a majority of the common variance in all personality constructs in social science research (Digman, 1990; Goldberg, 1993; McCrae, 1996). The FFM was initially identified in the 1960s by social science researchers using the lexical hypothesis, which theorizes that personality characteristics that are most important in people’s lives will become a part of their language and personality characteristics are more likely to be encoded into language as a single word.” (John, O. P.; Angleitner et al., 1988).

**Dimensions of the FFM:** The Five-Factor Model is comprised of five components: Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism.

**Openness:** Openness is a trait that categorizes the degree to which people are oriented towards experiencing new situations, novel stimuli, art, music. (Pervin, 1999). Additionally, Openness also has a moderate positive correlation with sensation-seeking, particularly to the experience seeking aspect. (García et al. 2005) Based on the literature above, we postulate:

**H1 - WHM participants will have a higher than average level of trait Openness.**

**Conscientiousness:** The Conscientiousness domain assesses a person motivation in behavior that is goal-directed (McCrae & Costa, 1997). “The practice of the method (WHM) requires some amount of discipline and involves discomfort. Thus, when considering the application of the WHM as a health intervention, it is likely that it is only applicable in groups that are high in intrinsic motivation to perform such health behavior in spite of the
associated discomfort.” (Allen, 2018, p. 53) Based on the literate above, we postulate the following: **H2 - WHM participants will have higher than average levels of conscientiousness.**

**Extraversion:** Extraversion factor is understood as the extent to which an individual is interpersonally outgoing in social situations. (McCrae & Costa, 1997). (DeYoung, 2005), individuals higher in extraversion tend to be more assertive, talkative, and social. The six facets of Extraversion are excitement-seeking, assertiveness, warmth, gregariousness, activity, and positive emotions (McCrae & Costa, 1997). **H3 - WHM participants will not differ than the average population on levels of Extraversion.**

**Agreeableness:** Agreeableness factor is measured along a spectrum from contrasting empathy, politeness, and cooperation with rudeness, callousness, and aggression. (DeYoung 2005). (Allen, 2018, p. 53) “those who are likely to engage in the practice of the WHM may be individuals who are not as susceptible to social norms as others.” We postulate the following; **H4 - WHM users will have lower than the average normal distribution of Agreeableness.**

**Neuroticism:** Neuroticism factor includes high levels of anxiety, depression, and irritability. The opposite pole is Low-Neuroticism, which reflects being calm despite stressful situations. (DeYoung (2005) Neuroticism captures the propensity to be angry, anxious, sad, and unstable and associate with negative emotions (Pervin, 1999). Based on the mental toughness and self-efficacy developed doing the WHM, we hypothesize **H5 - WHM users will have lower than average trait Neuroticism.**

**Results:** In summary, the results of the survey indicated that respondents were 79.6% men, mostly of North American and European descent from 43 different countries. The most commonly reported findings for motivation to do the Wim Hof Method was “Wellness - a
proactive health intervention” 66.9%, followed by” curiosity” 49.6% and “meditation” with 36.9%. When asked about the positive benefits of the WHM, 71.5% reported: “energy levels” followed by 61.5% “Mood” and 59.6 reporting “Overall well-being” as a positive effect from the method.

**Five-Factor Model:** Next, we present the results of the FFM for survey respondents. A summary of the results are shown in Table 1, and a Boxplot was constructed and can be viewed in Figure 1.

**Table 1: Mean and Standard Deviation of the FFM for Survey Respondents**

<table>
<thead>
<tr>
<th></th>
<th>Openness</th>
<th>Conscientiousness</th>
<th>Extraversion</th>
<th>Agreeableness</th>
<th>Neuroticism</th>
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<tbody>
<tr>
<td><strong>Population Scores</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Mean</td>
<td>47.30</td>
<td>43.08</td>
<td>48.09</td>
<td>47.51</td>
<td>34.29</td>
</tr>
<tr>
<td>Standard Deviation</td>
<td>22.83</td>
<td>26.07</td>
<td>24.86</td>
<td>24.07</td>
<td>25.37</td>
</tr>
<tr>
<td><strong>Raw Scores</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>3.84</td>
<td>3.55</td>
<td>3.19</td>
<td>3.77</td>
<td>2.67</td>
</tr>
<tr>
<td>Standard Deviation</td>
<td>0.48</td>
<td>0.63</td>
<td>0.69</td>
<td>0.50</td>
<td>0.74</td>
</tr>
</tbody>
</table>
Results of the FFM shown in Table 1 are reported both in raw scores and based on the population percentile. The FFM survey, which was used to calculate the raw scores, was based on (John, 1999). In addition, we converted the raw scores into population scores using mean and standard deviations of populations reported by John & Srivastava, 1999.

Moreover, the main finding from our analysis of the FFM of Wim Hof users was that Wim Hof users reported significantly lower scores on trait Neuroticism. Many of the positive reported benefits of the Wim Hof method are lower levels of stress and an increased ability to sustain more extreme environments. Based on these results, we wanted to test whether the Wim Hof method has the potential to decrease participants scores on trait Neuroticism or if it is simply that individuals lower on trait Neuroticism are more likely partake in Wim Hof and it’s online communities. Although our study was not set to test this causal relationship,
we measured whether an individual's scores on traits Neuroticism were correlated to the length of time spent practicing. **H6 A negative correlation with trait Neuroticism and length of time doing the WHM.**

To investigate if there was a negative correlation with trait Neuroticism and length of time doing the WHM, we ran an OLS regression with our dependent variable being the population parameter score for trait neuroticism and our independent variable being the length of time reported on the survey.

Overall, the result of the regression coefficient was negative, but not statistically significant ($b = -0.57, t(251) = 0.642, p = 0.371$). One major limitation to this approach was the limited sample size we were able to achieve in each of the bins (i.e., 0-1 months, 1-2 months, etc.). Also, as the survey was done on Wim Hof practitioners, only one survey respondents reported they had not yet tried the Wim Hof method. To address this issue, we binned the users as users who have practiced the WHM for less than six months and more than six months. Again, we found a directional difference, but it was not significantly different in trait Neuroticism levels, $t(240) = 0.73, p = 0.47$.

**Implications:** The Wim Hof Method appears to have some relationship with trait Neuroticism; perhaps the method could alter aspects of personality, and those who are low in Neuroticism are attracted to the WHM. While the traits of personality in the theoretical framework of the FFM remain stable throughout one’s lifetime (Roberts et al. 2000), perhaps the Wim Hof Method could transform certain aspects of one’s personality. After all, the Wim Hof Method has changed decades of medical literature on how the autonomic nervous system works. (Muzik et al. 2018). A 2015 study by Hudson and Fraley indicates that some people may even be able to intentionally change their personality through careful goal-setting and sustained personal effort. (Hudson, et al. 2015)
Perhaps those who are low in trait Neuroticism are attracted to this extreme wellness method, and this extreme wellness method correlates with lower and lower levels of Neuroticism, the more it is practiced. This study revisits the age-old academic question, how much of personality is changeable through direct experience.

**Limitations:** Unfortunately, the current research was not set up to specifically test trait Neuroticism; therefore, more research is needed. The more significant number of male samples reflects the previous studies, as men appear to be attracted to more extreme forms of wellness. This also may explain the lower reported trait of Neuroticism in the population studied. Additionally, research has shown that levels of Neuroticism are higher in women than men, and this finding is consistent across all cultures. (McCrae & Costa, 1997). Therefore the Neuroticism results in this study of a mostly male population may not be a significant finding. We would recommend that a further study is done to test subjects FFM personality before and after beginning the Wim Hof Method to directly test the effects of the Wim Hof Method on individual personality traits.
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Measurement of Barriers in Hazard Analysis Critical Control Point Compliance with Technology in Full Service Restaurant

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Abstract

The use of technology has grown rapidly in the food service industry. This study assesses the feasibility of using technology in the kitchen to overcome barriers to food safety. Technology in the food service industry refers to common beliefs, behaviors, and practices related to food production. Ensuring the safety of food is the key element. The study concludes with a discussion of the potential use of technology in the HACCP system. A lot of emerging technology has been applied to the food safety system, of which HACCP is an example. Food safety is a growing concern among industry practitioners and academics alike. Companies have offered different solutions and checklists to ensure food safety compliance. The finding of the study will conducted barriers as perceived constraints in the kitchen technology applications.

Keywords: food safety, HACCP, food service industry, perceived control, technology

Introduction

The use of technology has grown quickly in the restaurant industry. Both academics and industry practitioners are expanding the study and use of technology for restaurant
management (Hanyu et al., 2011; Markovic and Edwards, 2016). The industry is expanding its use of technology for restaurant management and monitoring the steady evolution of technology. Restaurants provide safe environments and enjoyable food to please customers. Food safety is not only in the risk of foodborne illness in food commodities; other factors must also be considered (Painter et al., 2013; Taylor et al., 2011). Therefore, technology may help food safety systems. HACCP food safety system has potential resources constrained on technology in food relative working environment. (Hanyu et al., 201; Markovic and Edwards, 2016). Then, HACCP is a complex system of compliance procedures for the food service industry. One shortcoming of HACCP is that it is only applicable to these managers and chefs who comply with the organization’s guidelines.

Food safety and hygiene training is highly recommended. The provision of a food safety management system is a fundamental legal requirement of cooks and chefs. These systems require professional knowledge when handling food products. Therefore, training is needed to ensure food safety (Fielding et al., 2005). These food safety actions will transfer as one of the costs of operation. Food handlers in catering kitchens often overlook the quality assurance component of the food preparation process.

**Literature Review**

Hazard Analysis Critical Control Point (HACCP) is a food safety concept and system. This system includes criteria (i.e. the setting of critical limits) to ensure that the activities at a specified critical control point (CCP) are under control (Notermans, Zwietering, and Mead, 1994). The procedure of controlling food safety has been adopted for use in the food processing industry, i.e., the manufacture of low-acid canned food (Bauman, 1990). First established by the United States Department of Agriculture (USDA), the HACCP System has become generally accepted as the key safety management system for the food industry.
worldwide (Garayoa et al., 2018; Ropkins and Beck, 2000). Briefly speaking, there are seven principles of the HACCP system that encompass a systematic approach to the identification, prevention, and control of food safety hazards. The principles are as follows (HACCP, 2017)

Principle 1: Conduct a hazard analysis

Principle 2: Determine the critical control points (CCPs)

Principle 3: Establish critical limits

Principle 4: Establish a system to monitor control of the CCPs

Principle 5: Establish the corrective action

Principle 6: Establish record-keeping and documentation procedures

Principle 7: Establish verification procedures

Food handlers in catering kitchens often overlook the quality assurance component of the food preparation process. Therefore, proper training in food safety and hygiene is highly recommended (Garayoa et al., 2018). The provision of a food safety management system is a fundamental legal requirement of cooks and chefs. These systems require professional knowledge when handling food products. Technology may be incorporated into the food safety training and handling processes. There are examples of technology in restaurant service like sensor technologies, mobile technologies, and the Internet of Things (IoT) (Hanyu et al., 2011; Markovic and Edwards, 2016). On the other hand, self-efficacy perceived control who can take action to determinant the technologies (Yen, 2005). One can determine and influences other kitchen workers. Perceived control has had positive impact on an individual well-being psychologically (Hui and Bateson, 1991).
Research Methodology

This qualitative design study as case study tradition due to the fact base on based on qualitative research with interview protocol (Jamshed, 2014). First, in-depth interviews with semi-structured and open-ended questions will conducted to get a general sense of chefs’ perceptions of food safety issues. Second, filed notes, type recording, and observation will conduct to prevent and limit bias. Twenty people will interview, including chefs, cooks, hygiene managers, and restaurant owners. The interviews each lasted from a few minutes to an hour. Third, transcripts will verify with file notes, and key informants and scholars will invite to verify the findings. Find out why this has been issue and the chef faces different challenge in the industry. Therefore, HACCP has been a clear instruction, then how e-HACCP has face different issue due to technology upgrade system. That was a pilot study conducted with two chefs, one restaurant manager, and two academic scholars.

Proposed Findings

Compliance with the HACCP process included seventeen items that will then separate into three key constraints (Jackson, 1988). These will be intrapersonal constraints, interpersonal constraints, and structural constraints (Young et al., 2003). First, regarding intrapersonal constraints, compliance is a complex task, so food handlers need to be trained to complete the assessments. There will not many food handlers/cooks who will qualified to complete the task.

Second, regarding interpersonal constraints, chefs and other food handlers will not motivate to follow the steps. Working in the kitchen is a team effort. Conflict may arise due to miscommunications. For example, workers on different shifts have different job tasks to finish on a daily basis. Complying with the HACCP guidelines requires the cooperation of workers on different shifts. Some restaurant managers do not care about compliance and may
not follow up with the assessments. Finally, regarding structure constraints, compliance is time consuming. It takes time for the cooks to complete the task, and is not in the job description. Compliance may not be a one-time task, but rather a continuing task that includes administrative work. Compliance often interrupts other job tasks, as when checking the temperature of cooked food when it has cooled down from 90 degrees to 4 degrees within 2 hours (USDA, 2018). These compliance measurements also have to be recorded by the food handler. Moreover, due to technological influences nowadays, there will be many food safety-related products on the market. Therefore, compliance is costly, and need time is needed to receive the proper training. Some cooks are not willing to learn. These findings will some of the barriers to compliance.

Propose Conclusions and Implications

The results of this study will provide practical implications regarding operational strategy, technical, and grant constraints. Operational strategy constraints include people (Garayoa et al., 2018). People will still need to implement tasks and cannot be replaced by technology yet. Many people are involving in the HACCP process, including chefs, managers, cooks, and food handlers in the kitchen (Mortimore and Wallace, 2001). According to HACCP requirements, technological constraints include the tools, equipment, and other documentation instruments. Finally, grant constraints are related to corporate culture. For example, if a restaurant has never had any food safety or hygiene issues, then the staff may not see the importance in food safety compliance. The research will reveal a hierarchical approach, with technology integrated into the food safety system. According to propose finding, technology can be used to increase compliance with the HACCP criteria. As for industry implications and recommendations, the restaurant industry must evolve with technology. Food handlers will have to keep up with new advances in technology. Kitchens
may use technologies like voice-activated devices, ear phones, sensor technologies, mobile technologies, and the Internet of Things (IoT) (Hanyu et al., 2011; Markovic and Edwards, 2016). Electronic HACCP is being developed, and new applications for compliance may be released. All in all, tactical with holistic training will be a must task on operational, communication, training people, motivate food handlers. Perceived constraints will be the focus of future studies.
References


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Collaborative Governance and Local Readiness: Challenges for Bali Tourism

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Abstract

The Bali Province of Indonesia puts the tourism sector at the forefront of the economy. As more foreign tourists come to Bali, this is an opportunity and challenge for local guides to compete against global competition and the entry of external guides. Therefore, in the face of the worldwide competition era, the participation of all stakeholders is needed as a form of collaborative governance.

This aims and objectives of this study are to understand how the readiness of local tour guides in terms of the challenges of global tourism and to understand issues related to tourism policies and regulation from the local government and its consequences on the local guides and Bali’s tourism. This study uses a type of case study research. The results of this study indicate that there are challenges are foreign language skills, particularly Chinese language, lack of policy benefits, social conditions of the local community that do not support, and lack of policy law enforcement. This study recommends the need for implementing an active tourism policy to improve the competitiveness and readiness of local tour guides so that they can compete with foreign tour guides who are dominant and the need for integrity among tourism business actors.

Keywords: Readiness, Bali Tourism, Competitiveness, Collaborative Governance, Local Guides.
Introduction

Indonesia's tourism potential relied on building the economy through tourism development. Tourism development leads to four components, namely the tourism industry, tourism destinations, national tourism marketing, and tourism institutions. Tourism is one type of new industry that can accelerate economic growth in providing employment, increasing income, living standards, and stimulating other productive sectors (Pendit, 2006: p.32). Tour guide services are an essential part of the tourism component or are often called the spearhead of the tourism image because tour guides provide information on tourist attractions and give an impression to tourists. According to Yoeti (2013), tour guides serve to explain and tell about tourist objects and attractions visited by the agreed tour itinerary. So, the role of tour guides is not only to meet the needs of tourists but is expected to make a form of a positive image of tourism which can indirectly increase tourist visits to specific tourist destinations.

The Bali Province of Indonesia puts the tourism sector at the forefront of the economy. According to the data from the Statistics Indonesia (BPS-Statistics Indonesia) of Bali Province, the number of foreign tourists visiting Bali in 2017 reached 5,697,739 people, increasing by 15.62% compared to 2016. The table 1 below illustrates the number of foreign tourists visiting Bali by nationality:

Table 1. Number of Foreign Tourist Arrivals to Bali Province by Nationality in 2014-2017

<table>
<thead>
<tr>
<th>No</th>
<th>Nationality</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>ASEAN</td>
<td>483,487</td>
<td>422,986</td>
<td>416,428</td>
<td>379,264</td>
</tr>
<tr>
<td>2</td>
<td>Asia (without ASEAN)</td>
<td>1,236,816</td>
<td>1,424,995</td>
<td>1,839,892</td>
<td>2,193,676</td>
</tr>
<tr>
<td>3</td>
<td>USA</td>
<td>177,940</td>
<td>214,842</td>
<td>184,373</td>
<td>190,947</td>
</tr>
<tr>
<td>4</td>
<td>Europe</td>
<td>736,188</td>
<td>842,436</td>
<td>1,151,925</td>
<td>1,675,317</td>
</tr>
<tr>
<td>5</td>
<td>Oceania</td>
<td>1,050,422</td>
<td>1,042,001</td>
<td>1,202,805</td>
<td>1,062,855</td>
</tr>
<tr>
<td>6</td>
<td>Africa</td>
<td>18,137</td>
<td>27,830</td>
<td>8,398</td>
<td>7,965</td>
</tr>
<tr>
<td>7</td>
<td>Crew</td>
<td>63,648</td>
<td>27,069</td>
<td>124,115</td>
<td>187,715</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>3,766,638</td>
<td>4,001,835</td>
<td>4,927,937</td>
<td>5,697,739</td>
</tr>
<tr>
<td></td>
<td>Total Growth %</td>
<td>14,89</td>
<td>6,24</td>
<td>23,14</td>
<td>15,62</td>
</tr>
</tbody>
</table>

Source: Bali Province in Figures 2018
Based on Table 1 above shows that foreign tourists from Asian nationalities dominate tourist visits to Bali. There are seven countries included in Asian nationalities, namely Hong Kong, India, Japan, South Korea, Taiwan, China, and other Asia. Foreign tourists from China occupy the highest number and experience an increase every year as of 2017 as many as 1,356,412 tourists or 61% of the total visits of Asian tourists. The need for tour guides has the opportunity to open employment opportunities for local communities in Bali. In Bali Province, there are no specific tour guide businesses, but they work individually or can be members of the Travel Bureau.

The problem that arises is the ability of local Balinese guides in mastering foreign languages beyond English is still lacking. Such as a lack of local guides who can speak the Chinese language. However, the number of visits by foreign tourists has not been able to be balanced with the readiness of the competency of local guides who must also compete with public policies that are still not effective, the imbalance of income distribution between regions in Bali and uncontrolled immigrants in the informal sector.

Tour guides in Bali are not only able to speak several languages but require a license through a certification process in line with the provisions of Government Regulation Number 52 of 2012 concerning Competency Certification and Business Certification in the Field of Tourism. A tour guide is a legal administrative requirement for a tour guide. Guides who already have a license mean that they are worthy of being said to be a professional administration guide. Bali Province's local government policy towards guides began with the determination of the regional government in regulating and maintaining the quality and quantity of services and the competitiveness of tour guides. This aims and objectives of this study are to understand how the readiness of local tour guides in facing the challenges and opportunities of global tourism. Secondly, to understand issues related to tourism policies and
regulation from the local government and its consequences on the local guides and Bali’s tourism.

**Materials and Methods**

This study used a case study analysis. The discussion in this study described descriptively. It describes systematically, factually and accurately about the characteristics of the Guidance Policy in Bali Province with a collaborative governance approach. In the context of this approach, there needs to be attention from eight districts and one city government to be able to work together, cooperate in developing tourism in the context of a single frequency policy.

The synergy realized in a tourism policy that can support the local economy, local communities for employment, provide convenience for foreign tourists to use the facilities and enjoy the tourism in Bali. Data collection in this study are consists of identification by conducting interviews, observation and documentation. Data from various instruments are collected and transcribed to compare all information. At the end of the data analysis process adjusts to the case study approach by Yin (2009), which is defined and design, which is carried out by developing theory and selecting related matters. The next step, prepare, collage and analyse is related to the implementation of data collection and analysing data encountered in the field. The final step is to analyse and conclude, which is matching and describing cases encountered by modifying the theories that have been developed.

**Discussion**

1. Challenges

(a) Lack of Policy Benefits

Whether or not there are benefits to a policy will affect the effectiveness of the implementation of the policy to achieve its objectives. The purpose of a system often fails to
touch the target group because the policy is deemed not to give benefits to individuals or groups of people who are the target group. The individual or executor will implement the policy. The objectives in the licensing policy issued by the Bali Provincial Government through Perda No. 5 of 2016 is to control tour guides and improve quality for tour guides to remain professional and deliver a positive impression for tourists. Through the Regional Regulation, the Bali Provincial Tourism Office requires that the community as a target group who are interested in becoming guides must fulfil the main requirements, namely the Bali Cultural Knowledge Certificate and the Tourism Guidance Certificate. Interviews with local guides showed that there were reluctant to take competency certification for the following reasons: (1) certification only provides recognition of HR competencies without guarantee of improving quality and competitiveness, (2) conditions of work as dynamic guides or not, of course, the tour guide continues to get work. Because the job as a tour guide depends on the number of tourists and travel policy, (3) certification does not guarantee that the tour guide gets a bigger profit than before the certification, and (4) the travel agent rarely asks for ownership of the certification. Social conditions of the local community that do not support

(b) Lack of policy law enforcement.

Guiding policies in the form of Regional Regulations are the strategies of the Bali Provincial Government, which force them to impose legal sanctions on violators. Legal penalties are applied to the ultimate aim to give a deterrent effect to violators and change the behaviour of other guides to comply. Article 18 paragraph 1 and 2 of the Regional Regulation of Bali Province No. 5 of 2016 concerning Guides waiting in line regarding criminal provisions for guides who do not have KTPP. Article 18 paragraph (1) states that anyone who violates the provisions as if they do not have a KTPP is convicted of imprisonment no later than 3 (three) months or a maximum fine of Rp. 50,000,000 (fifty million rupiah). However, in the field of
the tour guide who was netted during the sweeping and the Light Criminal Court Session the
decision of the penalty was very mild, should the violation be subject to forced fees
amounting to up to Rp. 50,000,000, for violating Perda No. 5 of 2016.

(c) Social conditions of the local community that do not support The social conditions of the
local community can affect the difficulty or failure of efforts to achieve goals that have been
directed at policy. To see the implementation of tour guide licenses in the Province of Bali on
their achievements, the external conditions of the community are understood. The results of
the research show that the social conditions of the people in Bali are a stepping stone that
hinders the implementation of this tour guide policy. The statement was due to the decline of
the leadership of the local community in Bali as a tour guide compared to previous years.

The Bali Provincial Government has sought every legal tour guide to have the identity and
protection of their work from irresponsible, illegal guides. However, in other conditions and
need to be a serious concern is the decreasing interest of local Balinese people to pursue jobs
as guides. Mindsent, a community that has shifted, thinks that work as a tour guide is not the
main source to meet economic needs. Job as a guide seemed to be a side job.

IV. Conclusion

From the analysis that has been done above, it can be conveyed specifically, the three factors
that inhibit the implementation of licensing policies for guides based on Perda No. 5 of 2016
it is necessary to pay attention to its existence so that it can be addressed and adjusted for the
Provincial Government of Bali in achieving the objectives of the implementation of tour
guides In general, understanding of these challenges can also be used by regional
overnments throughout Indonesia who want to implement a law to impose licenses for tour
guides.
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The Second Marriott and Hyatt: Understanding Sound-Alike Hotels in China

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Abstract

Chinese consumers’ desire for luxury brands grows apace; the market for counterfeit luxury brands grows equally fast in China. However, less attention has been paid to the emerging growth of luxury servicescape “knockoffs”, which is an extreme version of imitating authentic service. This research utilizes hotel review comments as a window to approach consumers’ motivations and assessment of their experience at copies of Marriott and Hyatt hotels. The findings reveal that plenty of consumers could realize that they were in a simulated and inauthentic environment, but were satisfied with the services and customer experience from these hotel knockoffs, and would even recommend them to others. The findings further reflect a new wave of Chinese consumers seeking synthetic experiential luxury. This study proposes a conceptual model to better depict synthetic experiential consumption and the underlying motives of the customers. It offers a new perspective into the mindset of contemporary Chinese consumers.
Service Quality and Customer Satisfaction in the hotel industry: A case study in five-star hotels in Kathmandu, Nepal.

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Abstract

Nepal is the country with enormous diverse and rich in cultural, religious, geographical, and natural resources. Having eight of ten world's topmost mountain over 800 meters including Mount Everest, ten world's heritage sites, including seven in Kathmandu Valley, Lumbini (birthplace Gautam Buddha), Chitwan National Park and Sagarmatha National Park and several hotspot destinations for trekking, mountaineers, rock climbers Jungle safari and the with natural beauties. Tourism is a backbone of the Nepalese economy and also a leading source of foreign exchange and foreign revenue. Customer services are bracketed directly with the Tourism and Hospitality Industry, which is based on money, and without the customer, there is no revenue.

Consequently, the tourism and hospitality industry’s mainstay is customer care, and it always plays an active imperial role in the growth of the Tourism sector. Hence, reliable customer service as to those who get excellence service is more likely to return for their future travel
arrangements. As a result, service quality is becoming a part of tourism and hospitality practice; as it is essential to be able to quantify and study its effectiveness. Nepal has enormous potential for the tourism sector and has proven by delivering the quality of service to the tourist who prefers to visit and seek adventures. Hence by providing excellent service, the hotel has played a crucial role in satisfying their customer. Therefore, to satisfy its customers and to triumph towards its aims, the excellence of service is prerequisite.

Service quality and customer satisfaction are the major components towards the success of any firm and also helps in intensifying the loyalty of customer and satisfaction, gain the competitive advantages within the competitors and sustain in the market for long-term in the competitive market. Quickly identifying the problems and improving the quality of service standard as requisite, can be a better approach in the satisfying customer. This study will investigate the relationship between service quality and customer satisfaction in 5-star hotels in Kathmandu, Nepal. The significant finding will provide essential tools for customer satisfaction and service quality for the different organisations, especially in the hotel industry.

**Keywords:** Service Quality, Customer Satisfaction, Hotel Industry Kathmandu, Nepal

**Introduction**

Hotel is a part of the tourism and hospitality industry, which depends upon disposable income by ensures all their desires are pleased by delivering the excellence of service to their customer (Degree, 2018). One of the delineating aspects of this industry is customer satisfaction, and it can be obtained only through service quality, which is offered to its customer. (Akbaba, 2006). We need to have a repeated customer (Arun Parasuraman, Berry, & Zeithaml, 1991) and earn their loyalty (Uncles, Dowling, & Hammond, 2003). Some researcher believes that repeated customer cannot be ensured that they will come back again
just because of being satisfied. It is assured if a customer in comparison to competitions is delighted with the service then only, they will have the preference (Sureshchandar, Rajendran, & Anantharaman, 2002). Sureshchandar et al. (2002) argue that customer advocacy is one of the most critical assets, which is the correlation between service quality and customer satisfaction. The journey to Customer satisfaction to Customer Preference to customer advocacy depends upon the journey of service quality (Bowen & Chen, 2001). González, Comesaña, and Brea (2007) said that perceived service quality leads to customer satisfaction and customer satisfaction is the substratum of customer preference, which will floruit through customer advocacy (Dabholkar, 2015).

Tanghe (2013) mentioned, SERVQUAL has comprehensively studied and has increased popularity with experts in many industries, ranging from healthcare and hotels to banking and e-business. This paper helps to evaluate the service quality and customer satisfaction and the relationship between service quality and customer satisfaction in a 5-star hotel in Kathmandu, Nepal, by reviewing the current literature review.

**Theories and model in Service Quality**

A Parasuraman (1985) Identifies the gap model of service quality to meet the customer’s expectation through customer experience known as the five gaps model the as shown in Figure 1. According to the below gap explanation gap 1 and gap 5 are essential because they have a direct relationship with the customer (Curry, 1999; Shahin & Samea, 2010).
Figure 1: Model of service quality gaps (Curry, 1999; Luk & Layton, 2002; Anantharanthan Parasuraman, Zeithaml, & Berry, 1985) Source: (marketini, 2010)

- Gap1: Customer expectation-management perceptions gap: Also known as Knowledge Gap: It is used to measure the perceived service performance in the judgment of service quality between the customer and the Management (Anantharanthan Parasuraman et al., 1985; Yarimoglu, 2014).

- Gap2: Management perception-service quality specifications gap: Also known as Design or Policy gap Gap: It is measured by how well the service design or policy specifications match up to management’s perception of customer expectations (Anantharanthan Parasuraman et al., 1985; Yarimoglu, 2014).

- Gap3: Service quality specifications-service delivery gap: Also known as Delivery Gap: Its extent is a role of many variables contained in the provision of service (Anantharanthan Parasuraman et al., 1985; Yarimoglu, 2014).
- **Gap4: Service delivery-external communications gap**: Also known as a Communication Gap: It is the disparity between what is being delivered, and what is promised to customers, either recognisably or indirectly, (Anantharanthan Parasuraman et al., 1985; Yarimoglu, 2014).

- **Gap5: Expected service-perceived service gap**: The discrepancy between customer expectations and their perceptions of the service delivered: The Service Quality Gap: It is the complete accumulation of variance in Gaps 1 through gap 4 and signifies the difference between expectations and perceived service (Anantharanthan Parasuraman et al., 1985; Yarimoglu, 2014).

The model characterises five main discrepancies or gaps relating to managerial perceptions of service quality, and tasks interrelated with service delivery to customers. Gap 5 refers to the customer and is considered to be the accurate measure of service quality where the first six gaps (Gap 1, Gap 2, Gap 3, Gap 4,) are recognised as functions of how service is delivered (Shahin, 2006; Shahin & Samea, 2010).

**Service Quality Dimension**

After extensive research, Zeithaml, Parasuraman, and Berry originate five dimensions customers use when assessing service quality, which they entitled their survey instrument SERVQUAL. If the providers get these dimensions right, customers will hand over the keys to their loyalty by receiving service excellence (Arlen, 2008).
Figure 2  Parasuraman SERVQUAL management framework: adopted from (A Parasuraman, 1985)

The first dimension, reliability, is defined as the ability to put on the promised service dependably and precisely. (H. S. Kim, Joung, Yuan, Wu, & Chen, 2009; Anantharanthan Parasuraman et al., 1985; Raspor, 2010) The second component, responsiveness, is expressed as Willingness to support the customers and provide prompt service (Alexandris, Dimitriadis, & Markata, 2002; Anantharanthan Parasuraman et al., 1985). The third module assurance is described as Knowledge and courtesy of employees and their ability to convey trust and confidence (H. S. Kim et al., 2009; Anantharanthan Parasuraman et al., 1985). The fourth component empathy, is outlined as Caring, individualized attention the firm provides its customers (Alexandris et al., 2002; Oliver, 2014; Anantharanthan Parasuraman et al., 1985) and the last element tangibles, is stated as Appearance of physical facilities, equipment, personnel, and communication materials (S. Kim & Mattila, 2011; Anantharanthan Parasuraman et al., 1985).

Customer Satisfaction
Singh and Chahal (2017) state that customer satisfaction is his/ her feelings of pleasure or disappointment resulting from associating the product’s comprehended performance with his or her expectations. Singh and Chahal (2017) state that satisfaction is related to the overall customer approach about the service provider, an emotional reaction to the difference between what customers expect and what they receive, concerning the fulfilment of some prerequisite, goal or aspiration.

Hoyer, Macinnis, and Pieters (2001) mentioned that satisfaction could be accompanying with moods of happiness, relief, pleasure, acceptance, and delight. Different features affect customer satisfaction. On the word of Hoyer et al. (2001), these factors include welcoming employees, considerate employees, educated employees, caring employees, the accurateness of billing, billing timeliness, reasonable pricing, quality of service, proper value, billing clarity, and fast service. And this fulfilment leads to customer loyalty. Bowen and Chen (2001) Believed that only having a satisfied customer is not sufficient, and there have to be exceedingly happy customers. According to (Storbacka, Frow, Nenonen, & Payne, 2012), customer satisfaction cannot guarantee customer loyalty, but the high quality of service might increase the guest satisfaction level (Jasinskas, Streimikiene, Svagzdiene, & Simanavicius, 2016).

In the hyper-competitive market, satisfying and sustaining the customer has been the biggest challenge. Customer satisfaction is the initial point to define business objectives as it a strategic asset of the organisation (Gruen, Osmonbekov, & Czaplewski, 2005). It is essential that hoteliers distinguish the importance of staying up-to-date of their customer necessitates, expectancies, and satisfaction, as well as industry trends (Power, 2014). Understanding the expression or voice of the Customer is the initial step in targeting performance improvement initiatives that may increase overall guest satisfaction (Power, 2018). Irrespective of the
economic environment, intense levels of satisfaction associate significantly with influencing guest retention, incremental spend, and brand loyalty, which contribute to a healthier bottom line (Power, 2018).

**Service Quality in Hotel**

Service quality focus on how well the service delivered to meet their customers’ needs and requirements and ensure that their expectations are met (Lewis & Booms, 1983). (Grönroos, 1984) classified service quality into two categories, technical quality, primarily concentrates on what consumers received from the service and functional quality, focus on the process of service delivery. (Oliver, 2014) Claims that service quality can be defined as the result of customer evaluation between their expectations about the service, that they will use and their perceptions about the service business. It means that if the perceptions would be higher than the expectations the service will be considered excellence if the expectations equal the perceptions, the service is deemed to be satisfactory and if the expectations do not meet the service will consider bad. The implication and the concept of quality remain primarily appealing to the hotel industry as it allows hotels to better their images while strengthening the underlying profit-making strategy (Murasiranwa, Nield, & Ball, 2010). Jasinskas et al. (2016) State that perceived the higher quality of hotel services consequences in higher customer loyalty. Growing loyalty among customers allows organisations to make more by lessening marketing costs. Also, the expenses of customers’ change decrease, the use of related products increases, positive communication by ‘word of mouth’ takes place.

This study studies the relationship between the quality of service and guest satisfaction in the 5-star hotel of Kathmandu, Nepal. It may be useful tools for hotel organisation and the hotel’s managers to implement the service quality in a new form to satisfy their customer and their
preference to their establishment. Nevertheless, this study suggests the hotel's establishment find out the gap between their service quality in delighting the customer satisfaction.

**Conclusion**

This paper has looked at the relationship between the service quality and the customer satisfaction about models of service gap gaps (Gap 1, Gap 2, Gap 3, Gap 4, Gap 5) and the service dimensions (tangibles, reliability, responsiveness, assurance, and empathy). The researcher has shown that are some typical relationship between service quality and satisfaction (Saglik, Gulluce, Kaya, & Ozhan, 2014). Satisfaction is generally a broader conception, whereas service quality emphasis specifically on dimensions of service various factor effects on customer satisfaction such as customer's mood, product quality and price. Perceived service quality is the main component of customer satisfaction. If the customer's satisfied word-of-mouth is a signal of satisfaction, confirming the idea that service quality is related to customer satisfaction, but there should be a quality of service. Hallowell (1996) state that a higher level of service is predisposed to higher customer satisfaction and loyalty. Customer emotions apropos many experience and encounter with the service establishment that is reflected through customer satisfaction. By applying this model, the hotel might build its brand image and profit its organisation by providing the proper quality of service to satisfy its customer and their loyalty as well as their preferences. Whereas, some researchers believe that customer makes their choices based on their desire, which means they prefer what they desire. Human being nature is often emergent, their taste and approaches are persistently changing, so new issues might evolve to the service provider while providing the excellence of service. Since this paper is only conceptual, in the future, the depth analysis on the hotels will be conducted to obtain a broader view on the relationship between service quality and customer satisfaction in Kathmandu, Nepal.
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Chinese tourist satisfaction by tourism shopping activities on outbound group tours

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Abstract

Consistent with the statistics by UNWTO (2017), the number of Chinese outbound tourists reached 150 million, and overseas expenditure was 2580 million U.S. dollar. Study by Li and Cai (2008) shopping activities became the primary motivation and the most significant activity for Chinese tourists. The group package tour is a convenient way to travel initially, but in China, it is called “zero-fare” which related to inferior quality in China’s outbound package tours (Chen et al., 2011). The substantial problem of “zero-fare” group tours is benefit distribution between China’s outbound tour operators (OTOs) and inbound tour operators (ITOs) at the destination (Tse, 2003; Zhang et al., 2009). During overseas travel, Chinese tourists passively participate in many shopping activities to spend on worthless and unnecessary products (includes special tours, tourism entrance tickets, and other services) (Curtin & Busby, 1999; Prideaux et al., 2006). The shopping problem in Chinese group package tour leads to the decline of tourism satisfaction directly.

The purpose of this study is to review the Chinese culture values, tourist shopping behavior, tourist shopping satisfaction, and destination loyalty; establish a conceptual framework for a further survey to test the relationship among these factors, and whether Chinese culture values have a directional impact on tourist shopping satisfaction and destination loyalty.
**Keywords:** tourist shopping behavior; tourist shopping satisfaction; tourist destination loyalty; Chinese culture values; outbound group tour

**Introduction**

Many scholars indicated that tourism shopping activities were the primary motivation and target for tourists who tend to spend on shopping for souvenirs, gifts and other significant goods (Anderson & Littrell, 1995; Hsieh & Chang, 2006). Recent studies of tourism shopping concentrate on tourists’ psychology, behavior, perception, and satisfaction by both researches and destinations, mainly which economic revenues are contributed from the tourism industry (Albayrak et al., 2016). Shopping as the leading supplier for tourist satisfaction and add to satisfaction experience (Rosenbaum et al., 2009). Some studies have surveyed the influences of perceived shopping value on both general tourist behavior and satisfaction (Albayrak et al., 2016). Reisinger and Turner (2002) empirically compared with Japanese visited in Hawaii and Amazon that identified tourists’ shopping satisfaction has related to a variety of tourism purchases and product attribute.

In the previous researches, Chinese culture values are widely used in enterprise management, especially in cross-cultural management. In the field of tourism study, many scholars studied the relationship between Chinese culture values and customer behavior (attribute, experiences, expectation, decision-making, and purchasing). Notwithstanding, the literature still offers little insight into the relationship with Chinese culture values, tourist shopping satisfaction, and tourist destination loyalty, especially with the overseas group package tour background. Moreover, the respondent of previous researches is the “Chinese” without any ethnic or regional variances. In reality, China has a vast territory with 56 nations and seven culture areas which make Chinese culture values have distinctions. A survey by Rao and Li (2013) that the cultural values of Northeast people are more inclined to harmony, hierarchy,
and conquest those make others more easily influence the consumption behavior of Northeast tourists in group tours. The respondents of this study will choose the Northeast people of China who have an outbound group package tour experience recently.

Identifying the relative importance of cultural value factors in determining satisfaction and loyalty may enable tourism service providers and destination marketers to assign more efficiently infrequent resources, thereby associating tourist retention. This study modeling a framework for a further survey to investigates the interrelationships among Chinese culture values, tourist shopping behavior, tourist satisfaction, and tourist loyalty.

**Literature Review**

**Chinese culture values**

Khanh (1979) mentioned Post-Confucian hypothesis in “World development: 1979 and beyond” has considered that Confucian ideology has four cultural characteristics: particular socialization in family to promote calmness, moderation, emphasis on education, learning skills and a severe attitude to family, work and responsibility; have a tendency to help groups they identify with; hierarchical and human relations were complementary. This study also found that the Confucian had significant impacts on the East Asian region. As a psychologist Redding (2013) integrated psychology into Confucian ethics to researched Chinese culture values and concluded as: discipline and moderation, respect for education, skill learning, working hard, diligent, sense of family responsibility, social reciprocity, money consciousness, group orientation, class feeling, protecting face, tradition and family business.

There have four relevant models of culture values analysis, Value-Orientation Model (Kluckhohn & Strodtbeck, 1961), Low-context and High-context Cultural Dimensions Model (Hall, 1976) and the wildly used Hofstede Value Survey Model (Guiltinan & Monroe, 1980) and Schwartz (1994) cross-culture Model. Hofstede (1980) focused on the national
differences in work-related values and concluded four value dimensions, namely Individualism/Collectivism, Uncertainty Avoidance, Power Distance, and Masculinity/Femininity.

Chinese culture values based on Confucianism and empirical researches, and the Chinese Culture Connection (1987) developed a Chinese Value Survey (CVS) by Michael Bond involved 40 items of Chinese values and published in 22 countries those summarized as 4 factors: integration (Tolerance of others, Harmony with others, Solidarity with others, Non-competitiveness, Trustworthiness, Contentedness with one’s position in life, Being conservative, A close, intimate friend, Filial piety, Patriotism, and Chastity in women), Confucian work dynamism (Ordering relationships by status and observing this order, Thrift, Persistence, Having a sense of shame, Reciprocation of greetings, favors and gifts, Personal steadiness and stability, Protecting your “Face” and respect for tradition), human-heartedness (Kindness, Sense of righteousness, Patience and Courtesy), and moral discipline (Moderation, Keeping oneself disinterested and pure, Adaptability, Prudence and Having few desires). Hofstede (2010) adopted Bond and Hwang (1986) CVs Model summarized into six dimensions of cultural values among culture different. The New model added two die dimensions: Long-term versus Short-term and Indulgence versus Restraint. Schwartz’s (1994) Model developed by Hofstede’s, which solved the problem of confusion measurement in cross-cultural. There have seven scales (Hierarchy, Intellectual Autonomy, Affective Autonomy, Competency, Harmony and Egalitarian compromise) in Schwartz’s (Schwartz) Model which inquired in 76 countries with 43,135 samples to identified eight culture regions and found that there were regional differences in cultural values.
Tourist behavior

Howard and Sheth (1969) developed “Howard-Sheth Model” considered customer behavior into four factors: input variables, perceptual and learning constructs, output variables, and exogenous (external) variables. Customer buyer behavior is a process which begins with the marketing stimuli and goes through with customer buyer’s black box and finally ends with the buyer’s responses (Kotler et al., 1999). Tourist behavior refers to the behavior of tourists in the process of purchasing, consuming and evaluating tourist products when they make decisions after collecting information about tourist product, concluding tourist motivation, tourist decision-making, tourist consumption behavior and perception evaluation (Reid & Bojanic, 2009).

The majority of the recent researches are about decision-making, motivation, perception, experience, attitude, purchasing and relationships between demography with the above factors (Alegre & Cladera, 2012; Ayazlar, 2015; Buckley & Mossaz, 2016; Choi et al., 2008; Correia et al., 2013; Li & Cai, 2008). Tourist decision-making essential on personal tourist preference makes a decision process for the destination, transportation, travel time, and way to travel. Decision-making process is directly or indirectly influenced by external influences and internal influenced (Reid & Bojanic, 2009) or cataloged by Morrison (1996) as demography factors (gender, age, occupation, residence, physical); social factors (family, social class, group reference); economic factors(social-economic environment, personal economic environment); culture factors (culture, subculture) and psychological factors (perception, learning, motivation, attitude personality, lifestyle).

Tourist motivation is the reason for tourism activities and comes from tourist demands. Maslow’s “hierarchy of needs” is the famous theory of customer needs those suggests five categories of needs: Physiological, Safety, Belonging (social), Esteem, Self-actualization.
Physiological needs are the basic, which more focus on the current requirements such as food, liquids, clothing, and physical exercise; the highest-level is self-actualization realizing our growth potential (Morrison, 1996). Moscardo (2004) classified tourist shopping motivation into two forms: instrumental and expressive. Oh et al. (2004) identified tourists purchasing behavior as three main reasons: purchases at unordinary times, consumption of place and special and symbolic meaning of the souvenirs. A study by Ryan (1991) found that Chinese tourists prefer to buy health product in New Zealand, such as fish oil, honey, and health care medicine. Chinese tourist’s gift-giving behavior impacted by the Chinese culture: give gifts to family and friends, which push the souvenir purchasing as the most important motivation for them (Li & Cai, 2008). Tsujimoto (2017) studied the purchasing behavior of Chinese tourists in Japan found that the purchasing behavior influenced by variable-gender, place of residence, product category, purchase stores, and differs across different destinations. Shopping experiences also played a leading part in tourist behaviors. The shopping experience is a compound of perceptions of products, services and places (Wong & Law, 2003; Murphy, 2004; Moscardo et al., 2011; Jin et al., 2017). Xu and McGehee (2012) interviewed Chinese tourists in American for shopping behaviors and experiences that male tourists had higher satisfaction than females on shopping experiences.

**Tourist shopping satisfaction**

Satisfaction is an essential matter for enterprises in the global competitive environment which pointed out by Mazumder and Hasan (2014) as a “driving force.” Satisfaction has a positive impact by tourist perceived quality, and adverse relationship with tourists complain (Lee et al., 2011). Baker and Crompton (2000) described tourist satisfaction as an “individual emotional state” after the tourist experience. Compared with Eastern and Western tourists shopping satisfaction in Hong Kong, the evaluation of satisfaction of Eastern tourists has
been inferior to Western tourists (Wong & Law, 2003). Oh and Parks (1996) pointed out nine theories on customer satisfaction: expectancy disconfirmation; assimilation contrast; equity; attribution; comparison level; generalized negativity; and value precept. Based on this research, the expectancy disconfirmation was primarily used for compared tourist expectation and perception to identify the travel process is satisfied or dissatisfied. Wong and Law (2003) researched the difference between tourists’ shopping satisfaction levels and expectation in Hong Kong, the perceived satisfaction studied from service quality, quality of goods, a variety of products and price of goods. The results noted that Eastern tourists have a positive attitude on satisfaction than Western tourists. A survey by Mak et al. (1999) pointed out that the shopping attributes of Taiwanese tourists in Hong Kong have a high percentage than in Singapore on “variety of goods” and “price” “tangible quality,” “service quality,” “product value,” and “product reliability” have been masked out by (Heung & Cheng, 2000) for shopping attributes.

Shopping satisfaction predominantly hinges on the shopping gratification during the shopping experience (Murphy et al., 2011). The existing studies have identified the product attributes, product values, retailer services (environment, delivery, staff, knowledge, and post-transaction), convenience, and promotion link to satisfaction (Buttle, 1992; Fornell et al., 1996; Zeithaml, 1988). Chang et al. (2006) surveyed Mainland China tourists in Taiwan and pointed out 20 attributes a link to shopping satisfaction such as product commemoration, shops open hours, and product packaging and size. Wong and Law (2003) defined satisfaction as “tourists’ subjective evaluation” of the shopping experience and developed a tourist shopping satisfaction scale with four dimensions: satisfaction with the product and service environment, merchandise value, employee service quality, and service differentiation.
**Tourist destination loyalty**

Customer loyalty has a significant role for organization’s success when loyal customers cost less to seek new ones and plays the word-of-mouth character for service providers (Flint et al., 2011; Shoemaker and Lewis, 1999). The accepted definition of loyalty is by Oliver (1999) that loyalty as “a deeply-held predisposition to patronize a preferred brand or service consistently in the future, thereby causing repetitive same brand purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior.” Loyalty is widely surveyed by three levels: behavioral approach; attitudinal approach and composite approach (Jacoby and Chestnut, 1978). Behavioral approach aftermath such as repeat visits (Yoon & Uysal, 2005), while attitude as the intention to repurchase towards a product or service (Fournier, 1994; Hawkins et al., 1989).

Several recent studies have improved tourist loyalty has a relationship with travel motivation, satisfaction, service quality, perceived values, and destination image (Zhang et al., 2014). Wu (2016) investigated 475 foreign tourists by fsQCA, and SEM approach found that the destination image, consumer travel experience, destination satisfaction are the key determinants of destination loyalty. Jamaludin et al. (2012) confirmed this result by surveyed 241 tourists in Perak that the empirical evidence results designate that the destination image building directly influences destination loyalty through tourist satisfaction. Nevertheless, in the study of 370 tourists in Mauritius by Ramseook-Munhurrun et al. (2015), destination image indirectly affects loyalty, while satisfaction has a direct impact on destination loyalty. Pratminingsih et al. (2013) tested the relationship among trust, commitment, and loyalty toward online shopping, and the results indicated that customer satisfaction has a significant influence on customer loyalty. The research by Suhartanto and Triyuni (2015) investigated
563 domestic and foreign tourists in Indonesia and reveals that the tourist satisfaction and
destination images play a crucial role in tourist loyalty toward a shopping destination.

**Theoretical Framework Discussion**

There have abundant previous studies on Chinese culture values, tourist shopping behavior,
tourist shopping satisfaction, and tourist destination loyalty. Many scholars have discussed
the relationship between Chinese culture values and tourist behavior, tourist behavior and
satisfaction, tourist satisfaction and destination loyalty. However, the literature offers little
insight into the relationship with the Chinese culture values and tourist shopping behavior,
tourist shopping behavior and shopping satisfaction, and whether Chinese culture values can
directly affect tourist shopping satisfaction and destination loyalty.

Based on the literature review, this study proposed a theoretical framework to examine the
relationships among Chinese culture values, tourist shopping behavior, tourist shopping
satisfaction, and tourist destination loyalty (Figure 1).

![Theoretical Framework](image)

**Figure 1: Theoretical Framework**

Based on the theoretical framework, the hypotheses have been presented:

H1: There is a positive relationship between Chinese culture values and tourist
shopping behavior.
H2: There is a positive relationship between tourist shopping behavior and tourist shopping satisfaction.

H3: There is a positive relationship between tourist shopping satisfaction and tourist destination loyalty.

H4: There is a positive relationship between Chinese culture values and tourist shopping satisfaction.

H5: There is a positive relationship between Chinese culture values and tourist destination loyalty.

Conclusion

The previous culture values studies were mainly based on Hofstede’s (1988, 2010) culture values model and Schwartz’s (1994) model, which concluded differences value dimensions. The Chinses culture values based on Confucianism that developed by Bond (1987) named the Chinese Value Survey, which used wildly by former researchers. The significant opportunities of shopping revenue to tourism bring challenges and issues, such as Chinese spend a lot on luxury brands, stores around the world employed Chinese-speaking service staffs, and the global application of UnionPay and Alipay. Satisfaction is a bridge linking customer behavior and loyalty, which has a positive impact by product, service provider, environment, and reflected national differences. This conceptual research attempts to collate Chinese culture values, tourist shopping behavior, tourists shopping satisfaction, and tourist destination loyalty. The theoretical framework as the primary outcome of this study is a basic structure for future research. Three hypothesizes present the main pillars for fallowing testing. The study will help the tourism makers to plan for better tourist shopping experiences.
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From ‘Good’ to ‘Smart’ Governance: Application of Governance Concept in Tourism Development

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Abstract

Governance concept and theory has experienced various developments; which is not only interesting but also needs to be studied on how its application in various fields; including in tourism. This paper provides an initial framework that aims to analyze various developments in governance theory and the possibility to apply it to tourism development. The significance of this paper is to analyse the application of various theories of governance in the development of the tourism sector. This study applies an approach based on an in-depth literature review of relevant studies as well as an official document published by the official institution. The development of the governance concept shall produce urgency on how to manage the tourism sector. Five concepts of governance theories that discussed in this article; good governance, sound governance, collaborative governance, dynamic governance and smart governance; become the basis and approach to governance and development of the tourism sector.

Introduction

Tourism is a potential sector to be developed in order to stimulate economic growth. Various international organizations, including the United Nations, the World Bank and the World Tourism Organization, have recognized that tourism is an integral part of human life, especially concerning social and economic activities. Governance and tourism are two things that cannot be separated. The development of the governance concept must produce an urgency about how to manage the tourism sector.
This paper is an initial framework that aims to analyze various developments in governance theory and the possibility to apply it to tourism development. The significance of this paper is how the application of various theories of governance in the development of the tourism sector. Governance theory in this context originates from the development and discipline of public administration. Five concepts of governance theory that discussed in this article are; good governance, sound governance, collaborative governance, dynamic governance and smart governance; can be used and become the basis for governance and development approaches in the tourism sector.

**Method**

This study applies an approach based on an in-depth literature review of relevant studies as well as an official document published by the official institution. It tries to provide an analysis of the current literature by enhancing any critical thought and contextual analysis toward the application of governance concept in tourism development which based on good governance (UNDP, 1995); Sound Governance (Farazmand, 2004); Collaborative Governance (Ansell & Gash, 2007); Dynamic Governance (Boon and Geraldine, 2007) & Smart Governance (Lopez, 2017) concept.

**Application of Governance Concept in Tourism Development**

**Good “Tourism” Governance**

The United Nations Development Program (UNDP) in its policy document entitled "Governance for Sustainable Human Development" (1995) defines good governance as a synergic and constructive relationship between the state, society and private sector. Good Tourism Governance is a concept adapted from the concept of Good Governance for managing the tourism sector. Based on this concept, the management of the tourism sector puts forward the involvement of three key actors, namely the government, society and the
private sector. Besides the involvement of three actors, the concept of 'good' governance emphasizes the importance of participation, transparency and accountability. Participation is an effort to involve the community in various processes of governance and development. Community participation and involvement is very important in the process of developing the tourism sector, especially in community-based tourism.

Accountability emphasizes the government's responsibility to develop the tourism sector. Accountability is the fulfillment of the responsibility for reporting, explaining, giving reasons, answering and carrying out obligations towards what is done and requested by stakeholders outside the organization. (Caiden, 2009). Accountability for tourism governance can be seen from the performance of public organizations engaged in tourism. Performance related to the tourism sector can be seen from the increase in the tourism sector's contribution to gross domestic product and the expenditure of money in tourism. Transparency, as used in political terms, means openness and accountability. Transparency in the tourism sector related to data disclosure, information disclosure, use of funds and tourism programs. The lack of data transparency in the tourism and hospitality sector, especially in the sharing economy industry, is one of the factors that reduce the government's ability to regulate the flow of tourists in a tourism destination.

**Sound “Tourism” Governance**

Sound Governance contains several components or dimensions that interact each other and form a unity that considers diversity, complexity and internal intensity, and follows up on external challenges, constraints and opportunities (Farazmand, 2004). This uniformity provides an opportunity for the governance system to receive feedback from external forces that can later be realized by a check and balance mechanism. Sound governance is a concept that emphasizes the importance of paying attention to global aspects, while at the same time
promoting local knowledge. Local wisdom must be considered, because there is no "standard" in the development process. The development process must consider the context in which development is located. In the context of the tourism sector development, sound governance is an important and interesting concept to develop the tourism sector as a 'global' approach and strengthen local wisdom. Sound Governance can help the government to optimize the strategic direction of travel & tourism sector development in a country. Various policy fields not only affect people's desire to travel, but also have an impact on competitiveness and sustainability, so that greater policy coherence is needed to encourage tourism growth (WTCC, 2015).

**Collaborative ‘Tourism’ Governance**

The collaborative governance concept emphasizes the importance of various actor collaborations including its collaboration process (Ansell and Gash, 2007). Government, academics, business, media and community are some examples of actors who must collaborate to develop the tourism sector. In general, the role of stakeholders in the collaborative process for the development of the tourism sector is as follows: (1) government plays a role in developing tourism by formulation and implementing policy and programs for tourism; (2) academics through developing tourism management and policy based on theoretical and research about tourism management; (3) Business through developing tourism based on practical and business mechanisms; (4) Media through develop tourism by preach, socialize and inform about tourism development; (5) Community, develop tourism by the community works to form ecosystems and prepare butt up perspective.

**Dynamic Governance and Tourism Development**

Dynamic Governance is interpreted "to how chosen paths, policies, institutions, and structures adapt to the uncertain and fast-changing environment so that they remain relevant
and effective in achieving the long-term desired outcomes of society" (Boon and Geraldine, 2007). Dynamics governance is the development of a governance concept that focuses on how governance is able to deal with dynamic change. Therefore, governance is needed to have the ability to thinking ahead, thinking across and thinking again. Thinking ahead means the ability to predict uncertainty in the future so that it can explore and anticipate future changes. In developing the tourism sector, tourism actors need to think about and take anticipatory steps in the midst of change. Thinking across means thinking out of the ordinary even outside the government division and develops new innovations. In developing tourism, it is important to think of innovation, ideas and thoughts. The development of tourism must be balanced with innovation and new ideas. Not only business people who innovate, but the government and other stakeholders must also be able to innovate in tourism development strategies.

**Smart “Tourism” Governance**

Smart Governance is closely related to the development of information technology in various fields. In the concept of smart governance, the governance aspects, including the tourism sector need to be developed based on information communication technology or ICT. The use of ICT in tourism development includes tourism planning, tourism marketing and branding; and evaluation of tourism programs and activities. The use of technology and information in tourism planning is intended to obtain good tourism planning. Good tourism planning can be seen from tourism development goals, tourism development targets, policies and programs. While the use of ICT in terms of marketing and tourism branding is enabled to optimize tourism marketing through various media so as to increase the number of tourists and support tourism growth. Whereas in terms of program evaluation and tourism policy, ICT utilization can provide information dissemination that is faster, more accurate and objective. Especially
related to various achievements of tourism development programs and policies to be used as material for tourism development planning.

**Conclusion**

The five concepts of governance enrich and optimize governance efforts in developing the tourism sector. The concept of ‘good tourism governance’ emphasizes the implementation of the principles of accountability, transparency and participation in tourism development. ‘Sound tourism governance’ is a concept that emphasizes the importance of paying attention to global aspects, while at the same time promoting local knowledge in tourism development. ‘Dynamic tourism governance’ places more emphasis on dynamic and innovative organizations in tourism development. ‘Collaborative tourism governance’ emphasizes the urgency of the collaboration process among actors in tourism development; while ‘smart tourism governance’ strengthens the aspects of ICT utilization in the development of the tourism sector. These concepts could become the basis and approach to governance and development of the tourism sector.
Reference


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The Key Success Factors of Indonesian Village Tourism Management: A Case Study of Pujon Kidul Village

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Abstract

This paper aims to examine the key success factors of Pujon Kidul Village in managing tourist village (desa wisata). Pujon Kidul is one of the best Village in East Java Province Indonesia that successfully manage the tourist village. This research used descriptive qualitative method through interview and document analysis. The results showed that there are three key factors contributed to the success of Pujon Kidul Village in managing tourism, namely the village organizational culture reform, the activation of village tourism institutions (Village-owned Enterprise or BUM Desa) and the synergy of five development actors.

Introduction

Tourism is considered to be one of the leading sectors in accelerating regional economic growth. Tourism promises to increase local revenue and employment (Sokhanvar, 2018). Based on the World Travel and Tourism Council (WTTC), in 2018, the travel and tourism sector has spawned 12966.4 million new jobs in Indonesia or around 10.3% of total workers (WTCC, 2019). Besides, travel and tourism also contribute up to 6 per cent of gross domestic product (GDP) of Indonesia (Indonesian Ministry of Tourism, 2017). In terms of employment and GDP, tourism contributes higher than mining, banking, manufacturing, financial services and chemical manufacturing sectors. Data from the Indonesian Ministry of Tourism in 2016 showed that from 2001 to 2016, the number of trips and public expenditure for tourism
increased from 58.71 trillion rupiahs to 241.67 trillion rupiahs (Indonesian Ministry of Tourism, 2016). The number of tourist trips also increased from 195.77 million trips to 264.34 million trips. From 34 provinces in Indonesia, East Java Province ranks first as a tourism destination province in Indonesia, followed by West Java Province and Central Java Province. Data from the Ministry of Tourism shows that the tourism sector is one of the biggest contributors to the country's foreign exchange. The value of the tourism sector in Indonesia is up to the US $ 20 billion, increase about 20% from 2017 (Indonesian Ministry of Tourism, 2018). Among the various types of tourism, rural areas are one of the popular tourist destinations, particularly for mountainous areas (Ciolac et al, 2017). The countryside offers a charming natural atmosphere for travellers who are saturated with urban activities. In line with the efforts to village development acceleration, tourist villages offer the concept of sustainable village development based on village potential. Conceptually, tourist village is a form of integration between attractions, accommodation and supporting facilities that are presented in the community life and traditions. In the implementation process, not all the tourist village could maintain their existence (Putri and Manaf, 2013).

One of the villages that developed tourism as their leading sector and succeeded in generating profits from tourism was Pujon Kidul Village. Pujon Kidul Village is one of the villages in Malang Regency, East Java Province, Indonesia. This village is located in a highland area that has the characteristics of a region with numerous hills and mountains and located around 1200m above sea level (NUryanti, 1993). Pujon Kidul village has attractive tourism potential to be used as tourist attractions, including natural resources, vegetable and fruit picking, agritourism, Kawi Mountain tracking, outbound tours, stumbling arts, horse lumping arts, dairy processing centres, and cattle education tours. In 2017, Pujon Kidul Village succeeded in obtaining two awards at once, namely as the Best Agritourism Village from the Ministry of Rural Development and Transmigration (Kemendes PDTT) and Independent Tourism Aware
Group (Pokdarwis Mandiri) from the Ministry of Tourism. In 2018, Pujon Kidul Village was named as a Tourism Pilot Village by the Ministry of Tourism. In the same year, 2018, Pujon Kidul Village won as the National Inspirational Village by the Ministry of Rural Development and Transmigration and became an awardee of the Indonesia Sustainable Tourism Award (ISTA) 2018 in term of Community Economic Utilization and Green Destination by the Ministry of Tourism. This study aims to explore the key success factors of Pujon Kidul Village in managing tourism villages. The long-term goal of this research is to provide a good picture of village tourism governance models and can be a reference in developing tourism villages in other regions. This paper is preliminary research aimed at exploring the key success factors of Pujon Kidul Village in managing tourist villages. The long-term goal of this research is to provide a model of tourist village governance that can become a reference in developing tourist villages in other regions.

To achieve the research objectives, qualitative descriptive research is used. Qualitative research is intended to get an objective and comprehensive picture and understanding of the real conditions of the research locus. The sampling technique used was purposive sampling aimed at key informants who knew this phenomenon. Key informants are determined by snowball sampling. Data collection used is in-depth interviews, observation and document review. Interviews were conducted with village government, village-owned enterprise manager or administrator, and community representatives. To add insight into this research, a literature study was conducted regarding the governance and development process of tourist villages.

**Discussion**

The growth trend in the tourism sector coupled with the existence of village authority mandated by Law Number 6 of 2014 concerning Villages provides an opportunity for
communities to take part in tourism development. This opportunity was captured by Udi Hartoko, Head of Pujon Kidul Village. Udi Hartoko has succeeded in identifying and empowering the entire potential of his village to become a unique and attractive tourist destination. Tourist village program of Pujon Kidul Village provides tour packages ranging from rice fields café, horse riding tours, outbound tours, mountains tracking, agricultural and livestock education to homestays. To realize a profitable tourist village program, Udi Hartoko conducted three strategic stages of Pujon Kidul Village management, namely the reformation of the village government culture, activation of BUM Desa and the involvement of village development actors.

**Village Organizational Culture Reform**

The reformation of village organization bureaucracy is the first step taken. The reforms are carried out based on that understanding that community trust to village government must be obtained before starting the development process. Reform was carried out by using the concept of Sapta Pesona to improve the performance of the village government. The concept of sapta pesona consists of seven indicators namely cool, orderly, clean, safe, solid, speed, and smart. As the member of tourism aware group (Pokdarwis), village officials must apply at least four of the seven principles of Sapta Pesona. The four principles are clean, safe, cool and orderly. Clean in this context refers to the clean government. The village government must be trustworthy and avoid corruption, collusion and nepotism. Safe and cool means that the political stability of the village must be maintained by the village head and all village officials. The village government must also be orderly in implementing government tasks. Also, the village government should also pay attention to the principle of 3 S (solid, speed, smart). Solid means the union of hearts, thoughts and actions. Solidarity between fellow village officials will create an atmosphere of friendship in work. The common vision between
village officials will tie them up and create mutual trust. The village head as the highest leader in the village must have the ability to bind many people with one goal and interest contact. Speed, is a mental character to always act quickly and precisely, especially in carrying out village community services. Smart is an attitude to always think and act smart in carrying out tasks. Innovation and creativity are the keys to carrying out work as village officials. The implementation of organizational reform was carried out for approximately one year.

The Activation of Village Tourism Institutions

Activation of village institutions is carried out through BUM Desa (Village-Owned Enterprises). BUM Desa is a conduit for successful tourism villages. BUM Desa in Pujon Kidul Village has succeeded in becoming the front guard to explore village potential. BUM Desa is a vehicle for villages to make profitable investments for development efforts. Village budgets obtained from the central government or referred to as Village Funds can legally be used for productive business capital through BUM Desa. In addition to BUM Desa, the activation of other village institutions is by strengthening Tourism Awareness Groups (Pokdarwis). This institution serves as a communication channel between the village, the community and the supra village government. Pokdarwis will automatically receive guidance from the district tourism office. On the other hand, Pokdarwis is also an organ that educates rural communities to create a conducive tourism climate.

Synergy of the Five Development Actors

In the condition where the village government, village-owned enterprise (BUM Desa) and tourism aware group (Pokdarwis) have carried out their role and become the driving force of the village economy, the next step that must be taken is to utilize the actor-network. Pujon Kidul Village has already implemented five actor networks, namely pentahelix model. The
first actor is the government, especially local government. To maintain the tourist village, the village head communicates and synergizes with district institution. This action is carried out to get government support, both from financial and social support. The second actor is the private sector. The village head has successfully utilized the Corporate Social Responsibility (CSR) funds to support tourist village development vision. Some buildings such as gates, lighting and capital support have been obtained from CSR of private companies and state-owned enterprises. The third actor is mass media. Mass media, both electronic and print media is utilized in the context of tourism promotion. The fourth is academics. Villagers who have received higher education in various departments can be asked to contributing their ideas for tourist village development. Besides, the research program and community service offered from academician to the village government be filtered and directed at tourism village development efforts. Fifth, the village community. Community support is one of the main sources for tourist village development.

Community participation in the development of Pujon Kidul Tourism Village includes physical labour participation, skills, and property. Participation in physical labour takes the form of participation in the construction of tourism village development facilities or infrastructure. The skills participation of the Pujonkidul Village community in tourism is in making special food, providing homestays, making tour packages, managing outbound, agricultural education (vegetables and fruit), and providing local guides. The property participation is done by donations from the village community for the development of tourist villages. Those who do not participate actively in tourist village development could participate in implementing the sapta pesona. The development of tourist villages in Pujon Kidul Village still does not involve participation in the form of ideas or community ideas related to the development of the tourism sector.
Conclusion

The development and management of tourist villages in Pujon Kidul Village have provided several important lessons, at least related to management and commitment. Building a tourist village requires commitment and efforts from various parties to make it happen. Institutional cultural reform is needed to ensure that all members of the organization have a perspective and work procedures that are in harmony and support the development of tourism villages. The activation of tourism institutions is needed to ensure that all village management activities are in place. The synergy of development actors places that guaranteeing the sustainability of tourist villages requires solid collaboration and collaboration between various development actors. More than that, commitment and leadership are the beacons to realize good village tourism governance and benefit the village community.
Reference


WTTC. 2019. Indonesia 2019 Annual Research: Key Highlight
Tourism Development Strategy with Logic Model and Institutional Approach: Case Study in Banyuwangi Regency, East Java Province, Indonesia

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Abstract

Banyuwangi Regency is a region that has the potential of natural tourism and strong social cultural potential. With this potential, the Banyuwangi Regency government determines one of the regional development goals, namely tourism. Efforts made to optimize this potential are by strategic planning with the approach of applying the logic model and continued with the application of institutional concepts. In determining the purpose of development, an appropriate instrument is needed to find out what activities are carried out and who is implementing them. This study uses a qualitative research approach with a type of descriptive analysis research (Bogdan and Biklen, 1982). There are 2 (two) main research results, namely: 1) The Banyuwangi Regency Government implements strategic planning through six main strategies, namely collaboration and cooperation, infrastructure development, diversification of tourism products, strengthening tourism agents, community-based tourism development, and media and information technology strengthening; 2) The Banyuwangi District Government divides the role in which all Regional Devices are directed at supporting tourism development through their respective duties and functions. Through this approach, Banyuwangi Regency is now able to increase revenue from the tourism sector, shape the image of the region into a tourist area and become a more innovative and accountable local government.

Introduction
Planning is one of the management element concepts which is an important part of every organization's effort to achieve an expected goal. Planning becomes an initial step and contains strategic elements to determine the extent of the success of an organization. As part of the management stage, planning is not merely a wish. It must also be carried out and measurable in its success. Good planning has several criteria, one of which is implementation. Without implementation, a good plan is deemed a failure. Strategic planning is the process by which an organization determines its strategy or direction, and makes a decision to divide its resources. Strategic planning is a management tool that functions as an organization's guidance in determining its future goals (Kezner, 2001).

Strategic planning within the scope of the Regional Government, especially in Indonesia, has unique and complexities differing from planning for profit / private organizations. The Government of the Republic of Indonesia has compiled regulations relating to regional development planning. All local governments in Indonesia are obliged to follow these regulations. Minister of Home Affairs Regulation No. 86 of 2017 concerning Procedures for Planning, Control, and Evaluation of Regional Development. Regional development planning is a process for determining future policies, through a sequence of choices, involving various stakeholders, in order to utilize and allocate resources within a certain period of time in the region.

The synergy development plan is required in order to uniform the strategic planning pattern in the region. However, each region has different characteristics and advantages of potentials. Local governments are given the freedom to present innovative programs and optimize the potential of their respective region. The freedom in question is the regional authority to be able to manage and optimize the area in accordance with their respective potential.
Banyuwangi Regency is located on the eastern end of Java Island, directly adjacent to Bali Island. This regency consists of highlands utilized as plantation (coffee, tea, durian, and others), and lowlands possessing various agricultural products potential. Banyuwangi Regency coastal area spans 175.8 km (BPS, 2018). Due to various advantages of the topography, Banyuwangi Regency has many natural tourism destinations such as beaches and mountains. In addition, Banyuwangi Regency possesses accessibility to tourist destinations. Banyuwangi Regency has several entrance accesses including Blimbingsari International Airport, Railway Station, Bus Terminal and Tanjung Wangi Harbor. To support the availability of accommodation, there are 6-star hotels and 76 non-starred hotels (BPS, 2018). Accessibility increases the number of domestic and foreign tourists. Recorded foreign tourists in 2016 were 64,102. It increased in 2017 to 71,271 tourists (BPS, 2018).

Banyuwangi's various potentials and advantages have become a challenge for the Banyuwangi Regency Government in order to optimize this potential into a regional superior product. The government is expected to be able to act as a driver of the local economy through tourism development. Therefore, management tools are needed, namely strategic planning supported by strong and harmonious institutions. This condition is in line with this research question, namely: 1) how the efforts of the Banyuwangi Regency government produced strategic planning in the tourism sector using the logic model approach; 2) How is the division of roles and institutional functions to support policies in the tourism sector.

Determining the location of this study is based on various considerations, among others, that Banyuwangi Regency has received various kinds of awards and achievements both nationally and internationally. The various forms of awards obtained by the Banyuwangi Regency Government are governance (the best Regency Government in Indonesia with SAKIP A value in 2018), innovation in public services, tourism awards at the 12th UNWTO Awards
Forum in Spain in 2016 (regional category), the best tourism policy innovation in the world, and the ASEAN Tourism Forum in Thailand in 2018 (the cleanest tourist destinations in ASEAN category). Through this research, it can be proven that local governments can contribute to and influence tourism development through innovative policies utilizing strategic planning and good governance.

**Discussion**

*Strategic Planning with the Logic Model Approach*

Strategic planning is a process carried out by an organization to decide the strategy or direction of policy and decide resource allocation. Strategic planning is a management tool that functions as an organization's guidance in determining its goals in the future (Kezner, 2001). Through strategic planning, organizations are directed towards strategic thinking for the future by considering the potential they have, the resources they have and the challenges and obstacles they face. Banyuwangi Regency with the slogan "Sunrise of Java" uses the logic model approach in formulating policies in the tourism sector. Logic model is a systematic method to display and explain the relationship between the resources possessed by programs to produce an output or impact of a policy. Through the logic model, formulate planning can be more systematic and the targets set can be adjusted to ability. As a basis, the following is a pattern from the Logic Model.

![Logic Model Diagram](image)

**Pict.1 Basic Logic Model**

Reference:: WK. Kellog Foundation, 2001
Institutional Policy of Banyuwangi District Government in the field of tourism

The Banyuwangi District Government implemented an innovative policy in which the Government implemented a rightsizing pattern in managing its institutions. There is no need for many regional institutions or organizations so that governance and budgeting can be carried out effectively and efficiently. In addition, the Regent also has a unique policy, namely that all regional apparatus organizations in Banyuwangi Regency are directed at supporting Tourism. With their respective duties and functions, the organization of regional apparatus is directed to support all forms of tourism activities in Banyuwangi. Organizations exist to achieve goals. These goals are broken down into tasks as the basis for jobs. Jobs are grouped into departments. Departments are linked to form the organizational structure. The organization’s structure gives it the form to fulfill its function in the environment (Nelson &
Quick, 2011). The term organizational structure refers to the formal configuration between individuals and groups regarding the allocation of tasks, responsibilities, and authority within the organization (Galbraith, 1987; Greenberg, 2011).

The Banyuwangi Regency government in the five-organizational structure model is included in two configurations, namely semi-professional bureaucracy and semi-adhocracy. Banyuwangi bureaucracy does not apply purely both. Professional bureaucracy has the operating core as its key part, uses standardization of skills as its prime coordinating mechanism, and employs vertical and horizontal decentralization. The organization is relatively formalized but decentralized to provide autonomy to professionals. Highly trained professionals provide nonroutine services to clients. Top management is small; there are few middle managers, and the technostructure is generally small. The adhocracy has the support staff as its key part, uses a mutual adjustment as a means of coordination, and maintains selective patterns of decentralization. The structure tends to be low in formalization and decentralization. The technostucture is small because technical specialists are involved in the organization’s operative core. The support staff is large to support the complex structure (Lunenburg, 2012).

Conclusion

With a variety of natural potential possessed, the Banyuwangi Regency Government successfully packs and optimizes the potential of nature to become a leading tourist destination. The efforts made by the Banyuwangi District Government are with effective and efficient strategic planning and institutional arrangements. The impact of Banyuwangi Regency’s efforts to increase regional income from the tourism sector create Banyuwangi and City Branding images, and increasingly accountable and innovative governance.
Reference


National Cultures in the Digital World - First Findings on Business Models in Tourism

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Research in Progress Paper

Abstract
Nowadays, tourism as one of the leaders in digitalization undergoes fundamental changes driven by digital innovations and ubiquitous access to the Internet. Some researchers state that globalization and digitalization smooth out cultural differences across the world and make national cultures irrelevant facing emerging global digital culture. This exploratory study aims to identify and examine cross-cultural aspects that affect the development of digital business models in the travel industry. The paper presents the initial findings of research in progress. The revealed effects refer to existing cultural frameworks as well as to newly discovered aspects.

Keywords: digitalization, business model, national culture

Introduction
The current travel industry goes through the digital transformation process affecting both customer and supplier sides. Companies have to be constantly innovating to avoid falling behind (Dahlman, 2007). In the digital environment, an innovative business model (BM) is an increasingly important opportunity for travel businesses to achieve new competitive advantages (Souto, 2015). Encouraged and induced by the adoption of digital technologies and broader use of digitized data, innovative companies build new BMs. Metasearch platforms Trivago, GoEuro, Momondo compare prices among OTAs and multiple suppliers. Mobile app Hopper predicts price fluctuations of air tickets. New players also come to the
travel ecosystem from other industries (Gretzel et al., 2015). Thus, digital law agencies AirHelp and ClaimCompass are specialized in helping passengers to claim compensations from air companies.

One point of view among researchers is that globalization and adoptions of digital technologies blur borders between countries and therefore national cultures lose their influence on companies (e.g. Fang, 2005). However, such a view contradicts the previous findings that technology adoption (Weber & Kauffman, 2011) and approach to innovations (van Everdingen & Waarts, 2003) are linked to national cultures. In this regard, the effect of national cultures on the development of digital business and digital BMs remains unclear. Moreover, the cultural differences at the country and global levels are of great importance for the travel industry because its nature is inherently global.

This paper represents an ongoing study about the effects of national cultures on the development of digital BMs in the travel industry. This ongoing study aims to identify the presence (or absence) of the influence of national cultures on the development of digital BMs in the travel industry and to scrutinize cross-cultural aspects that affect that development. The study contributes to BMs and cross-cultural fields making a shift in the theorization of the role of national cultures in the digital travel business. For practitioners, the study contributes by assisting with a more relevant selection of location when starting digital travel companies and for identifying cultural factors that should be taken into consideration when implementing internationalization strategy.

**Literature review**

The cross-cultural field has introduced a great variety of frameworks. Previous studies in tourism literature applied frameworks from diverse theories including cultural dimensions theories by Hofstede, (1980, 2001 and later), Trompenaars and Hampden-Turner (1998),
Inglehart and Baker (2000), and others. However, culture is multidimensional and dynamic, while cultural frameworks have considerable limitations such as oversimplification, strict linking to the territorial bounds, and etc. (Thomas & Peterson, 2014). Since this study has an exploratory approach, it applies a framework by Schneider and Barsoux (2003) which is based on cultural assumptions. Cultural assumptions are the deepest level of the phenomenon of culture (Schein, 1985) and they are not limited to certain dimensions. Therefore, the framework by Schneider and Barsoux (2003) allows to conduct investigation covering existing dimensions and exploring new cultural effects.

A few researchers point out that digitalization and globalization smooth out cultural differences across the world (Fang, 2005). Global adoption of digital technologies has eroded national sovereignty and facilitated a new approach to culture (Brennen & Kreiss, 2014). The importance of country borders decrease and country specifics and national cultures blur. For example, several studies did not find support for relationships between strategy and national culture (e.g. Ayoun & Moreo, 2008).

The BM concept has grown on the base of digitalization and the digital BM concept became one of the most important concepts that reflect digitalization. The BM concept has become commonly used for the last years and it refers to the growth of technology-based companies and industries (DaSilva & Trkman, 2014). In the general sense, BM is a way of doing business (DaSilva & Trkman, 2014). In contrast to traditional BMs, the digital BMs are induced by ICT adoptions and create fundamentally new value. Consequently, the study adopts the definition by “a business model is digital if changes in digital technologies trigger fundamental changes in the way business is carried out and revenues are generated” (Veit et al., 2014, p.48). This definition stresses the significance and depth of changes initiated by ICT adoption for digital BMs.
Case studies evident cultural impact on BMs at the country level. For example, a BM has to be adjusted to the national culture at the transfer from one country to another (Dalby et al, 2014). Despite the dramatic increase in the number of businesses that adopt digital BMs, no research on digital BM has been conducted in the cross-cultural context.

**Methodology**

The study is exploratory and it is guided by the qualitative approach. During the preliminary step of data collection, news from professional travel media, business research reports, and industry statistics were analyzed in order to identify possible participants.

The main body of data collection included 35 semi-structured interviews. The collection of interviews were conducted until the point of data saturation (Charmaz, 2006) when the content of interviews had become repetitive and provided no new theoretical insights. To achieve representativeness of different viewpoints across the industry three groups were chosen: leaders of digital travel businesses, leaders of tourism accelerators/incubators, and market experts. The biggest group (27 participants) consists of leaders of digital travel businesses such as CEOs, COOs, managing directors, presidents, executive vice presidents with at least 2 years of working experience in digital travel business. The group of leaders of tourism accelerators/incubators (3 participants) includes managing directors, CEOs of accelerators or incubators specified in tourism with at least 2 years of working experience. The group of market experts (5 participants) include business researchers, consultants, community leaders with expertise in digital BMs in tourism with at least 7 years of working experience in consulting or market analytics in the digital travel industry.
In order to increase the reliability of the study and the representativeness of the participants of the study, the interviews were collected from different countries across the globe. The geographical diversity of the participants is presented in Figure 1.

Figure 1. Geography of the participants of the study

This study adopted qualitative content analysis. Unlike basic and interpretive approaches to content analysis, the qualitative content analysis uses systematic techniques for analysis of texts, focused not only manifest content but also latent content (themes and core ideas) found in texts (Drisko & Maschi, 2015). Design of data analysis combines the benefits of both deductive and inductive approaches. The inductive part included repetitive reading repeatedly and the development of codes from data and then summarization in sub-categories and categories. The deductive part of the analysis included the application of NVivo 11 and the development of codes from previous literature.

**Initial Findings**

The initial findings show that cultural differences at the national level affect digital BM in tourism: “There's definitely big differences in how different cultures will accept certain
business models, how they prefer to orient those models.” (P31). Almost all participants (32 out of 35) mentioned that they faced difficulties caused by cultural differences at the country level during their experience in the digital travel industry.

Mainly, national cultures affect the development of digital business models in the travel industry in two ways. First, national culture of a country shapes a BM of a newly developed company. The second way is the situation of implementing internationalization strategy. Application of exactly the same BM to all countries is not possible due to the cultural differences among them. Any BM configuration has to be adjusted according to specifics of the new cultural context. This scenario is discussed in previous literature about traditional (non-digital) BMs (e.g. Dalby et al., 2014).

The effects of national cultures on digital BM in the travel industry include multiple aspects. On the one hand, there are aspects that are disclosed in different dimensions in different cultural theories. For instance, interviewees shared examples of effects of national culture related to differences in Universalism vs. Particularism (Trompenaars & Hampden-Turner, 1993), Long-term – Short-term Orientation (Hofstede, 2001), and Survival vs. Self-Expression Values (Inglehart & Baker, 2000). On the other hand, participants referred to aspects of national cultures related to differences in societal institutions between countries. For instance, the majority of participants mentioned different approaches to payment systems, banking institutions, and currency. These aspects are not described in the previous literature.

**Implications and Limitations**

Implications of this study are not limited to a single region because of its intercultural approach. The study contributes to theories in the cross-cultural field and the BM field. The study proves that despite of globalization, national cultures have the power to shape BMs over the world. Moreover, it detects the aspects of national cultures that affect the
development of digital BMs in the travel industry. Methodologically, a new consolidate cross-cultural framework is applied. For practitioners, the understanding of cultural aspects which support or inhibit the development of digital BMs help in the selection of suitable location for a business opening. Also, consideration of the effects of national cultures could minimize fears and risks associated with BM adoption.

Given the limitations of the exploratory approach, a quantitative test of revealed relationships is suggested for future research. Also, a statistical comparison of the effects of different aspects of national cultures is required to better understand the importance of these aspects in the BM development. Additionally, it is also important to take into account the intra-national variety.
References


Village Tourism Strategy on Local Potency Use Participation - Research Appraisal (PRA)

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Abstract

This paper discusses about tourism villages that are usually in the form of rural areas that have some special characteristics that are feasible to become tourist destinations and the population still has a tradition and culture that is still relatively original. In addition, several supporting factors such as typical food, agricultural systems, and social systems also color a tourist village area. Beyond these factors, natural resources and natural environments that are pristine and maintained are one of the important factors of a tourist village area. In addition to the various uniqueness, the tourist village area is also required to have various facilities to support it as a tourist destination. The result of the study to elevate participation is 1) community should be invite to have a role is destination or attraction management; 2) Community should understand about the tourism planning; 3) community should feel the positive impact from tourism.

Introduction

Tourism villages are usually in the form of rural areas that have some special characteristics that are feasible to become tourist destinations. In this region, the population still has a tradition and culture that is still relatively original. In addition, several supporting factors such as typical food, agricultural systems, and social systems also color a tourist village area. Beyond these factors, natural resources and natural environments that are pristine and maintained are one of the important factors of a tourist village area. In addition to the various uniqueness, the tourist village area is also required to have various facilities to support it as a
tourist destination. These various facilities will make it easier for tourist village visitors to carry out tourism activities. Facilities that should exist in a tourist village area include transportation, telecommunications, health and accommodation facilities. Especially for accommodation facilities, tourist villages can provide lodging facilities in the form of tourist lodges (homestay) so that visitors can feel the original rural atmosphere. Tourism Village is a rural place that offers an atmosphere which reflects rural authenticity both from socio-economic life, social culture, customs, daily life, architecture site, and a typical village spatial structure, or unique and interesting economic activities and has the potential for the development of various tourism components, for example: attractions, accommodation, food and beverage, souvenirs, and other tourism needs.

Discussion

The participatory research appraisal (PRA) approach is a unique name in research activities that use participatory methods. The implementation of research activities from starting to design, instrument, data retrieval, data processing, data analysis to compiling reports; carried out together with the community that is played not as an object but the subject of research (Adimihardja & Nikmat, 2003). The fundamental reasoning behind the PRA method is the opinion that there is no method of social research that can bring about improvements to the social conditions that exist as long as the researcher places themselves as experts who stand outside the social reality studied and treat the citizens and society studied as objects passively undergo social reality (Kartasasmita, 1997).

The stages of analysis of products and tourist attractions are used can be described as follows:

1) Analysis of potential types of tourism and attraction the results of the analysis of the types of potential tourist objects and attractions that have developed in the sense of getting management, contributing to the region and being visited,
regularly by tourists, show that the potential of natural tourism is potential the
dominant object owned by Banyuwangi Regency, followed by potential cultural
and artificial tourism. This gives an indication of the importance of developing
natural tourism objects as a focus of product development in Banyuwangi
Regency, while cultural tourism objects and attractions are made as supporters.

2) Analysis of the development of tourist objects and attractions that must be
carried out by the Banyuwangi Regency Culture and Tourism Agency.

3) Analysis of the significance/primacy of tourist objects and attractions This
analysis is intended to find the superiority of tourist objects and attractions in
Banyuwangi Regency based on a number of parameters, so that objects can be
found that need priority and attention in their development to encourage the
development of the Banyuwangi Regency tourism industry.

The assessment is carried out by comparing the potential of all tourist objects/tourist
attractions that have been identified by analyzing each object/region against the existing
criteria in the form of an analysis matrix. To be able to produce a mathematical analysis
model, the observations that were originally qualitative are then converted into numbers
(Point Rating System). This weighting will be assessed on a certain scale (1-5), each
parameter will also have a certain percentage weight depending on the level of importance
(Analytical Hierarchy Process). While the benchmark of this assessment is the result of direct
observation in the field and is equipped with several secondary references on all existing
tourist objects and attractions. For this reason, a guideline is needed to assess the criteria that
have been prepared.

The number of tourists who came to Banyuwangi Regency from 1998 experienced a decrease
both for visits of domestic and foreign tourists. The decline in the number of tourists began to
increase in 2011, where for domestic tourists it increased by 48.95% from the previous year, while for foreign tourists, it increased by 3.99% (Central Bureau of Statistics, Banyuwangi Regency, 2016). This shows that the domestic tourist market is the main market segment that must be worked on for tourism development in Banyuwangi Regency, so that product development efforts must pay attention to the growing demand and motivation trends of the segment.

Tourism development as a strategy in tourism development in Banyuwangi Regency is related to the characteristics of Banyuwangi Regency as a heterogeneous and potential area in the tourism sector which is less suitable and does not favor a populist economy, while these constraints can be identified, as follows:

1) Coordination, there are several aspects of coordination that need to be considered in regional development planning, including functional aspects, namely the existence of functional activities and integration between various activities, a link between functional integration between one agency and other agencies and at each planning stage.

2) Human resources plan, always a major factor in planning the development of the tourism sector, have made human resource planners the key to success or even failure of the tourism development planning process in Banyuwangi Regency. The role and function of the planner in the context of tourism sector policy development must be truly understood by every planner.

3) Promotion is a key variable in the strategic plan for developing the tourism sector and can be seen as an element to create opportunities to dominate the market. The promotional elements used are arranged by the environment, especially by the conditions or conditions of tourist demand. But promotion can
be a function of liaison or catalyst in tourism sector policy development strategies, promotion is used to change demand and speed up the decision process for travel.

4) Funding, because regional development planning is an activity that requires large funding, then the results of regional development planning in the form of development programs that will later become material for developing plans and must be carried out with due regard to their priorities. In the development of tourism sector policies, considerable funding is needed, wherein the development of tourism sector policies there are many factors that must be worked out, from community preparation in receiving tourist visits that need to be socialized about tourism awareness, development of facilities and infrastructure, and for marketing activities. all of which require considerable funding in the development of tourism sector policies.

The ability of the community to interact and socialize needs to be complemented by technical, operational and managerial capabilities in the supply of tourism goods and services. The stigma that tourism workers are servants must begin to be transformed into world-class professional workers. The ability of the community to develop their competencies in the field of tourism is believed to be able to improve the quality of services and travel experiences for foreign tourists and tourists. The management of a tourist attraction as a destination (tourist destination) must cover four important aspects including a destination that must be developed and managed. The four aspects are a tourist destination, marketing, market, and travel. Basically, for managers of a tourist attraction, all four aspects must be planned together with relevant stakeholders to determine the strategies and programs for managing each aspect.
Base on the participatory appraisal, the community will enjoy participating in developing tourism village if the government comply with the village tourism in this situation:

1) The community should be invited to have a role is destination or attraction management; All the community in the village are expected to have a role in their village development. The community having desires of tourists village development and meet with tourist. In addition, it can be packaged as well, the attraction of living culture or community life, in the form of a system of society, customs and the culture found in life.

2) Community should understand about tourism planning; village tourism cannot stand alone or just a part but is part of a larger tourism planning. therefore the community must be able to understand tourism planning that has been prepared by the government so that all facilities and support provided by the community do not contradict the tourism planning.

3) The community should feel the positive impact of tourism. every tourism development certainly has a positive and negative impact, but if the government wants success in developing a tourism village, the government must prioritize the positive impacts received by the community so that the community is voluntary and totality in participating in tourism villages.

**Conclusion**

Basically, there are several tourism potentials that can be explored positively for economic development in Banyuwangi Regency which has natural and cultural wealth that has the potential to be developed in the tourism framework and has the ability to become one of the world-class tourism destinations. Marine-based natural wealth is a high potential to be developed without eliminating the potential that exists on lands such as lakes, hot water, and
rivers. The best strategy to utilize the potency is elevating participation from community for:
1) community should be invite to have a role in destination or attraction management; 2) Community should understand about the tourism planning; 3) community should feel the positive impact from tourism.
Reference


Heritage-making, Tourism and Transformation of Cities: A comparative case study of Jeju, South Korea and Yakushima, Japan

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Abstract

In the preparation of thesis, this paper explores the interrelation of UNESCO World Heritage, tourism development and challenges in Jeju Island, South Korea on the issues of heritage-making and its impact with a comparative case study of Yakushima in Japan. Numerous researches have shown that the heritage plays important role in tourism development with its cultural and natural context which attracts human nature as following their intellectual curiosity. Certainly, heritage has become an economical asset under the neo-liberal economic system which local authority or private sectors rely on more and more private budget raising. Since the authentic and unique identities of people and place (or simply, “heritage”) and tourism development have guaranteed more certain attraction to people worldwide, heritage-making and its development is now one of top priority to the nations. At the same time, changes always bring some impacts to a place and people in both positive and negative way. Located in Northeast Asia, Jeju and Yakushima are the islands in similar conditions in several ways such as World Heritage criteria and geographical conditions. With their natural landscape and their own specific traditions and cultures, these two islands are both important and symbolic place and tourism destination for each nation: Jeju, one and only natural heritage of UNESCO in Korea and Yakushima as the first natural heritage of UNESCO in Japan. In this context, the primary focus of this paper is on the interrelation of World Heritage and tourism followed by the evolution of tourism imaginaries and creation of a tourism destination in nature, and how through a geographic aspect, tourism reshaped people.
and place which also represent the culture and nature. The findings from this papers explore that the interdependence of heritage-making, tourism imaginaries and development and its impact on sites’ surroundings and local community and transformation of islands taking Foucault’s utopia into account, arguing that identities of natural heritage and inhabitants in tourism refers to as a cultural tradition and respect. This paper contributes to discourse advanced theories and researches which examines how the heritage and tourism reshape the Jeju and Yakushima. It will observe how two natural heritages have developed in different way and what the consequences are so that research project can formulate a new theory on the correlation of natural and cultural heritage and identity-building. Taking in contemporary issues of tourism and Jeju, it is always essential to observe multiple similar but different cases in order to find a perfect balanced way in triangular interrelation: heritage, tourism development and local people and place.

**Keyword:** World Heritage, tourism, tourism imaginaries, natural heritage, cultural heritage, Jeju, Yakushima

**Introduction**

From Greek and Latin to today, the curiosity has been identified as one of the strongest motivation to people for the mobilization. Whilst the main idea of tourism is being temporarily and voluntarily away from home (Smith, 1989), certain image and identity of place or “tourism imaginaries” facilitates the transition between here and somewhere else (Gravari-Barbas, Graburn, 2016). People always imagine a perfect moment in where they are or dream other place which represents a perfected version of actual place outside the casual spaces or daily life (Foucault, 1967). If the perfect moment and place, which also refer to as a “utopia”, is what people or tourist seek, then nature and landscape become naturally one of

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the most desirable destinations in the globalized and modernized contemporary world. UNESCO World Heritage sites, not only a guideline for the protection and management of nation’s symbolic legacies but also as assets for economical development with tourism destination value, enables people to choose the safe option among the unfamiliar but potential travel destinations with the granting and empowering label, the Criteria for selection of World Heritage sites for their “Outstanding Universal Value”. Numerous studies in the interdisciplinary aspect have been conducted on the interrelation of World Heritage, tourism and its impact on local community. Arguably, the heritage plays a role as lever for economical development in many sectors even if it is hard to present exact effect in numbers. For instance, however, the report by United Kingdom National commission for UNESCO have shown that UNESCO related projects in Scotland generated around £ 10.8 million from April 2014 to March 2015 through their association with UNESCO While the heritage has the economical impact by attracting many projects and people to the sites or properties, the impact always has both sides, positive and negative, especially for small islands.

Inscribed on the List in 2007, Jeju in South Korea has long been holding a unique geographical position. Located south-west of the Korean peninsula and far from the capital, Seoul, its geographical location has given particular tourist imaginaries not only to Koreans but also to people mainly coming from Asia Pacific region. From a place of exile for political prisoner during Joseon Dynasty (1392-1910) to an attractive tourist destination today, it seems like that the identity of Jeju has been changed dramatically. Officially called “Jeju Free International City” (visa-free entry to Jeju for 180 countries), tourism has become one of the most important concerns as rising visiting figures, infrastructure pressures and gentrification phenomenon dramatically modify inscribed sites’ surroundings and local communities. On the other hand, Yakushima in Japan was inscribed on the UNESCO World
Heritage List in 1993 with similar criteria. As a natural heritage with extraordinary esthetic and scientific value with primeval forest and trees, main tourism practice in Yakushima is tracking in the heritage zone. However, despite of their geographical similarity, Yakushima and Jeju have shown different aspects. When Jeju becomes an international province due to its geographic location, Yakushima still remains as a “faraway place/nature” from the classical literature to contemporary media. What would be the difference between Jeju and Yakushima to the exclusion of physical differences such as surface, population number or distance from the capital? How a tourism destination has been made from nature via heritage-making? In the preparation of a dissertation, this paper introduces an ongoing project for the thesis which examines an aspect of evolution of tourism and imaginaries which eventually has an impact on the place and people. With a cross-national case study, this paper seeks to a contribution to open a geographical and socio-anthropological discourse related to transformation of place through the interdependence of heritage, tourism and local inhabitants.

**World heritage and tourism development**

Properties, or inscribed sites, are being protected, managed and developed by the government and actors, respectively. Yet as heritage sites attract people, it is essential that the studies on impact of tourism on World Heritage sites and the local community has become one of the most important concerns as rising visiting figures which not only bring an economical development but also represent a different cultural encounter every day. The UNESCO’s 1972 Convention acknowledges that natural heritage is threatened by destruction by traditional causes of decay, but also by changing social and economic conditions of the context in which the site is set. Thus, protecting sites and managing visiting patterns and habits towards sustainable tourism practice taking into account the interests of local residents
are one of the top multi-sectional priorities today, and this since the first agreement between the UNESCO and UNWTO in 1979. The growing number of visitors is the natural outcome of tourism development. Paradoxically this growing number of visiting figure perhaps isn’t an optimal phenomenon for surroundings and local identities especially in the globalizing modern context.

Tourism has developed at a growing pace over the last few decades, with more than a billion tourists now travelling to an international destination each year (UNWTO, 2013). In 1950, approximately 25 million of international arrivals were recorded and the number reached to over 700 million in 2003. And WTO has expected that the number will rise to over 1,600 million by 2030 (WTO, 2003). This dramatic increase number of arrivals and growth of tourism certainly have its impact to the destination in both positive and negative way since tourism is not just about the changing the location of people from here to there. Thus, not only management of the sites or destination but also involvement of indigenous people has become one of top priorities worldwide. As numerous social sciences has studied, the change of society, industrialization and European expansion since 19th century led tourism in anthropology as an academic subject (Holden, 2005). After Lévi-Strauss’s work “(1958, 1962)” anthropologists expanded the understanding of societies and social phenomenon form understanding through structures of society to the analyzing conceptual structures of the mind. And today, the European (or western) centered discipline has moved to ‘non-western small-scale rural societies to embrace other various social contacts’ (Holden, 2005:137). Within the cultural exchanges, directly or indirectly, or expected or unexpected, should there be an impact on places and local people. For instance, cities have constructed more accessible airports and facilities in order to receive as many people as possible while certain people are not prepared to accept the change.
It is complicate to calculate exact numbers and figures of socio-economic impacts of UNESCO World Heritage designation due to its complexity in multiple stakeholders but it certainly stimulates, directly or indirectly, human nature – the curiosity. If we consider the human nature of pursuing intellectual curiosity in one’s own settings or abroad, the desire to explore cultural and natural heritage becomes one of the main motivation of tourism. The curiosity has been identified as one of the catalysts of mobilization of people in both Greek and Latin tests through their opinions on this phenomenon varied from criticism to approval (Foubert, 2018). People always imagine a perfect moment in where they are or other place which represents a perfected version of actual place outside the casual spaces or daily life (Foucault, 1967). As smith defined the main idea of tourism as one’s voluntary will to be away from home, certain image of a place has facilitated people to plan an exploration of the world. With the potential to contribute to tourism, it is natural that the building-up cultural and natural heritage as an identity of a place has become a multi-sectoral priority not only for the protection of the local identity but also for the development of a tourism destination.

**Jeju and Yakushima, ongoing research subject for a dissertation**

In the framework of my ongoing research and thesis preparation, this paper explores the impact of tourism on people and place within the interrelation of UNESCO World Heritage, tourism and its challenges. As a thesis preparation, it is important to examine the hypotheses and the methodology.

*Problematic*

While tourism has grown and reshaped the places with relatively new terms such as “gentrification” and “touristification”, people and place are certainly facing new changes and challenges. Cities have been facing dramatic change since 1980s. As the world continues to get more international through globalization and as many people move and travel, each
society accelerated the globalization under the neo-liberalistic economic development model and new technologies also have supported this which eventually brought a transformation of cities (Friedmann, 1986). The word ‘gentrification’ or ‘touristification’ are no longer unfamiliar term. Unfortunately, tourism and economic development in current economic model also brought on the negative changes at the same time when public authorities have been more and more dependent on private budget making elements, diversifying their economies and revenues which are highly related to not only corporate tourism industries but also to local actors, local inhabitants, as well as the tourists themselves (Gravari-Barbas, Guinand, 2017). With the increased number of international arrivals, the anthropology research has expanded its field to tourism as continuous interaction of different people, various cultures and unfamiliar landscapes. Indeed, nature or landscape, these geographical terms have been closely related to the tourist imaginaries and these imaginaries have also immediate relations to a tourism motivation (Gravari-Barbas, Graburn, 2011).

Two islands which is far from each capital of Korea and Japan, Jeju and Yakushima were inscribed as natural heritage of UNESCO and tourism is one of capitalist economic activity in both islands. In order to observe and examine the phenomenon of impact, transformation and reaction in common and different, my thesis questions: how the nature has become a heritage and a tourism destination? What is the impact of inscription on the List of UNESCO on the evolution of landscape and tourism? How Jeju and Yakushima show the phenomenon in common and in different? How the tourism imaginaries of islands which is peaceful, isolated, cultural root, or utopia has been changed? What was the impact on local inhabitants? Facing the augmentation of visitors’ number and heritage management since the inscription, what efforts have been made? And finally, what discussion could we open and continue from those two islands for a harmony of the heritage, tourism development and island – place and people?
Figure 1. Interrelation of heritage and place and evolution of tourism imaginaries

**Methodology**

The thesis will examine the impact of World Heritage designation on tourism and socio-economic development, how a tourism destination was created from a utopian concept adopting a comparative cross-national case study of Jeju Island in South Korea as a principal field, and Yakushima in Japan. In the contextualization of theory, advanced studies on tourism in geography, sociology and anthropology have been required. And to see the transformation of the tourism imaginaries or evolution from the natural utopia to a tourism destination, chronological evolution of image of classical literature, art and modern media has been observed. For the research, field research is one of the most essential for observation sites’ surroundings and local communities, related to tourism and local inhabitants and the fundamental consequences. In order to make an observation and analyze in depth on sociologic and anthropologic evolution, not only the statistical figures and numbers from the annual reports published by the Korea Tourism Organization or Jeju (Special Self-governing Province) but also qualitative interviews has been conducted in both islands.
Introduction of fields: Jeju and Yakushima

As an inscribed natural heritage since 2007, Jeju makes up 18,846 hectares with the outstanding value of the property in esthetic and geographic aspects, through the Criteria for selection of World Heritage sites (vii) and (viii). As mentioned above, the island has long been holding a unique geographical position in South Korea. Far from the capital, Seoul, its isolated location has given particular tourist imageries with its aesthetic and scientific value not only to Koreans but also to people mainly coming from Asia Pacific region. Healing in the nature - was the main positioning of Jeju such as walking on Olle trail. The natural heritage and landscapes in Jeju refers to production and consumption of tourism imaginaries and Jeju highlight the island in multilayered process as “one and only UNESCO's triple crown in the world: World Heritage, MAB and Geopark”. Furthermore tourism practices in Jeju are also related to those nature and landscape. For example, Jeju has been holding an annual festival called: “Jeju Olle Walking Festival – there’s no such a wrong way” since 2010. The role of tourist imaginaries becomes critical from the beginning when people actually want to be elsewhere in its various dimensions, “without getting physically and symbolically lost” (Gravari-Barbas and Graburn, 2012).

With similar criteria as Jeju, Yakushima was inscribed on the UNESCO World Heritage List in 1993 as a natural property in Japan with the outstanding esthetic value as well as outstanding examples representing significant ongoing ecological and biological processes

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Criteria (vii) : "contains superlative natural phenomena or areas of exceptional natural beauty and aesthetic importance"

Criteria (viii) : "is an outstanding example representing major stages of Earth's history, including the record of life, significant on-going geological processes in the development of landforms, or significant geomorphic or physiographic features"

3 Within the framework of this programme and the World Network of Biosphere Reserves (WNBR)Jeju was already designated as UNESCO’s Man and the Biosphere Programme (MAB) in 2002 which covers 83,094 hectares ., Jeju and its biosphere zones support the science for the sustainability. In October 2010, Nine sites in Jeju are added to Unesco's Geoparks Network, which links geological heritage sites of international importance, rarity or beauty that serve to promote sustainable development for local communities
such as primeval forest featuring thousands years old giant cedars, known as *Yakusugi*, through the Criteria for selection of World Heritage sites (vii) and (ix). Due to its isolated location (located approximately 61 km south of the Kyushu, or 135 km south of Kagoshima) and landscape, Yakushima is often referred to a place of origin and nature’s ritual practice (*Shinto*) from classical literature to pop culture and media. The main tourism practice in Yakushima is tracking in the heritage zone or ecotourism. However, according to the IUCN’s Designation *for the List of the World Heritage* in 1993 and the *Conservation Outlook* in 2014 and 2017, the tourism remains still as one of the biggest threats to the conservation and sustainability of the heritage. Certainly, the growing number of visiting figures has an impact on the isolated and peaceful nature in many ways.

![Figure 2 Jeju and Yakushima (inscribed zone)](source: UNESCO)

**General ground for the comparative case study**

Even if it is complicated to compare two islands in exact parallel level due to its physical differences such as population, surface or accessibility, etc (cf. Table 1)., this project aims to

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4 Criteria (vii) “contains superlative natural phenomena or areas of exceptional natural beauty and aesthetic importance”
Criteria (ix) “is an outstanding example representing significant on-going ecological and biological processes in the evolution and development of terrestrial, fresh water, coastal and marine ecosystems, and communities of plants and animals”
focus on the interrelations of World Heritage, tourism and its impact in order to see the similar and different aspect. First of all, those two islands are both located south-west of the Republic of Korea and Japan, two neighboring and competitive countries; those two islands are geographically relatively close to each other (around 515 km) with remarkable natural resources and temperate climates. Secondly, these natural properties with esthetic and scientific values have criteria in common: the criteria (vii): contains superlative natural phenomena or areas of exceptional natural beauty and aesthetic importance. Thirdly, as Jeju is the first and only natural property in South Korea so far when Yakushima was the first natural property inscribed in Japan, these two islands have also symbolic significance for each nations. Furthermore, those two islands offer the comparable touristic products and activities in particular trails in “nature” within the world heritage, especially for “city breakers” or “nature-breakers”. The ecotourism is one of their most important values. Jeju and Yakushima, as inscribed natural heritage, have been protected, managed and developed by the government and actors, respectively. Last but not least, yet as heritage sites attract people, tourism also becomes one of the most important concern of the islands: while the stakeholders attracts more and more people possible, certain indicators shows that the changes bring some negative impact as well.

Table 1. Distance between Jeju and Yakushima
Source: Google map

Figure 3. UNESCO World Heritage: Jeju and Yakushima
Source: UNESCO
Table 1. Comparison of two sites

<table>
<thead>
<tr>
<th></th>
<th>Jeju (Korea)</th>
<th>Yakushima (Japan)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surface (WH zone)</td>
<td>83 094 ha (18 846 ha)</td>
<td>18 958 ha (10,747 ha)</td>
</tr>
<tr>
<td>Population (2016)</td>
<td>650 000</td>
<td>15 000</td>
</tr>
<tr>
<td>Inscription on the List WH</td>
<td>2007 (vii), (viii)</td>
<td>1993 (vii), (ix)</td>
</tr>
<tr>
<td>Number of the inscribed WH sites</td>
<td>12 cultural</td>
<td>13 cultural</td>
</tr>
<tr>
<td></td>
<td>1 natural</td>
<td>4 natural</td>
</tr>
<tr>
<td>Number of visitors (year of the inscription)</td>
<td>5,5 millions (2007)</td>
<td>200 000 (1993)</td>
</tr>
<tr>
<td>Number of visitors (2016)</td>
<td>15 millions</td>
<td>300 000</td>
</tr>
</tbody>
</table>

**Natural heritage and tourism Imaginaries**

It seems like that the tourism imaginaries of Jeju have been changed dramatically. From a place of exile for political prisoner during *Joseon Dynasty* (1392-1910) to a peaceful and attractive tourist destination today, and yet, ironically international with mass tourism, Jeju has changeless imaginaries: peaceful and isolated place, the nature. Naturally, certain imaginaries of Jeju were created for/by people who want to get lost in a peaceful place in nature and faraway from space of everyday.
Jeju: From utopia to tourism destination in Jeju

Without doubt, the label of World Heritage is a great success in the field of tourism. The natural heritage is obviously nowadays one of the most desirable tourist destinations. It is in this sense that the rapid tourist development of Jeju has become a goal at the state level, with the aim of welcoming ever more domestic and international visitors. Naturally, territorial development has been accelerated thanks to the heritage present on Jeju Island. Public and private actors in the field of tourism are making efforts to increase job creation, to increase the population’s income and economic investments. In addition, visitor growth has accompanied the development of infrastructure for investment. The whole current situation such as tourism and territorial development, infrastructure construction and foreign investment could be a process of becoming an internationally oriented region and a tourist destination at the same time. In this regard, it is important to focus not only on territorial and economic development, but also on heritage conservation, not to mention the inhabitants who reside around it. Moreover, it is also important to reflect on the place as such, in its authentic and existential value. Does its value as presented to visitors always retain its original spirit?

For the inscribed heritage sites on the List like Jeju, however, the reality is often far removed from ideal state of harmony between the local communities in their habitat, and the tourist implementation. The exponential growth of visitors by the notoriety gained through the World Heritage label produces significant impacts on the property. It is possible that the lifestyles of residents are frequently disrupted, traditional traders or everyday shops are no longer preserved, to the detriment of development for the reception of tourists, which has consequences on the local lifestyle whose daily life is disrupted by the flow of visitors and the infrastructures that are built to accommodate them (for example, cosmetics shops, coffee shops and fast food restaurants around Sungsan Ilchulbong). Although those structures

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facilitate many people to access various services but yet, it also brings a change in landscape as well.

**Yakushima: Nature, ritual practice and tourism**

Yakushima and its natural heritage also offer an opportunity and a traditional and religious experience. As we have briefly mentioned, Shintoism, in which a mountain or natural object becomes the center of a revered religious belief from a sanctuary, is a rich and extraordinary tradition. If we consider tourism as also ‘one in which the special occasions of leisure and travel stand in opposition to everyday life at home and work’ (Graburn, 2001: 42), local residents in Yakushima practice a ritual ceremony in nature which means also ‘home’ associated with religious belief at the same time. Visitors in Yakushima gather about 4-5 people (for guided tour) then climb the mountain "Shiratani Unsuikyo (白谷雲水峡)" and "Yakusugi Land (屋久杉ランド)", which are sparkling virgin forests, with a guide learning about species and subspecies of flora and birds. During this tracking in the primary forest, visitors experience being invaded by a number of Japanese cedars with a large diameter and thousands of years old (‘Jomon sugi’, a Japanese cedar that is between 6000-7000 years old) and the oldest and most spectacular specimens on the island, which could be a sanctuary for the gods in Japanese culture, tracking as pilgrimage, which could be a serious practice for spiritual fulfillment for certain people. According to the Kagoshima’s report (2012), the island has started to try to put culture and environment together, so that not only local inhabitants but also visitors can experience and learn how to live together with nature in order to link people, nature and tourism. ‘Going back to region’ might be one of the possible options for community to protect their culture form growing tourism (Robinson, 1999).

**Tourism development in Jeju**
Tourism in Jeju has been facing international competition among tourism destinations in East Asia and Southeast Asia (such as Hong Kong, China, Japan, Viet Nam, Thailand and Philippines etc.). It was important for the island to develop around a clearly defined tourism strategy. To position itself as an attractive and popular international destination, efforts to develop it have been strengthened. Like other tourist sites, Jeju has taken the direction of the globalized and capitalized strategic development. The development of infrastructures such as airports, hotels, casinos, conference venues or museums has been encouraged. And recognition of World Heritage of UNESCO was also strategically prepared (Jeju World Heritage Management Plan, 2006). Naturally, the visiting figures have increased accordingly. At the time of its inscription of a property on the World Heritage List in 2007, Jeju was receiving some 5 millions of visitors per year (population of 563 000). Today, after the years of extremely rapid increase of the visitors’ number especially foreigners arrivals, Jeju has reached a peak of 15 millions of visitors (population of over 661 000) which means 20 times more visitors than population. Tourism development and World Heritage have been monitored respectively by the authority (cf. Jeju Tourism Development Plan, 제주특별자치도 관광개발계획). With the planned and revised strategy, the natural heritage sites are the main destinations for the visitors in Jeju. The most visited site in Jeju were mainly natural landscape such as Seongsan Ilchulbong, one of the inscribed properties (Table 2) and the main motivation of visit in Jeju is for the landscape and relaxation in Jeju (Table 3).

It is hard to say that the World Heritage designation is the main leverage for the tourism development since Jeju international Free City has encouraged the international investment in the framework of strategic national economy plan. For instance, the main activities which visitors preferred were foods (96.3% for domestic arrivals) and shopping (92.0% for
international arrivals). However, as an inscribed natural heritage which attracts people with its landscape, the imaginaries of Jeju as nature has become a strong motivation for travel in Jeju.

Table 2. The most visited sites

<table>
<thead>
<tr>
<th>Destinations</th>
<th>2005</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cheonjiyeon Falls</td>
<td>1,535</td>
<td>3,182</td>
<td>3,405</td>
</tr>
<tr>
<td>Seongsan Ilchulbong</td>
<td>1,210</td>
<td>1,710</td>
<td>1,718</td>
</tr>
<tr>
<td>Jusangjeollidae</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cheonjiyeon Falls</td>
<td>1,702</td>
<td></td>
<td>1,706</td>
</tr>
<tr>
<td>Seongsan Ilchulbong</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hallasan National Park</td>
<td>838</td>
<td>1,208</td>
<td>1,166</td>
</tr>
<tr>
<td>Cheonjiyeon Falls</td>
<td>734</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jeongbang Falls</td>
<td>848</td>
<td>849</td>
<td>826</td>
</tr>
<tr>
<td>Jeju Folklore and Natural History</td>
<td></td>
<td>846</td>
<td>797</td>
</tr>
<tr>
<td>Museum</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manjanggul Cave</td>
<td>734</td>
<td>778</td>
<td>675</td>
</tr>
<tr>
<td>Cheonjiyeon Falls</td>
<td>729</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bijarim</td>
<td>404</td>
<td>462</td>
<td>552</td>
</tr>
</tbody>
</table>

Source: Korean Ministry of Culture, Sports and Tourism (Bold fonts on UNESCO WH sites)

Table 3. 2018 Jeju tourism statistics 2018

<table>
<thead>
<tr>
<th></th>
<th>Domestic arrivals</th>
<th>International arrivals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retention rate</td>
<td>68.7%</td>
<td>32.9%</td>
</tr>
<tr>
<td>Travel purpose</td>
<td>Leisure / relaxation</td>
<td>Leisure / relaxation</td>
</tr>
<tr>
<td></td>
<td>89.8%</td>
<td>85.4%</td>
</tr>
<tr>
<td>Accommodation</td>
<td>Hotel</td>
<td>Hotel</td>
</tr>
<tr>
<td></td>
<td>48.8%</td>
<td>72.3%</td>
</tr>
<tr>
<td>Transportation</td>
<td>Rent-a-car</td>
<td>Taxi</td>
</tr>
<tr>
<td></td>
<td>80.0%</td>
<td>34.7%</td>
</tr>
<tr>
<td>Main activities</td>
<td>Foods</td>
<td>Shopping</td>
</tr>
<tr>
<td></td>
<td>96.3%</td>
<td>92.0%</td>
</tr>
<tr>
<td>Preferred activity in Jeju</td>
<td>Landscapes</td>
<td>Landscape</td>
</tr>
<tr>
<td></td>
<td>32.3%</td>
<td>54.1%</td>
</tr>
<tr>
<td>Expense</td>
<td>W515,825</td>
<td>$1,339.4</td>
</tr>
<tr>
<td>--------------</td>
<td>---------------</td>
<td>----------</td>
</tr>
<tr>
<td>Satisfaction (0-5 scale)</td>
<td>4.1 points</td>
<td>91.4%</td>
</tr>
<tr>
<td>Stay</td>
<td>3.95 days</td>
<td>4.90 days</td>
</tr>
<tr>
<td>Important element for travel planning</td>
<td>Landscape</td>
<td>58.5%</td>
</tr>
<tr>
<td>Information resource for travel</td>
<td>Internet sites / app in one’s country</td>
<td>60.1%</td>
</tr>
<tr>
<td>Internet resource</td>
<td>Portal sites</td>
<td>83.7%</td>
</tr>
<tr>
<td>Necessary information</td>
<td>Destination information</td>
<td>33.0%</td>
</tr>
<tr>
<td>Travel companion pattern</td>
<td>Family/friends</td>
<td>51.6%</td>
</tr>
<tr>
<td>Travel pattern</td>
<td>Individual</td>
<td>95.2%</td>
</tr>
<tr>
<td>Intention to revisit (0-5 scale)</td>
<td>4.18 /5 points</td>
<td>96.5%</td>
</tr>
<tr>
<td>Image of Jeju score (0-scale)</td>
<td>Before 4.11/5</td>
<td>94.0%</td>
</tr>
<tr>
<td>Willing to recommend (0-scale)</td>
<td>After 3.99/5</td>
<td>83.0%</td>
</tr>
<tr>
<td>Willing to recommend (0-scale)</td>
<td>4.13/5 points</td>
<td>93.8%</td>
</tr>
<tr>
<td>Total arrivals (2017)</td>
<td>13,522,632</td>
<td>1,230,604</td>
</tr>
</tbody>
</table>

source: Jeju Special Self-Governing Province & Jeju Tourism Organisation 2018 visitor survey

*Tourism development in Yakushima*
Yakushima has also been protected and development by the government respectively. In fact, one special area in the national park has been specified by the Japanese National Parks Act in 1974. One year later, a wild area has been declared by the Nature Conservation Act. By the Act of the cultural property protection, 4 300 hectares of site have been designated as a Special Natural Monument. Lastly, a Forest Ecosystem Reserve has been established in 1992 which comprises the designated property and different wooded plots. At the time of its inscription of a property on the World Heritage List in 1993, Yakushima was receiving some 200 000 of visitors per year (population of 13 500). Today, after the years of slow increase of the visitors’ number, Yakushima has reached a peak of 400 000 of visitors (population of 661 000) in 2007 and receives some 300 000 of visitors per year since (population of 12 900 in 2015) which is relatively high number compare to population of island.

Since the inscription, Yakushima had its’ name up worldwide, stabilized population, attracted investments and created jobs but on the other hand, traditional use of nature was regulated and local development has become highly dependent on heritage sites and tourism. UNESCO has strict guideline for the management and conservation for the sites; nevertheless, visitors and tourism have important impact on the conservation of the property and the urban development. The island also inspired the Japanese animated film "Princess Mononoke" (Miyazaki Hayao, 1997). The island was described as a forest of the God-Deer in a disturbingly in danger because of human-being and development. A great international success not only evoked the importance of the conservation of the nature but also aroused the international potential visitors’curiosity about the Japanese culture and the nature as a sanctuary of gods. This imaginaries continues so contemporary media stressed the need for respect for nature and promoted the desire to discover one’s root in the primitive nature.

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6 Conservation Outlook, IUCN, 2014, 2017
Tourism industry in Yakushima has been developed accordingly. From 1999 to 2011, around 70% of increase of tourism association members in Yakushima was tour guides. Although the Kagoshima prefecture’s report in 2012 which marks the 20th anniversary of the inscription shows that local residents have congratulated the inscription and its potential economic benefit from tourism growth, certain inhabitants have shown a little concern on tourism in Yakushima. 72.7% of populations are in tertiary industries of which 35% is tourism and services such as: transportation (4.2%), hospitality and food-and-beverage service (16%) and other service-oriented field (14.8%).

**World Heritage, Tourism and challenges in Jeju and Yakushima**

As mentioned above, annual arrivals in Jeju has increased rapidly. As a result, subsidiary changes have also been followed. The crime rate and amount of garbage across Jeju are among the highest in South Korea. Even if Jeju had a reputation with low crime late in general, the crime rate has been increased 26% (at around 43 in 2011 to 54 2015 incident per 1,000 residents. Jeju is also the top-ranked province in 2016 among 17 administrative districts in South Korea for the highest immigrant growth rate which is a five-fold increase since the *Special Act on Jeju Free International City* took effect in 2001. Certainly, these changes have an effect on local residents and life. Visitors’ lack of understanding of specific culture and environment and heterogeneity between indigenous people and immigrants in Jeju has created a conflict. As the society being globalized relying on economic development, the impact of change on local life. When the globalization encourages the contacts of different cultures and backgrounds, it may also have a chance to losing

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7 平成２8年度統計やくしま (2016)
8 Well known Korean expression for Jeju is: “Samdado (삼다도) - Jeju has three abundances of rocks, women and water while Jeju has three "No" - thieves, gates and beggars (Jeju Tourism Organisation, www.visitjeju.net).
9 Social Indicators of Jeju 2018, *Jeju Special Self-Governing Province*
uniqueness of local culture “which in turn can lead to loss of identity, exclusion and even conflict”\textsuperscript{10}. Since Jeju has shown dramatic modernization based on the neoliberal economic model, its particular lifestyles and communities (local dialect and isolated geographical location, etc.) along with natures could be in question. 2.66\% of the population growth in Jeju in 2017 is relatively high when its 0.17\% average in Korea. However, according to the \textit{Social Indicator of Jeju 2018}, local residents also see that the increase in the number of tourists is causing traffic, garbage and sewage disposal problems due to tourism development when not only the economic benefits are inadequate but also reliable cultural contents for local inhabitants are in short (38.2\% of respondent). If the imaginaries of Jeju as natural heritage and landscapes have visitors and local inhabitants contact, encouraging more active participation of local community on heritage management is required.

In Yakushima, despite numerous local residents are working in the tourism-related industries, a number of local inhabitants argued that the unequal economic benefits are concentrated in certain people while the development has been led by the outside the island and their nature which also meant a ‘home’ was taken over by tourists, even some people hoped slight decline of number of tour guides at the same time\textsuperscript{11}. However, tourism development has also brought positive impact to the island. As a small island which is far from the land (known as” an island with twenty thousand monkeys, twenty thousand deer and twenty thousand men”, the population rate in Yakushima has been decreasing. For instance, the population in 1970 was 17,376 but in 2015, number has been down to 12,913. This decrease in population has stopped in the beginning of 1990s. Considering the year of inscription on UNESCO World Heritage List was 1993, the inscription seems not an irrelevance to the stabilizing the number


\textsuperscript{11} 世界自然遺産・屋久島の20年, 第3回新たな世界自然遺産候補地の考え方に係る懇談会: 鹿児島県説明資料, (平成24年10月23日), 23.10.2012
of population and tourism has grown in Yakushima since the inscription. Jeju and
Yakushima, both islands has faced increase of the population and immigration, the
interpretation of the change seemed different: concern in Jeju, a bigger island and positive
change in Yakushima, a smaller island.

Linking cultural identity and nature with local inhabitant?

The case of Yakushima is not exactly same. Although fragile, intangible cultural heritage is
an important factor in maintaining cultural diversity in the face of increasing globalization. In
today's globalized world, traditions or living expressions inherited from our ancestors and
transmitted to our descendants are not easy to safeguard. On the other hand, the intangible
heritages nourished the tourism domain together with cultural and natural heritage, since
tourism today favors tourism and economic development by responding to the intellectual
and spiritual pursuit of modern men. Therefore, having an idea of the intangible cultural
heritage of different communities is not only useful for intercultural dialogue and encourages
respect for other ways of life but also synergistic with tourism. In this regard, Yakushima
highlight the impotence of embracement and involvement of regional traditions and cultures
so local residents can find the way of coexistence under the current context which is
regulated, globalized and modernized. Despite globalization and rapidly increasing tourist
flows, Jeju remains at a remote and isolated place since Seoul. Traditional culture and the
"zen" image or nature itself, Jeju is transforming a new destination to who seeks tranquility.
The imaginaries of Jeju are still a peaceful utopia in a modernized world. The respect of
tradition and culture in Jeju as well could be one possible reaction to seek the harmonious
coexistence.

Conclusion
“Nature” and “tourism destination (or frequently visited place)”, “heritage” and “modernization”, “unique identity” and “commercialization” – those are usual conflicts or paradoxes that have been observed in small islands. The label of UNESCO certainly became one of the most valuable sources for tourism development. Numerous government including local authorities and private sectors put their efforts on building heritage expecting its positive impact and outcome. Although sustainable development and participation of local residents are ones of the top priorities in the heritage making and management process, tourism still remains as a threat not only to the conservation of heritage but also to local life, identity and at the same time. It has no dough that interrelation of the World Heritage and tourism in global and local level. As many properties are designated respectively within the framework of UNESCO in order to provide guideline to protect, manage and valuate. So does in Jeju and Yakushima. As a symbolic and representative heritage site, both islands are positioning as a natural, far but rooted and peaceful or ritual place to the nations or international visitors.

Despite of similar criteria of the inscription on the list of UNESCO, it is true that comparing Jeju and Yakushima on exactly equal level seems difficult due to its differences elements such as area, population and the accessibility from the capital. However, this paper has explored that the sites themselves are protected and managed under the guideline. However, the gap of between ideal state of city – or island – and actual phenomenon which local inhabitants face everyday are may have been differed with the convention of UNESCO. Most of all, in order to resolve the conflict between the tourism growth around the heritage and local inhabitants, getting more individuals involved to the heritage with valorization of culture at the same time would be essential. As it is about the moment of contact of different cultures or different ground of quotidian life (for instance between land and island or capital and faraway cities), a multi-layered approach in various aspects are required. Taking
advanced theories and researches, developing adaptable new theory or ideas would be one of the most appropriate contributions of the thesis. Linking natural and cultural heritage on the tourism issue with the view of geography, sociology and anthropology could be a meaningful outcome to see the contemporary phenomenon of how tourism reshapes a place and people. My thesis is still ongoing research project and still has varied data to collect within interdisciplinary analysis.
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The Formative Nature of Graduation Travel

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Abstract

Graduation travel is a growing phenomenon, however, this market segment has not received much scholarly attention. Drawing on conceptual insights from developmental psychology, this quantitative study explored the effect of graduation travel on identity consolidation which is the last step in identity formation process. Based on cross-sectional data collected from 378 Chinese university graduates, this study investigated the benefits that graduation travelers pursued and actual benefits found. Factor analysis revealed five dimensions of benefits sought, and the uncovered effects of benefits found on identity consolidation suggested that graduation travel served as a functional means to an end for identity formation among late adolescents. This study is the first attempt to explicitly examine graduation travel and empirically investigate the role of travel in the identity formation process. The outcomes of this study also provide practical insights for travel agencies looking to tap into this segment.

Introduction

Adolescents’ consumption in travel is spiraling upward (Field, 1999; Bai et al., 2004; Xu, Morgan, & Song, 2009), and the increasing willingness of university students to participate in the so-called graduation travel, which is a trip taken because of the completion of undergraduate study, is a growing phenomenon (Zhang, 2009). In developmental psychology,
the widely recognized life cycle scheme identifies that the central task of adolescence is identity formation. However, the contemporary tourism research concerning self-identity is mostly found in the context of transformation travel (e.g. Brown, 2009; Fu, Tanyatanaboon, & Lehto, 2015; Kirillova, Lehto, & Cai, 2017). The attention to the formative nature of travel, during which young tourists’ self-identity is firstly established and realized has been rather scarce. Among the limited number of tourism studies that concern the role of travel in identity formation, the focus is on identity exploration during college years (e.g., Teichler, 2004; King, 2011), and there is a lack of research looking at identity consolidation after extensive exploration.

Main Body

Conceptual Background

The eight-stage life cycle scheme developed by Erikson has described the fifth stage of adolescence is the core period to deal with identity formation, and the process of identity formation represented in the dual-cycle identity formation model (Luyckx, Goossens, and Soenens, 2006) suggests the first cycle to be commitment formation while the second cycle of exploration in-depth (ED) and identification with commitments (IC) represents identity consolidation which involves reflection, investment and evaluation with commitment alternatives explored.

Crompton (1979) identifies seven socio-psychological factors which motivate a tourist to travel. Additionally, the generic identity motives derived from uniqueness and optimal distinctiveness theory provide insights into the unique benefits sought in graduation travel which are personal distinctiveness as well as social integration. Graduation travel happens during the a specific period of time after relentless exploration, hence, the effect of benefits found in graduation travel on identity consolidation dimensions towards successful identity
formation is expected to be uncovered in this study. Figure 1 presents the conceptual framework.

Figure 1. Conceptual Framework

<table>
<thead>
<tr>
<th>Identity Forma<strong>tion</strong></th>
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<tr>
<td><strong>Identity Exploration</strong></td>
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<td>Exploration in depth</td>
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<td>Commitment making</td>
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<td><strong>Identity in depth</strong></td>
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<td>Escape &amp; Relaxation +</td>
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<td>Social Fulfillment +</td>
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<td>Status &amp; Prestige +</td>
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<td>Learning +</td>
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<td><strong>Identity Consolidation</strong></td>
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<tr>
<td>Exploration in depth</td>
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<td>Identification with commitment</td>
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**Method**

This study employed a cross-sectional questionnaire consisting of five sections. First, all respondents were asked for information relating to trip characteristics. Then, respondents were asked to evaluate their benefits sought and actual benefit found in graduation travel on a five-point Likert scale. The fourth section was used to find out respondents’ degree of identity consolidation on ED and IC dimensions, adopting from the Dimensions of Identity Development Scale (Luyckx, 2008). Finally, demographic information of the respondents was gathered. Out of 463 completed questionnaires, 85 responses were discarded because of the screening questions, leaving a final 378 reliable sample with Cronbach’s alphas ranging from 0.826 to 0.94.

Data analysis involved paired t-tests between the mean score of benefits sought with that of perceived level on benefits found in graduation travel, exploratory factor analysis to identify...
the underlying factors associated with the benefits sought, and finally two hierarchical regression models estimating the relative impact of graduation travel on the two identity consolidation dimensions (i.e. ED and IC), considering socio-demographic and control variables.

Results

The sample was almost equally distributed between men (46.8%) and women (53.2%), with an average of 23.42 years old. A great majority (70.9%) went on graduation travel as independent visitors, and about 94.2% of these visitors traveled either with classmates (56.3%), friends/partners (26.5%) or family (11.4), while only about 5.8% respondents went alone. About half of the respondents had stayed five to nine nights (mean=8.71, SD=4.039) in the destinations which favored domestic rural destinations and short-distance countries. The results of paired t-tests indicated that benefits found by graduation travelers were significantly greater than expected regarding only the escape experience, suggesting that the tourism industry, as a whole, did not deliver on unique expectations of graduation travelers.

Factor analysis of benefits statements using Maximum Likelihood Analysis with an Oblique rotation extracted five factors with eigenvalues ranging from 1.101 to 6.067, namely, Social Fulfillment, Self-Efficacy Improvement, Escape/Relax, Interest Pursuit, and Self-Esteem Enhancement. The empirical factors more or less conform to those proposed in the conceptual framework. R² of the hierarchical regression model only changed significantly with the third block of benefits found variables on ED model (F=7.456, p< 0.001) and IC model (F= 3.839, p<0.001). The results indicated through the beta coefficient that ‘Social Fulfillment’ has significant positive influence on graduation travelers’ ED (b = 0.143, p<0.01), and ‘Self-Efficacy Improvement’ positively and significantly influences on IC (b = 0.131, p<0.05). Another insightful finding is that ‘Self-Esteem Enhancement’ variable
significantly exerted positive influence on both ED and IC dimensions, with Beta coefficient 0.140 (p<0.05) and 0.263 (p< 0.001) respectively.

Conclusions

Identifying the research gap in graduation travel and the formative travel experience, this paper conducted a systematic cross-discipline approach to investigate the stage-specific task of identity formation involved in travel with its focus on late adolescence. The formative nature of travel is an understudied area, and this study is a pioneering effort in assessing the role of graduation travel in identity consolidation in the identity formation process.

This study also helps practitioners to dissect graduation travelers’ needs and develop tailored products. Tour operators are suggested to design itinerary emphasizing social and cognitive experience such as visits to heritage sites and reserved cultural villages accompanied with narratives, watching performances, and physical or mental activities provided with instructions.
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Baggage Fee in Indonesia

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Some airlines in the world adhere to the LCC system or Low-Cost Carrier which causes not to apply baggage fees on an airline trip. The absence of a baggage fee, or can also be called Free Baggage Allowance (FBA), has become popular in Indonesia since the rise of the LCC airline in the international area. According to Detiknews (2015), LCC is a Low-Cost Carrier which airline offer low rates to customers by eliminating or reducing some services or facilities obtained on regular flights. Some examples of LCC flights are characterized by reducing the flight catering, more economic class capacity, often massive promos and FBA.

The pioneer of LCC in the world is Southwest Airlines, where it was named the America's largest discount carrier (The Economist, 2012). Southwest's innovation in removing baggage fees is a form of their strategy in jet fuel price hedging. Southwest uses only one type of aircraft, namely the Boeing 737 and becomes very successful because airlines company only need to conduct training and inventory for only one type of aircraft. Automatically, maintenance prices and operational costs can be reduced.

Southwest Airlines made a huge profit. According to Detiknews (2015), even when international flight conditions are experiencing a crisis with issues such as terrorism and war, LCC-based flight services still benefit and creates profits. Consumers still choose to travel even with these certain conditions. LCC aviation services does prioritize efficiency. The success of Southwest Airlines was then followed by many airlines in the world.

LCC itself began to enter Asia and develop rapidly including in Indonesia. As reported by Republika (2014), Citilink CEO Arif Wibowo said that LCC in Asia, especially in the Southeast Asia region, increase the number of fleets reaching 500 LCC aircraft units in 2013.
According to Fernando, *et al* (2012), "the LCC model provides the best fit with South Asian countries, especially in Indonesia. This is because of the number of potential customers, and the geographical cluster of several islands". The LCC concept has an important influence on the customer decision making process, because it entices consumers to still be able to travel far without high costs.

The registered LCC airlines in Indonesia are Adam Air, Batavia Air, Citilink, AirAsia, Lion Air and Wings Air airlines. But in 2008 Adam Air stopped operating and in 2013 Batavia Air also stopped operating. According to Lawton and Solomko in Fernando, *et al* (2012), LCC’s business model will survive as long as companies can even lower the operating costs of their legacy rivals. This can conclude that Adam Air and Batavia could not overcome the operating cost challenge.

Speaking of LCC in Indonesia, the LCC airline began with Lion Air that is operating in 2000 followed by Citilink 2001 and then Wings Air in 2003. The three airlines did not apply baggage fees to their passengers, unless there was excess baggage. In contrast to AirAsia, which in 2005 operated and consistently became an LCC that did not provide free luggage (BBC, 2019). For years LCC airlines line Citilink, Lion Air and Wings Air have not collected baggage fees, but are different in early 2019.

In January 2019, the LCC airline began announcing fares for passenger baggage (Liputan6, 2019). For example, as of 8 January 2019, Lion Air and Wings Air provide rates for checked baggage on flights. Now, the airline is applying prepaid baggage for all domestic flights and must pay an additional fee for each excess baggage. The baggage fee itself varies, depending on the flight route that is carried by the airline. This step was followed by Citilink which on January 12 will impose a baggage fee (Kompas, 2019).
The baggage fee applied by this airline has been approved by the General Director of Air
Transportation Polana B Pramesti, because the baggage fee policy is still in accordance with
Ministerial Regulation Number 185 of 2015 (Kompas, 2019). Article 22 of Ministerial
Regulation number 185 of 2015 states that no frills flight can charge fees on the checked
baggage. LCC airlines are included in the no frills flight, that is why LCC airlines like Lion
Air, Wings Air and Citilink dare to charge baggage fees to their customers.

In addition to the approval of a baggage fee by The Ministry of Transportation, this airline
company must be concerned about how much baggage fees are charged to consumers. Based
on Henrickson and Scott (2012), baggage fees successfully increasing airline revenues,
respond to the average rising of jet fuel prices. Henrickson and Scott said that "one dollar is
worth the price". Therefore, there is an influence between the baggage fee and the plane
ticket itself. The decision will be based on the strategy of the airline, whether the company
will play a price on baggage fee or the price of a plane ticket.
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Innovativeness in the Development of Special Interest Tourism
(The Case of Spa Tourism Industry in Indonesia)

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Abstract

The previous development of tourism sector in Indonesia demonstrates a weakness in the tourist market segmentation, which the tourist country source of origin is used as the only basis for the segmentation. As a result, the country experiences a less competitive advantage in such development. As a country with rich natural and cultural endowment, the tourism authority just recently tries to work up its tourism competitiveness through the development of special interest tourism (SIT). The SIT development project attempts to attract potential tourists those chase unique experiences based on their particular interest as well as distributing “paradises” throughout the country. This study takes a closer look at the development of spa industry in the country that currently is recognized as special interest tourism. A set of observation and focused group discussion with key informants have been conducted to gain qualitative data. The result shows that the development of Indonesian spa as part of integrated special interest tourism development in the country cannot be done partially without connecting it with tourism-related sectors and should be in cooperation with other tourism products offered to the tourists. Some issues including the regulation, accessibility, market, product offering and marketing, as well as conservation of resource must be addressed to such development.

Introduction
Within the last two decades tourism industry has rapidly evolved as a new tool to support economic development for many regions in the world. The industry has even grown exceeding other prominent industries such as energy, automobile and electronics (WTTC, 2015). The positive growth of the industry is predicted to continue until 2020 and even in 2030 it is still growing above average growth of total industry, according to some independent and autonomous economic research institutions. This positive trend makes tourism appear as new opportunity for many developing countries to develop and accelerate their economic development. This paper examines the development of spa tourism industry, which the Indonesian government consider it as a part of special interest tourism. More particularly, the paper will take a closer look at the innovation process in such development.

At a very initial stage of this research, this paper seek for reports involvement among stakeholder to construct a better regulation for sustainable development of the industry.

Contemporary tourism development has been moving from mass tourism into a more responsible and quality ones. This notion has been echoed since experts and professionals in tourism view mass tourism as harmful for the sustainability of the development (Weaver, 1991). One of mass tourism characteristics is tourists gather in one destination, particularly in a beach, enjoying natural attraction and atmosphier for recreation and relaxation. The visitation by the huge amount of tourist in only one point of destination is possibly degrade both natural and cultural resources of the destination. This is particlartly true when we see at the use of clean water for and the waste from tourism industry. Similarly but from the different perspective, literatures in tourism marketing mention that this sort of development is far from marketing context. Currently, customers are fragmented into a wide range of segments such as geography, economy, demography and even personal interest (Kartajaya & Nirwandar, 2013). This idea indicates that the successful development in tourism is highly driven by the market, and therefore, a market oriented tourist destination should be put first
the tourists’ interest as the main concern. However, some countries those develop their tourism industry such as Indonesia rely still on the endowment of natural resources to offered for tourists who visit.

The previous development of tourism sector in Indonesia demonstrates a weakness in the tourist market segmentation, which the tourist country source of origin is used as the only basis for the segmentation. As a result, visitors to the country are less diverse and centralized only on the main tourist destination of Indonesia such as Bali, Jakarta and Batam. This sort of tourism developmental strategy, the country is having a less competitive advantage compared to the geographically smaller neighborhood countries such as Singapore, Malaysia and Thailand. As a country with rich natural and cultural endowment, the tourism authority of the country just recently tries to work up its tourism competitiveness through the development of special interest tourism. This development project attempts to attract potential tourists those chase unique experiences based on their particular interest as well as distributing “paradises” throughout the country.

On the demand side, there is an increasing number of the concern to the sustainability of not only the economic value of tourism but also the sustainability of its resources. In the age of 21st century, the number of more educated people those aware of the conservation to the natural resources for the next generation prosperity are increasing. As the social welfare in the century is also increasing, the number of educated travelers grow multiply. In turn, this type of travelers require a more responsible sort of tourism. Furthermore, the development of special interest tourism (SIT) addresses to fulfill such requirement. SIT can be appeared at the same type of conventional tourism such as beach tourism and culture tourism, but draws together responsible tourism operator and the tourists with particular interest.
One of the potential segments in tourism is spa and wellness tourism. This segment is considered as a type of special interest tourism (SIT). Similar to other SIT products, spa offers an individual experience to the tourist who visit. A survey conducted by Indonesia Statistic in 2015 showed that most of the spa providers are registered and located in the capital city of Jakarta. The number of spa provider in Jakarta represents 17.88% of overall provider throughout the country. It is also interesting to note that more than 50% of spa companies are operating in Island of Java. Meanwhile, there are only about 7.04% those operate in the Island of Bali, which is well-known as one of the spa paradise of the world.

Discussion

The development of spa industry: A historical perspective

Although the tradition for bathing for relaxing had been exist since Greek and Roman times in the early century, the historical perspective of spa development mentions that the word spa was adopted from the name small town of Spa, which is located in the Liège Province in the southern part of Belgium. The city has several natural mineral springs that had made the city famous all over the 14th century European nobilities and aristocrats for rheumatic disease recuperation. As the city exported the water for medical curative, the healing process using the water at the time then known as spa (Neldeborn, 2012). Until recently people continue to visit the place for tourism and enjoying spa as one of the main attractions of the town, one of which by visiting Thermes de Spa that offering thermal spa tradition since 1868 (The Huffington Post, 2013).

In Indonesia, spa presumably exists since Hindu-Buddhist period in 9th century. This can be shown in several ancient heritages of candi¹² both in the form of bathing place and reliefs or

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¹² In Indonesian terminology, candi refers to any ancient buildings constructed for religious and non-religious purposes in the period of Hindu-Buddhist in the form of temples, funeral monuments, bathing places and gateways.
on the wall of the main temple showing bathing activities. Body treatment performed by the nobility in such period usually took place in the bathing pool. The common treatments were body massage and bathing with aromatic water (Tilaar, 2011). The development of spa in Indonesia still continued after the Hindu-Buddhist period. In the late of 18th century, the first Sultan of Yogyakarta Sri Sultan Hamengkubuwono constructed bathing place in the garden of Tamansari as a pool for purgation and relaxation earmarking the member of nobility. This establishment has marked as cornerstone for spa development in Java. Contemporarily, spa in the country has been developing following the modern demand of health and wellness. This can be shown by the mushroom of spa services throughout the country especially in the big cities and the tourist destinations. The development can also be shown from the progress of its services to the clients.

**Regulation in the development of spa industry in Indonesia**

In order to promote the Indonesian traditional spa, a set of regulation need to be provided. This regulation should be represent the interest of stakeholders in the industry. As the focus of the development is to promote traditional spa, therefore, the role of tourism sector is crucial in a sense of its wide access to the market. However, this leads to a problem of coordination since for more than years the existence of spa industry in Indonesia is under the regulation of the Ministry of Health. One of the problem appear is about tax administration and industrial regulations. The industry on the one hand tend to register their business under the Ministry of Health because of 10% tax is applied for compared to the 25% up to 50% tax for company categorized within the entertainment and recreational industry. As a result, the tourism bureau refuse to promote the industry and exclude the spa within tourism exhibition programs.
The spa administration becomes increasingly more complex since companies within tourism-related industry is regulated within different authority. Spa companies as for instance, is regulated under the tourism authority. This does not matter when there is a spa service within a hotel since hotel also regulated under the tourism authority. The problem appear when a health clinic that is regulated under the health authority provides spa service as part of their overall treatment. This dual regulation for one institution has made the business process inefficient and exhaust extra energy to handle administrative work. As a result, many spa companies omit legal licensing and it causes economic impact of spa businesses unrecorded. An ineffective governance in spa regulation also takes place at local government level. In some city or regency, spa is regulated by the tourism bureau, while the other still administered by health authority. This makes difficulty for spa companies when they try to expand their market throughout the country.

**Conclusion**

The development of Indonesian spa as part of integrated special interest tourism development in the country cannot be done partially without connecting it with tourism-related sectors and should be in cooperation with other tourism products offered to the tourist. Some issues including the regulation, accessibility, market, product offering and marketing, as well as conservation of resource must be addressed to such development.

The first is the supportive policy and regulation to the development of spa industry that promotes traditional spa. Policy and regulation aspects are crucial as every operating plan refers to them as foundation of legal aspect. The speed and dynamic of global tourism development often get lack attention from the government side. Secondly, accessibility needs to be clearly structured to facilitate tourist visitation to the spa places those offer traditional treatment. This is not just the availability of public transport to the spot, but more
than that, the way to provide spaces for spa services to be easily accessed by the tourists who visit the country. Thirdly, marketing is still becoming a classical problem in the industry. In this sense we must clearly define what we mean by Indonesia spa. This is as difficult as when we try to define the culture of Indonesia, since the country makes up by diverse of culture and ethnics. Last but not least conservation is also central issue in the development of spa as part of special interest tourism in Indonesia. Particularly, this is important to provide healthier and harmonic environment in order to deliver a strong physiological impact in the health and wellness therapy.
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Session 006
Human Resources
June 22nd (Saturday). 2019/ 10:30-12:15
Investigating the Work-Life Balance of Women Working In Five Star Hotels Across Kerala, South India

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Abstract

A sustainable workforce is a recent trend that most companies are becoming aware of and the perspicuous needs to have policies and practices in place that leads to a sustainable workforce and enfold the concept of work-life balance. These companies also appreciate the importance of sustainable workforce as a determinant of workforce productivity, employee satisfaction and retention. The topic of work-life balance among the workforce still holds its connotation as the existing reality of the hospitality business is highly competitive and needs to focus more on sustainable workforce for consistency in service standards. This paper explores the status of work-life balance policies and initiatives for women, working in the five-star hotels within Kerala, the southernmost state of India. The study tries to identify various elements of work-life balance initiatives, related outcomes and moderating factors in the hospitality business within the socio-cultural context of Kerala.

Workforce productivity, employee satisfaction and retention can only be achieved by effective strategies which in turns forms as the foundation of any sustainable organisation, especially when it comes to managing women workforce. Such well-crafted strategies will
also ensure that there is minimum work-life conflict of its employees and enable them to be more effective simultaneously at work and in their life roles. It will also serve as an essential measure for attracting and retaining talents. Therefore, it is crucial that employers in the hospitality industry ensure that the work life and career goals of their employees' balance with their ‘life' goals. The absence of such a balance may necessarily lead to work-life conflict and will result in workplace frustration and emotional exhaustion that in turn may lead to a decrease in effectiveness at work.

**Key Words:** Work-life Balance, Sustainable Human Resources, Employee Productivity, Strategic Human Resources, Organisational Effectiveness.

**Introduction**

Long working hours and heavy workload are the typical characteristics of a hotel job. Consequentially it will have an impact on the hotelier’s personal life as well. Managing the work-life balance is often a personal crisis for employees as well as employers in the hotel industry. The job requirements may not be necessarily stressful, especially when employees have control over their job responsibilities and receive enough support from their organisations (e.g., work-life balance policies). The studies conducted show that job control plays a vital role in mitigating stress and suggests that coping with stress is not solely an individual effort (Chiang, Birtch, & Kwan, 2010). It requires active support from the hotel’s management. Employee stress is a significant issue in the hospitality industry, and it is costly for employers and employees alike. Although addressing and reducing stress is both a noble goal and is capable of resulting in expense reductions for employers, the nature and quantity of hospitality employee stress are not fully understood (O’neill & Davis, 2011). Jung Choi and Tae Kim (2012) mentioned that work-life balance appears to have become one of the critical variables when addressing issues of employee management and retention. The link
between employee attitudes, such as job satisfaction and organisational commitment, personal dimensions, such as stress and work-life balance have become closer and intertwined. These links assist in gaining more focussed strategies to help in retaining talented staff.

The perception of stress with respect to employees in hotel industry depends more on the workplace than on personal characteristics. In other words, the main source of stress is the organisation's unique rules and work environment. The hotel employees feel distressed when their tasks are unclear, when they lack accurate information or scope about their responsibilities concerning colleagues, or when they are overloaded with work (Tsaur & Tang, 2012). This study aims to investigate the opportunities provided by the management of various five-star hotels in Kerala for women to balance have a positive work-life balance. The study will look into practical aspects of work arrangements for women and the reasons behind such practices. It will also provide an insight into the perspectives of the women employees and the management in implementing such practices to support the women employees.

**Literature Review**

In the competitive and people-oriented business environment characterising the modern hospitality industry, frontline employee performance represents a crucial component of service. Better employee performance yields greater guest satisfaction and loyalty. Moreover, frontline employees in the hospitality industry seem to be underpaid and to suffer job-related stress (Chu, 2018). Individual perception of high work-life balance and sense of wellbeing among employees has become imperative for any organisation to ensure enhanced performance efficiency, particularly in this era of a highly competitive business environment. It is no wonder that the work-life balance has attracted numerous contributions from
academic researchers and human resources evangelists who attempt to investigate on various elements influencing work-life balance, their interrelationship and possible outcomes of different levels of work-life balance prevailing among employees (Poulouse & Sudarsan, 2018).

It is noteworthy to examine the issue based on the significance of work-life balance, career advancement, support from the management, national and international trends, and work flexibility. There is a change in the prominence for considerations to a work-life balance than just mere work. This prominence looks at the prerequisites of all employees at different stages of their professional lives. However, there are obstacles to work-life balance. Incidences of negative impact on career advancement have been documented (Doherty, 2004). The long working hours culture in the hotel industry is leading to people who have a negative perspective about hotel jobs. Having work-life balance programmes means more work for supervisors, who may resent this. There is also the backlash from work colleagues who may not be availing of the work-life balance programme themselves. Brankov, Petrovic, Radovanovic, Tretiakova, and Syromiatnikova (2017) investigated the antecedents and consequences of employee job satisfaction in hotel employees and concluded based on the results that role conflict between work and life, burnout, socialisation, and work autonomy significantly predicted job satisfaction.

**Present Century Workplace**

Since the onset of the 21st century, a host of economic and workforce challenges had affected the hospitality industry. The success of confronting these vital challenges will depend on the ability of the stakeholders in the industry to come to a common ground to solve these problems (Bernhardt, Dresser & Hatton, 2003). Lowe (2007) mentioned that employers re-designed their human resources strategies as an aftermath of stimulating the hospitality trends
of the early 21st century. This transformation, however, is not a mere coincidence of work-life balance strategies, but it is a result of prioritising the public and business policy. The near recent trends and challenges of this decade like the ageing population or workforce, global competition, artificial intelligence, and rising costs of employee welfare have created new edges for employers to accomplish organisational goals and objectives without short-changing the employees’ aspirations Lowe (2007).

**Definitions of Work-Life Balance**

(Voydanoff, 2005a) Defined work-life balance as a global assessment that works resources meet family demands and family resources meet work demands such that participation is effective in both domains". Balancing work and family requires an individual to accomplish some socially negotiated role responsibilities, both at work and in the family (Valcour, 2007). (Carlson, Grzywacz, & Zivnuska, 2009; Grzywacz & Carlson, 2007) explained it as an execution of role-related anticipations that are negotiated and shared between an individual and his partners in the work and family realms. These definitions have however evolved over the multiple studies conducted by the researchers over time and in (Allen, 2012) concluded it as an umbrella term intended to include all research involving the juxtaposition of various life roles. Similarly, (Jones, 2014) proposed that work-life balance include the employees’ cognitive perception of their ability to successfully amalgamate work and family domains, functions, and demands. In the context of the modern hotel and hospitality human resources trends, balancing both work and life could encompass organisational policies which have a better perspective on the implications of family responsibilities and not merely any description of ‘family-friendly policies. For example, it could be as simple as flexible working arrangements that provide employees with working provisions which will bring a balance in both responsibilities at work and home. (Redmond, Valiulis, & Drew, 2006). In
this light, work-life balance is also a personal level of involvement that is satisfactory to fit well between the multiple roles in his/her life simultaneously maintaining an overall sense of harmony or equilibrium (Clarke, Koch & Hill, 2004). Additionally, the concept also analyses the capability of the employees simultaneously cope with multi-faceted hassles of life” (Hill, Hawkins, Ferris & Weitzman, 2001)

Researchers over the years have attempted to examine and call attention to the deeply woven relationship between personal life and work in an organisational setting, namely:

i. Compensation effect: wherein the employees seek contentment in other domains of life if they encounter low work or personal life satisfaction; and

ii. Spill-over view: wherein job satisfaction necessarily spills over into one’s work life and vice versa (Bruck Allen & Spector, 2002). Greenhaus, Collins & Shaw (2003) tried to investigate and considered three aspects of work-life balance namely:

i. Balance of Time, which encompasses the amount of time spent on work and non-work roles;

ii. Balance of Involvement measuring the level of psychological commitment to work and non-work roles; and

iii. Balance of satisfaction or the satisfaction level of work and non-work tasks.

**Critical Theories on Work-life Balance**

Work is a primary constituent of personal well-being as it provides income and signifies social status. Work and well-being are intricately related given that work conditions impact the quality of their own lives Ardito, d’Errico, Leombruni, and Pacelli (2012). The Job Demand-Control (JDC) (Karasek, 1979) and Job Demand–Control–Support (JDCS) models
(Töres, 1990) are theoretical approaches that are commonly used to understand the relationship among work characteristics, health, and well-being (Häusser, Mojzisch, Niesel, & Schulz-Hardt, 2010). Both models ascertain the critical dimensions of the work environment: organisational or psychological demands (job demands) and the level of control that employees have over their activities (job control). Aside to the aforementioned theories, some of the theoretical frameworks established include:

**Role Theory**

Although much of the current role theory literature states that role strain is avoided by prioritising some roles over others, remind us that the notion of hierarchically organised roles is a theoretical assumption and not an empirical fact. Role theory considers everyday activities to be the acting out of socially defined categories. Each role represents a set of rights, duties, norms, behaviours and expectations that a person has to face and deal with on a routine basis. One of the important concepts were from George Hebert Mead, in which he describes two precursors to role theory which is ‘the mind and the self’. Theories that study role conflicts and its overall impact on work-life balance include Border theory Boundary theory.

**Border Theory**

The theory considers the work-family balance is the outcome of interest, satisfaction and superior functioning at work and home with a minimum of role conflict. It can be achieved in a variety of ways based on the similarity of domains at work and family. Keeping job and family domains separate makes it easier to manage work-family borders, depending on its strength can improve the wellbeing of employees (Clark, 2000).

**Boundary theory**
In contrast to the Boundary theory is Border theory, which is a new dimensional theory about work-life balance that states, each person’s role takes place within a specific domain of life that are separated by borders that are either bodily, temporal, or emotional. According to this theory, the flexibility and limit to switch over the boundaries between various domains of life between people’s work and family lives will affect the level of integration and determines the ease of transitions between the two spheres. It also affects the level of conflict between these domains at home or work. When domains are relatively integrated, a mutual transition is more natural, but that may lead to work-family conflict. Conversely, when these domains are segmented, the transition is more effortful, but the work-family conflict is less likely (Desrochers & Sargent, 2004).

**Previous Studies on Work-Life Balance**

Though there are rich contributions in the contemporary organisational studies, sufficient efforts are not put into understanding the imperatives of the personal-work issues within the hotel industry (Mulvaney, O’Neill, Cleveland, & Crouter, 2006). Cleveland et al. (2007) have shed light on the relationship between the existing job characteristics of hotel industry jobs and the empirical pieces of evidence from the studies conducted on work-life conflicts and stress management in other industries. These ideas and constructs can be applied directly to the hotel industry. Studies dated back to 1970s (Quinn & Staines, 1979), even though the figures do not hold any value now, revealed that majority of married working women and men who have children reported that they experience work-life conflicts. Duxbury and Higgins’, as cited in Lowe, (2007) reported that there had been a tremendous increase in the stress during the 1990s based on the comparative studies conducted from 1991 to 2001 which concluded that these stresses were due to the substantial rise in the rising work demands. ‘Presenteeism,’ is relatively a modern concept of the hotel industry that predominantly
contributes to the factors that do not allow the achievement of work-life balance (McLaughlin, 2006). Presenteeism (Deery, Jago & Stewart, 2008) is ‘an overwhelming obsession to clock in more hours at work or, at least, appear to be working very long hours. This perception is detrimental to the achievement of work-life balance.

**Work-life Enrichment**

As defined by Greenhaus & Powell (2006), work-life enrichment refers to the degree to which the experience in one role positively influences the quality of life in the other role. Carlson et al. (2006), proposed that work-life enrichment transpires in two ways:

i. It focuses as an instrument directly improving the performance in dealing with multiple life roles;

ii. It acts as a positive affect in enriching the work-life roles through positive moods and emotions obtained as a result of work and life roles.

As pointed by Carlson (2006), There are three main types of machinery in the theoretical framework to work-life enrichment:

i. Direction and dimension, which is multidimensional as the gains in one life role can enhance the performance in another life domain.

ii. Resources allocation for different life roles includes a broad spectrum of resources for work-life enrichment like skills and knowledge, physical and psychological resources, social capital, flexibility and other material resources.

iii. Channels of work-life enrichment which involves, the instrumental pathway that considers the concept that employees how to believe in their family are expected to have resources necessary to handle situations at work (Greenhaus and Powell, 2006). Moreover, the affective path indirectly deals with positive moods and emotions as a part of their role participation.
Individuals tend to accumulate more significant resources when their positive emotions and mood in their respective role increases. This can help in enhancing their performance in their respective life roles (Greenhaus & Powell, 2006).

To achieve higher productivity and higher workforce quality, Bernhardt, Dresser & Hatton (2003) offered a solution by reconnecting the interests of the organisation and their employees, which in turn is a win-win solution by providing tasks that are appropriately coordinated within the hotel. Employers will be able to attract and retain employees by creating and implementing work-life balance policies. Such organisations will be identified as an employer of choice (Redmond et al., 2006). Some of the strategies that are implemented across the world include flexitime and shorter workweeks which are not new concepts. However, such simple strategies will assist employees in maximising their potential at home and at work (McNall, Masuda & Nicklin, 2010). These bodies of researches mentioned above recommend in general that ultimately the society will benefit when the employees are allowed to fulfil their life roles in various situations. The analysis of Duxbury and Higgins (2001) shows that the three employer strategies that they have proposed covers all the three dimensions of work-life conflicts namely perceived flexibility, ability to refuse overtime, and supportive management.

a) Increasing working flexibility: employees may better respond to work hours flexibility as it will allow them to handle their personal and work life activities in a coordinated manner.

b) Increasing coaches or mentors at work will ensure that employees feel motivated than being the prisoner of leadership and management styles of managers. Coaches and mentors are good listeners who can provide life role related advice outside the work as well.
c) Reducing or limiting overtime jobs: Employees must be given the choice of doing denying the overtime jobs. It can be a personal choice for the employees if they need to be compensated monetary or monetary for the hours they have put in as over time.

d) Encouraging Work Environment

A company that is driven by work values and people philosophies will make sure that the work environments are supporting for the employees to risk-taking and innovative.

**Work-Life Initiatives**

The work-life initiatives as proposed by Manuel and Ramos (2008) falls under five broad strategies based on:

1) Time: for example, flexi-time, job sharing and telecommuting.

2) Information: for example, intranet, VPN, Database;

3) Money: for instance, paid leaves, superannuation benefits, relocation benefits, children’s education;

4) Direct services, for example, creche, concierge services, staff lounges.

5) Company Culture, for example, training and development, employee engagement.

As described in ‘Work-Life Balance: The Philippine Experience in Male and Female Roles and Leadership’, Hechanova (2008), the strategies for work-life balance are summarised into three general categories:

1) Time and space flexibility to adjust the work schedule according to the requirements of their present situation.

2) Needs related to family which includes leaves like childcare leaves, elderly acre leaves, maternity and paternity leaves to take care of the family needs.
3) Employee well-being and development involves, coaching, mentoring job sharing.

It is also noteworthy to point out that family benefits are often misunderstood as work-life balance initiatives which may include housing or educational loans, relocation and travel allowances, cash in advance etc.

**Discussions And Conclusion**

Based on the theoretical definition of work-life balance, it is established that the indices of work-life balance includes a careful balance of outcomes at work characterised by job satisfaction, organisational commitment, as well as the family outcomes of family satisfaction, family functioning, and family performance for women working in the hotel industry. Although more empirical research is needed to establish its value and the measure of work-life balance firmly will help build a greater theoretical understanding of the work-family interface for women. The measure could be used to extend and test theoretical models of the work-life balance to test the proposition from (Voydanoff, 2005b) model of work-life balance suggesting that arrangements such as flexible work contributes to work-life balance by helping women better respond to their life roles. In conclusion, the paper offers a foundation for further theoretical and empirical investigation in the area of work-life balance. By creating a measure of balance grounded in work-life balance theories that capture balance as a skill or ability possessed by women employees working in five-star hotels across Kerala, tries to establish distinctiveness in work-life balance concepts affecting organisational and individual effectiveness.
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Study on the Concept and Development Model of All-for-one Tourism: Literature Review, Analysis and Case Study

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Abstract

All-for-one tourism is a brand-new development concept and mode of China's tourism industry. Following the principle of guiding theory and practice, this paper discusses the concept and connotation of all-for-one tourism, the application of all-for-one tourism concept in planning and the exploration of regional tourism development path by combing relevant researches. Based on the literature review, this paper analyses the universal theoretical guidance to the all-for-one tourism development and discusses the possible research direction of the all-for-one tourism development in the future, in order to promote the research of the all-for-one tourism theory and then improve the all-for-one tourism development of tourism destinations. Finally, taking Ma’anshan City in Anhui Province, which is currently promoting the establishment of an all-for-one tourism demonstration zone, as an example, this paper puts forward the development path of all-for-one tourism.
Keywords: All-for-one Tourism; tourism industry; concept; development model; Ma’anshan

Introduction

China has entered the era of mass tourism, that is, from scenic spot tourism to all-for-one tourism. After the reform and opening up, China's economy has been surging for a long time, and the pressure on resources and the environment is enormous. The phenomena of haze, air pollution, soil and water pollution, food poisoning and so on are forcing the economic transformation and the construction of ecological civilisation. The resource-saving and environmentally friendly tourism industry have been pushed to the front desk. The modern service industry, which is led by tourism, has shown great potential for development. Tourism has been attached great importance to by the party and government at all levels throughout the country, and its position has gradually moved from the edge of national economic development to the core, and has been positioned as the strategic pillar industry of the national economy and the modern service industry, which makes the people more satisfied (He, 2016).

The data shows that in 2018, the number of domestic tourists was 5.539 billion, the total number of inbound and outbound tourists was 291 million, and the total tourism income was 5.97 trillion yuan. Preliminary estimates show that the overall contribution of tourism to GDP in the whole year was 9.94 trillion yuan, accounting for 11.04% of the total GDP. The direct employment of tourism was 28.26 million, while the direct and indirect employment of tourism was 79.91 million, accounting for 10.29% of the total employment population (Finance Department, 2019).

The idea of "all-for-one" tourism was first mentioned in the Government Work Report in 2017. All-for-one tourism refers to the tourism industry as a dominant industry in a specific region, optimises and upgrades regional economic and social resources, especially tourism
resources, related sectors, ecological environment, public services, institutional mechanisms, policies and regulations, civilised quality, etc.in an all-around way. It promotes coordinated economic and social development with tourism, to realise the organic integration of local resources, industrial integration and development, and social co-construction and sharing (J. Li, 2017). In a word, the phrase proposes using tourism as a new engine for growth by focusing on upgrading and integrating tourist resources, public services and government regulations and policies to boost overall social development (Ehangzhou.gov.cn, 2018). Compared with the traditional tourism model, all-for-one tourism is mainly manifested in the overall, integrated and shared aspects.

X. Li, Zhang, and Cui (2013) first comprehensively and systematically elaborated the concept of all-for-one tourism, marking the gradual formation of a complete theoretical system of all-for-one tourism. Lv (2013) believed that "all-for-one tourism" is the integration of regional tourism development, and put forward its theoretical basis and practical conditions, improving the underlying connotation of "all-for-one tourism". In 2017, the National Tourism Administration formally defined the concept of "all-for-one tourism", scholars have carried out in-depth research on its connotation. J. Li and Gao (2016) suggested that all-for-one tourism is not only the expansion of space but also the integration and innovation of related industries and their elements. Yang (2016) argued that the core connotation of all-for-one tourism is to take the tourism industry as the leading factor to drive and lead regional economic development. He (2016) pointed out that the essence of all-for-one tourism is to use tourism to stimulate and promote the coordinated development of economy and society.

This paper attempts to explore the current situation and enlightenment of all-for-one tourism development. It begins with the literature review and takes Ma'anshan in Anhui Province as an example to explore a new path for the further development of all-for-one tourism.
Literature Review

1. The theoretic system of all-for-one tourism

The main point of view in the study of the theory system of all-for-one tourism is "the theory of a comprehensive system". X. Li et al. (2013) are the founders of the study of the all-for-one tourism theory system. They put forward the "Four New" and "Eight All" all-for-one tourism theory, which led the follow-up studies. X. Li, Ma, and Chen (2016) further put forward the logic and focus of all-for-one tourism development. Xing and Shi (2016), Shi (2018) strictly adhered to the overall tourism development strategy of the National Tourism Administration, and they believed that the goal of all-for-one tourism is to promote the transformation of tourism from a single scenic spot to a comprehensive destination service management. H. Zhang and Yue (2016) did rational thinking of all-for-one tourism. They believed that the core of all-for-one tourism was not "all" but "domain", and that all-for-one tourism should be promoted to the level of social and economic development of tourism.

Ma (2016) put forward the concept of tourism field from the perspective of economics and sociology, pointed out that all-for-one tourism will not expand indefinitely, and put forward relevant suggestions on the management and application of tourism field. Dai (2016) believed that all-for-one tourism is not only the concept of whole space but also the concept of all factors, and all-for-one tourism should become a vital fulcrum to realise the comprehensive deepening reform driven by tourism. Zeng (2016) believed that the concept of all-for-one tourism development should deal with the relationship among various stakeholders, the relationship between project construction and system reform, government and market, and global and characteristic. He (2016) explored all-for-one tourism from the perspective of tourism development concepts and models.
Figure 1.1 The Idea of All-for-one Tourism

Source: (X. Li et al., 2013)
Figure 1.2 The Frame of All-for-one Tourism. Source: (X. Li et al., 2013)
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2. The practice of all-for-one tourism

Lv (2014) put forward the tourism development model of "big city small town with the scenic spot" based on studying the coordinated development of urban and rural planning and tourism. "Big city" refers to a city with large scale, high popularity and good tourism
foundation, highlighting the theme characteristics, attracting tourists to gather popularity, and exporting high-level management to small towns and tourist areas.

"Small town" is to transform the low density and original eco-town to create a comfortable and idle living atmosphere, to form the "third place" for tourism development, to expand the sightseeing tour of "big city" into leisure tour. Embedded "scenic spot" refers to the tourist areas scattered inside and outside the big city and small town. They are of various types, including resorts, nature reserves, scenic spots, forest parks, geological parks, industrial and agricultural tourism demonstration sites, various museums, gardens and other natural and cultural heritage sites. Taking advantage of the numerous nationalities, beautiful environment and pleasant climate in China, we should develop the "sixth industry" ("1+2+3" is equal to 6, and "1x2x3" is equal to 6, which is the connotation of the "sixth industry") in the characteristic cities, and scattered characteristic villages and towns, that is, "big cities", "small towns", "scenic spots", and so on. All-for-one tourism development model of "large cities and small towns with scenic spots" including sightseeing agriculture, exhibition industry, sports industry, participatory entertainment industry, leisure commerce, creative industry, and so on. The path of innovation and development forms a new paradigm of all-for-one tourism.

Wang (2016) believed that all-for-one tourism development needs innovative thinking. J. Liu (2016) pointed out the utopian misunderstanding of understanding and practice in China's all-for-one tourism development. There were more studies on all-for-one tourism practice local and regional. Y. Liu and Jia (2015) took Jingde County in Anhui Province as an example to discuss how all-for-one tourism promotes the development of county economy. Wu (2015) took Yongding County as an example to think about the path to build an internationally renowned tourist destination. Huang and Wu (2015) put forward the construction path of
developing rural tourism in Xingyi from the perspective of all-for-one tourism. Luo, Zhou, and Liu (2016) took Wuyi County of Zhejiang Province as an example to put forward the idea of integrated development of the eco-beautiful countryside and eco-health tourism.

C. Zhang and Yang (2016) studied the construction of Balikun 5A town and the establishment of an all-for-one tourism demonstration area. Cui (2016) explored the all-for-one tourism development and the transformation and upgrading of the tourism industry in Jilin Province. Liao and Zhang (2017) took the villages of Boluo County, Guangdong Province as an example, and put forward the Countermeasures of building comprehensive rural tourism from the aspects of policy system, marketing innovation and so on. Jiang, Liu, and Sun (2017) believed that the development of the whole industry chain model has a functional role in promoting the integration of tourism resources and the optimisation and upgrading of rural industrial structure in the development of rural tourism.

Ge (2017) took the tourism development of Chun'an County, Hangzhou as an example to analyse its benefits and losses in tourism governance and tries to provide a useful reference for County Tourism governance under the background of all-for-one tourism. Yin and Zhang (2014) proposed that Yiyang City be embedded in the "Tourist Economic Circle around Dongting Lake" to create a unique tourist destination. After analysing the overall tourism competitiveness of cities around Taihu Lake, S. Li (2014) proposed to establish a stable regional tourism cooperation mechanism. La (2016) proposed to strengthen the joint construction and sharing of tourism in the border areas of Sichuan, Gansu and Qinghai provinces, to build barrier-free tourism areas, and to develop tourism as a leading pillar industry.
Other related studies

Some scholars have researched the all-for-one tourism development paradigm, destination-related construction and development level and spatial characteristics. Song, Zhou, and Chen (2017) put forward the development ideas of tourism towns under the background of all-for-one tourism. Yan, Yang, and Lyu (2017) analysed the impact of tourist corridors on tourist destinations and put forward their future development trends. Feng and Xia (2018) pointed out that the level of tourism development in China has been steadily improving, showing a robust spatial agglomeration effect, and there is apparent interaction between regions and other spatial development characteristics. In a word, the research results of scholars in these
areas have significant reference value. Relevant regions should seek truth from facts, adopt measures to local conditions, and create a different road of innovation and development.

**Analysis and Discussion**

In the practice of the past ten years, the all-for-one tourism development model has shown distinct characteristics and robust vitality and has become the overall strategy of tourism development in the new stage. After X. Li et al. (2013) put forward the "Eight All" structure of all-for-one tourism, most scholars studied the all-for-one tourism model with several innovative points, mainly from the perspective of "all". However, some scholars doubt this research perspective. For example, H. Zhang and Yue (2016) proposed that it is the space carrier on which all-for-one tourism relies that is more in line with the famous leisure and vacation as the mainstream form of tourism, which prompted its emergence. Therefore, they advocated thinking about all-for-one tourism from the perspective of the "domain". Shi (2018) believed that the goal of all-for-one tourism is to promote the transformation of tourism from a single scenic spot to a comprehensive destination service management. For the development model of all-for-one tourism, the research perspective is single, which can easily lead readers and other researchers to deviate from the understanding of all-for-one tourism.

At present, scholars tend to agree on the understanding of all-for-one tourism, and the development strategies proposed are similar. Most of them focus on "whole-regional optimisation of the environment", "improvement of infrastructure", "industrial integration and development" and "diversification of participants". Nowadays, the adjustment and optimisation of industrial structure have become the principal research object, and the new format derived from "tourism +" has also become a hot topic. All-for-one tourism is mainly used in exploring the planning and development path of the township, county and trans-
regional tourism, and some scholars have studied the all-for-one tourism paradigm to provide a reference for different regions.

Generally speaking, to develop all-for-one tourism, we should expand the scope of space, take tourism as the leading industry or dominant industry, promote the integration and development of related industries, and build a tourism economic system with complete structure and perfect function. According to the existing resources, facilities and services in the region, a complete tourism service system adapting to tourism needs should be planned with the goal of tourism facilitation to meet the needs of tourists for improving tourism quality. The dependence of all-for-one tourism on traditional tourism resources is gradually decreasing, while areas with less-excellent tourism resources are expected to become hot tourism areas by planning high-quality experience products (Qu & Zhang, 2018).

Located on the south bank of the lower reaches of the Yangtze River, Ma'anshan City is the east gate of Anhui Province, which is close to Nanjing, Jiangsu Province, and has abundant tourism resources. Ma'anshan is known as "the capital of landscape poetry" and "the excellent tourist city of China". It is not only a new industrial city but also a land with long history.

The content of Ma'anshan tourism can be divided into the following nine categories of leisure tourism resources: landscape culture leisure, religious culture leisure, cultural relics leisure, sports fitness leisure, landscape health leisure, festival culture leisure, catering culture leisure, urban style leisure, rural experience leisure and so on. Ma'anshan City is one of the cities with the highest per capita GDP in Anhui Province because of its beautiful environment, convenient transportation and remarkable location advantages. At the same time, the Yangtze River Delta, where Ma'anshan is located, is the largest consumer market in China, with significant demand for leisure tourism, high frequency and strong individual consumption capacity.
At the same time, we should also see that the development system of Ma'anshan tourism industry is imperfect, and the level of tourism service and industrial development needs to be improved. The primary manifestation is that the development of tourism resources in Ma'anshan has begun to take shape, but there is still a lack of high-quality routes. Tourism commodity research and development and promotion awareness are not active. The popularity of the city is not high, and the image of the city needs to be strengthened. Existing tourism resources are too centralised in spatial distribution and uneven in overall distribution (X. Li, 2017).

The steel manufacturing industry has made significant contributions to the social and economic development of Ma'anshan. Under the strategic background of "building a city by steel", Ma'anshan was once named "national health city", "national garden city" and "civilised national city", and took the lead in building a well-off society in Anhui Province. However, it has to be admitted that under the circumstances of excess iron and steel production capacity, difficulties in transformation and upgrading of traditional industries, a saturation of infrastructure construction and real estate development, it is urgent to solve the bottleneck of development and cultivate new economic growth points in Ma'anshan. In 2014, Ma'anshan City upgraded the "integration of culture and tourism" with "double industry" and "ecological city-building" into three primary strategies for urban development, and put forward efforts to cultivate cultural tourism as a strategic pillar industry of the national economy (Ma'anshan Municipal Government Office, 2014). According to the Maanshan Municipal Government Work Report in 2019, it will promote in-depth cooperation between Hanshan County, Chaohu City and Chaohu Lake Economic Development Zone to build an all-for-one tourism demonstration zone around Chaohu Lake (Ma'anshan Municipal Government Office, 2019).
From the previous review, we can see that “all-for-one tourism” considers tourism practice development with macroscopic and systematic thinking, insists on demand orientation, and builds a dynamic, three-dimensional and humanised tourism development model from the perspective of time, space and tourists. It is undoubtedly of great value and far-reaching significance.

Specific to Maanshan's all-for-one tourism construction, first of all, adhere to integration and innovation. In order to break through the shackles of traditional tour time, all-for-one tourism must lead tourism demand by the innovation of tourism products and projects. It has to create a favourable environment to develop tourism, integrate local recourses, to strengthen the promotion of travelling products to activate the tourists' motivations, to improve the product quality and service to meet tourists' needs and to realise the dynamic development of tourism in full time.

Secondly, the three-dimensional tourism spatial system of “point, line and surface” should be constructed. We should start from the step by step and do a stable job in tourism projects, products, facilities, services, marketing, management and other specific tasks under the overall plan, from small to large, from point to area. In-depth excavation of Ma'anshan regional culture, shaping cultural personality, enhancing the content of product science and technology, and improving the quality of tourism products.

Finally, we should build a comprehensive service system centred on tourists. The "whole region" of tourists is the satisfaction of the whole process of tourism, and the "whole region" of residents is the benefit of the "all elements" of tourism. We must always adhere to the demand orientation of tourists and provide all-around tourism services for tourists with scientific and technological innovation and humanistic care, and to meet the diversified needs of tourists and provide more featured products.
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Management Strategies, Performance And Empowerment In Achieving Corporate Goals: Basis For Institutional Innovation Framework

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Introduction

Educational institutions are continuously growing in number nowadays. As described by UNESCO, it is an institution that provides education as its main purpose, such as a school, college, university or training centre. Such institutions are normally accredited or sanctioned by the relevant national education authorities or equivalent authorities. Educational institutions may also be operated by private organizations, such as religious bodies, special interest groups or private educational and training enterprises, both for profit and non-profit (UNESCO Institute of Statistics, 2018).

Managing an educational institution like any private organizations need to establish a strategic management. It is concerned with the development of strategic vision, setting out objectives, formulating and implementing strategies and introducing corrective measures for the deviations to reach the organization’s strategic intent (“Strategic Management”, n.d.). The main objective is to gain competitive advantage among its competitors, to achieve dominance over the market and to act as a guide to the organization to help in surviving the changes in the business environment.

Schools aimed to produce competitive graduates by getting in touch with the management strategies. However, management is not only confined with the principal or school administrator but it is dispersed amongst those responsible for curriculum development and
student pastoral care. Teaching and non-teaching personnel play a vital role in the educational system. Teaching personnel are responsible to provide quality of education and non-teaching personnel provide services to enhance the quality of education. A management strategy requires effective leaders and managers to provide the best possible education for their learners. Effective management composed of effective leaders and managers as the end point of achieving the corporate goals. It is the foundation of strategies, plans, priorities, and resource allocations, the focal point of managerial action. The formulation and achievement of realistic goals is the essence of good management (Sanchez, 2007). Thus, institutional innovation within the framework can determine if corporate goals in branches of selected schools is achievable.

During the past generations, profound changes have been occurring in the management of educational institution. Among the more critical are the development of professional management, the expanding influence of government, and the continuously changing educational system. In response to these phenomena, an increasing number of educational institutions started to define their goals in broad terms that acknowledge the concerns of students, parents, personnel, industry partner, and the external sector.

One of the most common methods of monitoring and measuring performance is by identifying the organizations key performance indicators (KPIs). These will provide a quantifiable measurement of personnel performance in their working areas that will affect the organization to achieve its corporate goals. Selecting suitable KPIs will help an organization to identify its activities and monitor its progress over a specific period of time. However, schools cannot avoid challenges such as raising the status of teaching and developing teaching as knowledge-based profession; reducing the disparity between the schooling experiences of students in most and least advantaged schools; re-designing the school
curriculum to better prepare students for life and work in the 21st century; providing more flexible learning arrangements in schools to better meet the needs of individual learners; and identifying as early as possible children who are at risk of falling behind in their learning and addressing their individual learning needs (Masters, Thomson, Gillard, & Schleicher, 2015).

The success in achieving KPIs depends on how an organization manages its people. Thus, people are the most important asset of all organizations specially the non-profit organization such as Catholic Schools. They define the character of the non-profit organization, affect its capacity to perform, and represent the knowledge base of the organization (Pynes, 2009). Organization should continuously empower its people by providing the tools, training, resources, encouragement, and motivation. A lot of research has demonstrated that when employees feel empowered at work, it is associated with stronger job performance, job satisfaction, and commitment to the organization. It is proven in a research made by Lee, Willis, & Tian (2018) that empowering leaders are much more effective at influencing employee creativity and citizenship behavior than routine task performance; that by empowering their employees, these leaders are also more likely to be trusted by their subordinates, compared to leaders who do not empower their employees; and that leaders who empowered employees were more effective at influencing employee performance, cultures, and they had a more positive impact on employees who had less experience working in their organizations (Kaplan, 2011).

Finally, considering that Private Schools who are non-profit organizations identified corporate goals and managed their schools differently, and then there is a need to come up with a proposed institutional program to improve strategies, heighten performance, and strengthen empowerment.

Objectives of the study
This study sought to formalize a framework to enable private schools to achieve corporate goals by working on management school strategies, performance, and empowerment.

More specifically, it intended to determine the profile of the respondents as to type of employee and position; determine management strategies employed by the institutions in terms of formulation, implementation and evaluation; describe the school’s performance in terms of enrollment, program, courses offered, licensure examinations, researches, off-campus awards received by the students, customer satisfaction, faculty, linkages, and extension service program for the past five years; determine the level of employee empowerment in terms of participation in decision making, perceptions of immediate supervisor and higher management, and management of change; test the significant relationship between management strategies and employee empowerment; test the significant difference on responses when grouped according to respondents; and come up with a proposed institutional framework as a result of the findings to improve strategies, heighten performance and strengthen empowerment of employees.

**Literature review**

This section presents the review of literature in terms of strategic management, strategy formulation, strategy implementation, strategy evaluation, employee empowerment, decision making, empowerment from immediate supervisor, empowerment from higher management, and management of change.

**Strategic Management**

In educational systems, according to Latorre & Blanco (2013), strategic planning application provides an opportunity for the planners to be proactive and not just reactive at human, technology, and the environment as a whole. Technical review, analysis, and successive modifications should be undertaken in order to attain an ideal, yet relevant educational
system. This may be done by dissecting the current status of the educational system by means of determining its strengths, weaknesses, opportunities available, and impending threats within and outside of the organization. Strategic thinking that precedes strategic planning involves thinking in three different levels, specifically beyond the macro scale, macro scale, and micro scale.

La Consolacion Schools have twenty-two schools which is owned and administered by the Augustinian Sisters of Our Lady of Consolation (ASOLC) all over the Philippines. It was founded by Sor Rita Barceló year 1883. Of these schools, one is a University, 20 have grade school department, 22 have high school department, and 15 have tertiary or collegiate level, with two of these higher institutions offering Graduate and Post graduate programs (ASOLC History, 2012).

Two of the founded schools of ASOLC which is La Consolacion College Tanauan and La Consolacion College Biñan established a unified system by emerging as Advocates of Augustinian Catholic Education in the socio-economic and cultural setting of their respective communities upon their establishment as educational institutions. They have identified four clusters such as (1) Academic, Research & Quality Assurance, (2) Student Development & Services, (3) Governance & Human Resource, and (4) Community & External Affairs. Each cluster represented by an administrator with chairman and members was able to identify its key result areas and performance indicators for its five-year development plan from the year 2015 to 2020. Also, La Consolacion College Mendiola and La Consolacion University Philippines represented by its administrators have identified specific targets for the school year per department. It is evident that schools that have identified strategies and empowered its employees are able to accomplish its target goals for the school year by experiencing increase in the number of enrollment, national assessment, and accreditation.
Basically, the organization started its operation by creating a clear statement of the vision, mission, and goals to guide its key performance indicators. A Mission is permanent unless amended, always clear and express a specific public service, must be approved by the trustees, and there is an annual proof of continued existence, performance, accomplishment of mission as promised and use of revenues, expenses and other resources to do so (Bryce, 2017). The way to improve performance is a long, continuous process and non-profit organizations should drive to achieve the optimum level of cost and revenue generation, as well as obtain funder and societal satisfaction and goodwill in order to gain and retain continued support.

Newth (2012) emphasized that setting a strategic direction involves making strategic decisions. A decision is strategic when it leads a company into a new business area, changes the future direction of the firm, affects the firm as a whole, has a significant financial impact on the firm, and can result in a significant response from competitors or other stakeholders. In other words, it is strategic if it impacts the company’s business model, its future direction, and its competitors. The traditional view of competitive analysis to provide information and data to set a strategic direction is to understand the company and competitor’s strength and weaknesses, and discover their competitive advantages or vulnerabilities. From a business model point of view, the critical areas to understand revolve around the difficulty of recognizing market shifts. Those include having a grasp of the assumptions that are being made about the market, understanding the competitors’ positions on the potential to create a market shift, and realizing the conditions that exist to make competitors move industries in a certain direction (Sull, 2015). Sull concluded that the most famous framework to understand industry dynamics remains Michael Porter’s seminal Five Forces article. Looking at the five competitive forces—threat of new entrants, bargaining power of suppliers, bargaining power of customers, rivalry among competitors, and threat of substitutes—will give company an
insight into the drivers of competition in the industry to help understand what influences profitability in order to develop strategies to enhance the long-term profitability of the business model.

Mattone (2013) believed that leaders and their employees must strive to make performance review complete, honest, and timely. In executing the Positive Performance Management (PPM) which he identified, leaders should hold themselves to the highest standard, always being fair and honest, and never injuring a person’s sense of dignity and self-worth.

Furthermore, the most famous example of a strategic vision is Steve Jobs in the beginning stages of what later became Apple Inc. His vision for Apple was that of having a computer in every home. It could be said that this was Apple’s core ideology, raison d’etre, identity, and relevance. It seems that the vision came first because of its “visionary” leader. Then overtime as Apple developed as an organization it defined its mission, objectives, and strategies and refined its business model.

A 2010 article in the Wall Street Journal stated that “the once-booming non-profit sector is in the midst of a shakeout … bit by a drop in donations and government funding … (they) are undergoing a painful restructuring, including mergers, acquisitions, collaborations, cutbacks and closings” (Banjo & Kalita, 2010). It follows, then, that non-profit organizations need to attend to the same tasks as profit-seeking companies when they turn to the challenges of establishing and maintaining a solid work force.

The non-profit organization sector is being forced to move beyond a volunteer and passion-based mind-set, to a more professional and corporate culture. “Mission” is no longer seen as an acceptable alternative to a sustainable business case and strategy. Increased professionalism and advanced skill requirements are often accompanied by increased formalization, higher compensation, and
changes in how work is designed and accomplished (Pynes, 2009). Performance standards must be designed to promote the mission as well as the sustainability of the organization. Without a performance management system, non-profit organizations will be unable to meet or measure their performance standards and their likelihood of success will decrease significantly.

Banjo and Kalita (2010) built two key factors for their quality school management and organization namely “professional leadership” and “school management.” The realization of the school mission and the promotion of student learning and development depend on the school administrators’ professional leadership in various avenues and their skill to capitalize on shared vision, their ability to disclose it to other staff members and lay down a specific direction in the initiative towards school development. Effective strategies have to be thought of and come up with to complement teachers’ efforts and promote collaboration and professional development, leaning towards making the school a learning community. The school management should also ensure that school work is implemented and outcomes are evaluated by means of an effective quality assurance mechanism. This may be done by means of monitoring school performance and assessing its effects to its stakeholders in order to heighten transparency and accountability. It is imperative, therefore, that the School Self-Evaluation cycle of Planning-Implementation-Evaluation is efficiently carried out effectively and embedded in the mainstream of scholastic work to pave the way for continued enhancement and viable growth.

Moreover, Porter M.E. (2008) a recognized primary authority with regards to strategy and competitiveness had come up with an analytical tool utilized by business schools, managers, and public policy makers: five-force analysis, generic strategies, the value chain, activity systems, the national diamond and industry innovation clusters. Porter’s analytical
frameworks have been widely applied in attaining productive ends in health care, non-profit organizations, inner cities’ economic development, national competitiveness, clusters and innovation capacity, cross-industry linkages, environmental quality and competitiveness, and regional economic progress – Institute for Strategy and Competitiveness.

In a working paper series of Asian Development Bank Economics entitled “Education Outcomes in the Philippines” EFA’s (Education for All) framework of action has identified six specific goals in the areas of early childhood care and education (ECCE): universal primary/basic education, life skills and lifelong learning, adult literacy, gender equality, and quality. In line with this framework of action, the Philippine EFA 2015 National Action Plan (UNESCO 2010) adopted in 2006 was formulated as the country’s master plan for basic education (Maligalig & Caoli-Rodriguez, 2010). However, for higher education institutions (HEIs), quality assurance should be applied in order to achieve the quality of education (Al Tobi and Duque, 2015). The concept of quality in HEIs depends on the perspective of the internal and external sectors such as students, parents, faculty, employers, and institutions. Therefore, quality assurance in HEIs must be able to manage the experiences of all the stakeholders such as students, faculty and staff, community and industry, and the institution itself. Moreover, Kis V. (2005) emphasize that accreditation, assessment, and audit are the three main approaches to quality. Wherein, both accreditation and assessment monitor the quality of teaching and learning while audit focuses on the internal procedures adopted by a HEI in order to achieve its objectives.

Al Tobi and Duque (2015) define accreditation as a way to assess quality to be undertaken by a team that is certified and recognized locally or internationally to affirm that an entity is indeed accredited. It is a standing accorded to HEIs that authenticate the level of quality which is way beyond the minimum requirements laid by the government for educational
institutions. Arcelo (2003) stressed out that Philippine HEI quality assurance such as the Philippine Accrediting Association of Schools, Colleges and Universities (PAASCU) was formed through the efforts of the Catholic Educational Association of the Philippines (CEAP) which were composed of Catholic Schools. It is evident that accreditation was highly focused on non-secular and religious institutions since it became a trend among religious congregations.

Reyes (2014) enumerates the reasons behind the Philippine accreditation as to pinpoint centers of excellence and centers of development that merit financial provision from the Commission on Higher Education in support of their flagship initiatives; to affirm autonomy and deregulation status; and to promote prestige or recognition among peers. Furthermore, duly-accredited HEIs can potentially magnetize more students and parents because being granted accreditation is an assurance of high-quality instruction. Also, national and international schools, colleges, and universities recognize the degrees granted from accredited HEIs. The Philippines employs the Planning-Implementation-Review-Improvement process as a way to establish quality assurance and to achieve standard-based, programmatic methodology leading towards accreditation. The governing bodies are also part of the team of reviewers in the accrediting team, thus, they can provide guidance and support in establishing internal quality assurance in their own locale so that facilitating external quality assurance is in order.

Strategy Formulation

In a research made by Alkhaldi and Gadhoum (2017), they mentioned that educational organizations must improve their performance as this is crucial to attaining success for the organizations. They stressed that choosing Key Performance Indicators (KPIs) is significant in weeding out factors that are necessary for the organization to attain its goals. It is also
imperative to identify a minimum number of KPIs to ensure that everybody is focused and willing to collaborate to achieve the same KPIs. Moreover, KPIs are needed to enable the supervisors and school administrators to identify certain factors that may bring about the growth of their organizations as well as determine the rate progress is being made leading toward strategic goals and concerns that should be addressed.

To be able to design a system and curriculum through which teaching-learning objectives are accomplished, qualities like self-maintenance, self-reliance, self-confidence, discipline, hard work, rationalism, aesthetics, innovation, environmental protection, respecting for international peace, honoring the cultural and ethnic heritage, pleasure of reading, increasing productivity, and competitiveness are imperative (Chukwumah, 2015). In coming up with a teacher training system, suitable training methods should be emphasized and given to assist teachers who facilitate instruction in the classroom as a way to transform quantified schools into qualified schools. Undertaking planning in schools does not happen by chance or accident; instead, it takes effort or process; thus process-based management engages in strategic planning to perform as a comprehensively qualified institution on a daily basis.

Amoli and Aghashahi (2016) explained in their study that all schools want to give each student an excellent specialized instruction. They accentuated that effective learning entails common goals and values that embolden the people to work and understand together. Hence, strategic management and planning make available the suitable ground for outlining the roadmap of any educational complex to ensure success in schools, and the most vital factor in achieving success in the educational complex is its human resources which makes every initiative possible and every effort, worthwhile.

Strategy Implementation
Hrebiniak (2006) notes that “formulating a strategy is difficult but making strategy work by executing or implementing it throughout the organization is even more difficult.” To achieve the key performance indicator, Weber & Thomas (2005) identified three inputs needed to manage the organization’s performance. It started with the design practices, then operation and last is the maintenance practices. The first requirement which is the design practices provides capable equipment to meet the manufacturing performance requirements followed by operating practices that make use of the inherent capability of process equipment. The documentation of standard operating practices assures the consistent and correct operation of equipment to maximize performance. Last requirement is the maintenance practices that maintain the inherent capability of the equipment.

For Higher Education Institutions as mentioned by Education Bureau (2016), curriculum and assessment complement each other based on the central curriculum framework espoused by the Curriculum Development Council as well as the newest education movements and institutional development. Schools should cultivate the school-based curriculum with due consideration for the students’ needs, interests and abilities; and strategically apply apt initiatives to heighten learning and teaching. This should be embarked on in order to harness students’ learning experiences, assist them, consolidate their foundation knowledge, promote their generic skills as well as let grow positive values and attitudes, thus establishing the foundation for self-directed and perpetual learning. At the same time, schools should come up with their assessment process that suits with curriculum goals, so that productive performance assessment is translated to useful feedback on students’ performance to improve the effectiveness of learning and teaching.

In the research results of Guohui & Eppler (2008), strategy implementation highlighted the importance of individual factors and analyzes multiple factors together within a single
framework. There are many factors that influence the success of strategy implementation, ranging from the people who communicate or implement the strategy to the systems or mechanisms in place for coordination and control. However, according to Hrebiniak (2006) one of the basic problems in organization is that most managers know more about strategy formulation than strategy implementation. They have been trained to plan and not to execute plan. The first thing to do to overcome the obstacles is to develop guidelines to lead and support the implementation process.

Strategy Evaluation

Non-profit organizations are not concerned only with the fulfillment of their mission but they are also concerned with how their mission is achieved. There are five evaluation criteria used in non-profits (adapted from SIDA 2003) which are effectiveness, efficiency, relevance, sustainability and impact. Overall measures of success need to take all of these criteria into account. Therefore, non-profit organizations that cannot measure and show success across these criteria have a high risk of losing their funding and ultimately compromise their survival. Additional measures of success are growth, consistency and longevity. Considering the fact that human capital is the most fundamental enabler of performance for most non-profit organizations, then there is a significant amount of time and effort to invest in managing and nurturing the performance of employees.

Furthermore, Mayer (2010) highlighted in their report that student learning is a consequence of the quality of the educational institution as an offshoot of the training and talent of the pool of teachers, the activities in the classrooms, and the general culture and atmosphere of the school. From these areas, this report has pinpointed 13 items as advanced by recent research, and they are pertinent to student learning. The 13 indicators with their corresponding quality of data are: School Context (school leadership, goals, professional community, discipline and
academic environment); Classrooms (course content, pedagogy, technology, and class size); and Teachers (teacher academic skills, teacher assignment, teacher experience, and professional development). It only underscores that the school quality factors can directly or indirectly facilitate learning among students. To cite an example, school leaders can motivate teachers to be more conscientious and driven when teaching the class, thereby providing students with quality instruction. There are other equally important traits that could bring about effective student learning.

Moreover, Becker, Huselid & Ulrich (2001) believed that to achieve the kind of strategy alignment that Sears accomplished a company must engage in a two-step process. First, managers have to understand fully the “story” of how value is created in their firm. Once they achieve this understanding, they can then design a measurement system based on that story. Two general questions should be answered to think of this process. First is how strategy should be implemented and second is what performance measures capture this broadly defined strategy implementation process. Once high-level managers have addressed these two questions, they must then communicate it to middle managers and front-line employees. That way, every member of the organization knows how to support the firm’s success. These questions also help the organization decide how to allocate resources so as to breathe life into the value-creation story. Finally, and most important, the insights generated by the questions guide the decisions that every employee makes, every day.

Three levels of performance management were identified by Schlechter, Hung & Bussin (2014) composed of organizational, process, and individual. First is the organizational level which encompasses the relationship that an organization has with its stakeholders and markets, and also those major functions that comprise the organization in its interaction with the external world. The process level comprises the internal, the external view of the systems
and procedures that operate within organizations. It is important to develop a clear understanding of organizational processes to identify and focus on the value added by internal processes, determine where possible process problems and bottlenecks occur, understand the various issues of process performance, and identify the barriers to process efficiency (Bussin, 2017). The individual level covers the arena of individual performance, that is, the evaluation of the value added by people within the organization.

In a study made by Cheng (2013), schools can strengthen their strategic planning capacity by institutionalizing a knowledge management mechanism to develop their core business, teaching and learning. This can be done through utilizing information and knowledge to support the continuing development of professional practice within a global learning environment. However, as mentioned by Cheng (2012) and Leung (2010) knowledge management in school education retains the expertise of experienced teachers, increases their effectiveness in terms of teaching and learning performance, supports the development of knowledge community in schools, and fosters the culture of learning. It strengthens the professional competency of the staff and improves the organizations structure and policies.

Employee Empowerment

Another factor to consider in achieving corporate goals is the employee empowerment. It is a concept that links individual strengths and competencies, natural helping systems and proactive behavior to social policy and social change (Amichai-Hamburger & McKenna, 2008). Empowerment links an individual’s motivation (Somech, 2005) and his or her wellbeing to the wider social and political environment in which he or she functions (Thamizhmanii & Hasan, 2010). Team psychological empowerment reflects “team members” collective belief that they have the authority to control their proximal work environment and are responsible for the team’s functioning. A supportive culture (Erkutlu, 2012) that values
employees and their contributions facilitate empowerment. Shared values, beliefs, and norms held by members of an organization are part of organizational culture. Creative problem solving is supported by an organizational culture, strong values for information sharing and fair and constructive judgment of ideas. Shared leadership provides team members with both control and the opportunity to manage their demands actively (“What is Organizational Culture?”, n.d.).

However, in the public and non-profit sectors where 60 to 80 percent of expenditures are for personnel, the management of people and their performance is critical to the success of the organization (Pynes, 2009). The more it empowers its people, the more they will grow and thrive. Hinshaw & Kasanoff (2012) identified ten specific ways to empower employees, that is to give employees generous boundaries, listen intently, believe in employees, forgive mistakes, provide growth paths, praise effort, ask powerful questions, earn trust, give employees time and set one’s own ego aside. Moreover, Heathfield (2017) cited top ten principles for managing people in a way that reinforces employee empowerment, accomplishment, and contribution. Management leaders should demonstrate that valuing people; sharing leadership vision; sharing goals and direction; trusting people; providing information for decision making; delegating authority and impact opportunities, not just more work; providing frequent feedback; solving problems: not pinpointing problem people; listening to learn and ask questions in order to provide guidance; and helping employees feel rewarded and recognized for empowered behavior. These management actions enable both the people who work and the people who report to soar high.

Brenes, Mena & Molina (2008) discussed in their results and findings that 86% of successful firms see the importance of empowering those responsible personnel for implementing various strategic actions as a key to achieving success. They emphasized that firms should be
careful in selecting personnel and aligning them with the firm’s strategy. It is also important to develop an appropriate organizational culture, determine a suitable structure and empower employees to take action in implementing business strategy with sufficient power to implement, decide, and communicate effectively. A lack of management ability to delegate task to its employee leads to significant reduction for successful implementation.

Career guide (2013) cited top ten ways to empower people in the workplace. Top one emphasize that one of the key steps in employee empowerment is getting them love the company. When they love their company, they are motivated to give their best for the company. Then, provide guidance by asking questions, allowing them to know that they are capable of providing the right answers if they have the opportunity to come up with them. It is followed by giving solutions instead of pointing fingers and trusting employees. Another is providing frequent feedback on their performance but sticking in using positive words, being generous in teaching and delegating authority, letting them run big projects, leading client meetings and giving them a degree of power to make decisions, reward them for their extra effort and recognize them in front of others and sharing the companies’ goals and direction with all employees and show employees that they are valued.

**Decision Making**

Decision making as described by Miskel and Hoy (2001), is a process that guides action to education administration since a school is like all formal organizations and is basically a decision-making structure. Decisions are based on the beliefs, values and previous experiences of individuals. Leaders must know themselves, know why they choose particular paths, know whom to involve, and know which particular decision-making model to use. Today, researchers and theorists know that those at the top cannot accurately gather or predict all alternatives. They know that followers deserve to be involved and that input and
collaboration result in better decisions. The first decision is to decide what level of involvement is most effective.

O Ugboro, Isaiah, and Obeng (2000) classified leadership style as authoritarian and democratic leadership. In authoritarian leadership, decisions are centralized and there is little or no participation of employee in defining the organization’s quality mission, establishing performance goals, determining how work is to be done, or identifying how they are to be evaluated. They suggested that to achieve the TQM’s success, organizations should choose the democratic leadership style that encourages employee to participate and get involved in the achievement of TQM objectives.

Moreover, Miskel and Hoy (2001) emphasized that leaders should have at least four options of involvement in decisions such as deciding along, seeking participation and input, seeking collaboration, and letting other decide. These approaches are termed autocratic, participative, collaborative, and laissez fair, respectively. A wise leader uses participative and collaborative strategies for all important decision. However, such as approach is not always possible, nor is it preferable in all situations. The leader must assess five factors to decide on the level of involvement such as time, staff interest in the decision, staff expertise, importance or need for a high quality decision, and degree of need for buy-in or support for the decision.

To come up with institutional innovation, Hagel & Brown (2013) emphasize that institutional innovation allows organization to re-architect themselves to scale learning and generate richer innovations at other levels, including products, business models, and management systems. However, Hargrave & Van De Ven (2016) created an institutional design model that focuses on the intentional behaviors of an individual entrepreneur engaged in the creation or revision of an institution to achieve his or her goals. On the other hand, Raffaelli & Glynn (2015) defined institutional innovation as novel, useful, and legitimate change that disrupts,
to varying degrees, the cognitive, normative, or regulative mainstays of an organizational field.

Surijah (2016) presented a model demonstrating the congruent relationships among corporate strategy, learning culture, human resource strategy and human capital which have a significant impact on the performance. Moreover, she emphasized in her article that a company depends much on its strategy, learning culture and its human capital to win the high global competitive environment. Therefore, employees should be creative, professional, morally competent and effectively committed to their company to offer an innovative products or services demanded by its customer. Also, managers should practice effective leadership styles to achieve the high performance standard. She concluded that employees should support the corporate strategy and learning culture to achieve high corporate performance as part of a competence-based human resource strategy.

**Empowerment from Immediate Supervisor**

There are contemporary leaders who take the initiative of empowering their employees by delegating responsibility, enabling them to take part in decision-making, disclosing information, and soliciting for their ideas. In a study conducted by Lee, Willis, and Tian (2018), it was affirmed that this style of leadership is very effective in encouraging certain employees to give their best performance. Results of the study revealed that empowering people works very well in awakening creativity and citizenship behavior (i.e., behavior that is not usually tagged or appreciated like assisting co-workers or engaging in work functions that are not mandatory) than routinary activities. Also, by getting into employee empowerment, these leaders tend to be trusted by their subordinates, compared to those who refuse to share the responsibility with their employees. Leaders who empower employees are found to be adept in inspiring employee performance in Eastern, compared to Western cultures; and they
seem to show a more promising impact on workers who have not had a lengthy opportunity to work in organizations.

However, Ahearne, Lam & Kraus (2014) reconcile the mixed findings about the performance impact of middle managers’ strategy involvement. They propose that the relationship between middle managers’ adaptive strategy implementation and objective business performance can be curvilinear and contingent on formal and informal structures. In addition, they empirically show that reputational social capital enhances the performance impact of middle managers’ upward influence while informational social capital elevates the performance impact of their downward influence. Furthermore, Peleckis (2015) emphasized the importance of management staff in the preparation of company strategy. According to him, formulation and implementation of the negotiation strategy depend on the staff position since one of the main factors of success in negotiations is their motivation, which make impact on the effectiveness of future negotiations.

Empowerment from Higher Management

In enhancing the efficiency of school management strategies, Peter Drucker who is known as the Father of Modern Management Theory said; “management is doing things right; leadership is doing the right things.” Aptly saying that subordinates should have the opportunity to take risks, learn and grow in the workplace (Caramela & Drucker, 2018). Drucker’s management theory embodies many modern concepts including decentralization, knowledge work, and management by objectives (MBO). Drucker was focused on decentralizing management in the workplace wherein all employees should feel valued and empowered like their work and voice mattered by assigning tasks that inspire workers and bringing supervisors and their subordinates together to achieve company goals. Also, knowledge workers whose jobs require handling or using information should be placed as
high value on workers who solve problems and thought creatively. Each worker has an equal say, sharing their own insight and opinion to reach common ground. From there, teams establish shared goals and delegate tasks according to skillsets and interests. Five steps of MBO was identified by Drucker; to review goals, set objectives, monitor progress, evaluate performance and reward employees. In MBO practice, Drucker used S.M.A.R.T., a process coined by George T. Doran, that increases efficiency in work-related tasks. It stands for Specific, Measurable, Achievable, Relevant, and **Time-Oriented**.

When leaders of an institution take the effort to energize their subordinates, these people find the inspiration to do their tasks well and even extraordinarily well because they have increased confidence and are motivated to succeed (Lam & O’Higgins, 2012). Several researches have taken interest in the direct relationship (Mathisen et al., 2012) between leadership ingredients (Schechter & Ganon, 2012) and employee ingenuity (Thamizhmanii & Hasan, 2010). In effect, managers do not only ask if the team is using its full potential, utilizing the talents and skills of individual members (Hertel, 2011). All in all, the trademark of an empowered personnel at work may be summed up as being self-determined, appreciating meaning and purpose, possessing competence, and having impact.

**Management of Change** According to Washington State Department of Labor & Industries (2001), management of change is the best practices used to ensure that safety, health and environmental risks are controlled when a company makes changes in their facilities, documentation, personnel, or operations. Moreover, head teacher (Steward, 2015) outline ways on how to effectively manage and cope with changes in schools. Change is constant in a school set up such as changes to the curriculum, new guidelines, revisions to laws governing employment, alterations in the pension scheme, and complicated systematic changes covering academy, academic chains, studio schools and multi-academy places. It can be exhilarating
and thought-provoking, and one of the fundamental methods to cope with change is simply to accept the reality that educational institutions are confronted with never-ending changes. The school leader is tasked to develop strategies that would see to it that the heightening pace is both managed and embraced, or as what Michael Fullan in Leading in a Culture of Change says, “Learning should be cultivated and sustained under conditions of complex, rapid change” (Fullan, 2001). An assured way to deal with change is to place the right people on the right jobs. Panic mode is out of the question. Change occurs quickly, but a response does not always have to be done right away. There is always an opportunity to think, or simply to allow matters to settle, and those which seemed absurdly complicated or demanding when first met can result to being more straightforward upon deeper thought. Finally, the current trend is the school to school collaboration which provides school leaders to collaborate with the most useful mechanism for coping with change.

In Peter Drucker’s book (2007) People and Performance, he emphasized to pay little attention to what management and organization need to be and need to do to stimulate, to direct, and to make effective innovation. Moreover, he stress out that the administrative function of management which is the task of keeping going and of improving what is already known and what is already largely being done. Little though or spaced is normally devoted to the entrepreneurial function of creating effectively and purposely the new and the different. He identified common characteristics of an innovative organizations such as: knowing what “innovation” means; understanding the dynamics of innovation; having innovative strategy; knowing that innovation requires objectives and goals that are different from management objectives and goals, and measurements appropriate to the dynamics of innovation; management, especially top management, playing a different role and having a different attitude in an innovative organization; and structuring differently and setting up differently from managerial work and managerial organization.
At the same time, the innovative organizations realize that innovation needs from the beginning to be organized as a “business” rather than as a “function”. In concrete terms, this means setting aside the traditional time sequence in which “research” comes first, followed by “development”, followed by “manufacturing”, with “marketing” at the very end. The innovative organizations consider these functional skills as part of one and the same process, the process of developing a new business. When and how each of these tools is to be put into play is decided by the logic of the situation rather than by any preconceived time sequence.

He (Drucker, 2007) stress out that one way to organize innovative units within a large business might well be to group them together into an innovative group, which reports to one member of top management who has no other function but to guide, help, advise, review, and direct the innovating team at work. This is, in effect, what the Du Pont Development Department is; Innovation has its own logic, which is different from the logic of an ongoing business. No matter how much the innovative units may themselves differ in their technologies, their markets, their products, or their services, they all have in common that they are innovative.

Even such autonomous team organization may be too restricted for the kind of innovation that will increasingly be needed, innovation in fields are quite different from anything that business has done so far. They may need to set up the innovating unit as a genuine entrepreneur.

One advantage of such a relationship is that it eases the compensation problem. Innovative people can command substantial salaries in the managerial organization, as senior research scientists or as senior marketing people. Yet, it is highly undesirable to saddle an innovative venture with high salary costs—it cannot afford them. At the same time, it is highly desirable to compensate the entrepreneurs for result. But results in the innovative effort are unlikely to
be known for a good many years. A method of compensation induces these entrepreneurs to work for modest salaries until results are achieved, while promising substantial rewards in case of success whether through stock ownership or through a special bonus—is therefore appropriate. A “partnership” between the company and “entrepreneurs” makes this possible. It also—and this is no small advantage—lessens (although it never completely eliminates) the friction which setting up separate innovative organizations within the company structure otherwise creates (Drucker, 2007).

Moreover, Kang, Jo & Seo (2010) mentioned in their study that a person is compensated based on his/her knowledge and skills which he acquired from education and training. The labor market also seeks out potential human capital and allots for those gifted with in genuine knowledge and abilities. This trend pushes individuals to make themselves possess significant knowledge and skills and to gain adeptness in sociocultural tools, such as those relative to language and information and communication technology (ICT). It also makes possible the evolution of more relevant school curricula and learning environments. Knowledge acquisition becomes the consequence of declarative knowledge, which is “knowing what”, to procedural knowledge, which is “knowing what”, to procedural knowledge, which is “knowing how”. That means a person who is able to identify how, when, and where to utilize acquired knowledge becomes better able than the one who is simply in possession of a massive amount of knowledge. In the industrial setting, an “intellectual” pertains to someone abundant information. Conversely, it points to a person who makes use of knowledge to create new Lyceum of the Philippines University Graduate School products and skillful processes and figure out complicated true-to-life difficulties in the knowledge society. From this vantage point, individuals who are immersed in a knowledge society should have abundant capabilities geared towards problem-solving and creative and critical thinking.
Similarly, information processing skills that includes searching, analyzing, and synthesizing should also be taken as significant competencies.

Furthermore, the innovative organization resists stagnation rather than change a major challenge to management both private and public. Such organization is possible, and can assert with confidence; there are enough of them around. Furthermore, the questions on how to make such organizations general and how to make them productive for society, economy, and individual alike, is still largely an unsolved task. There is every indication that the period ahead will be an innovative one, one of rapid change in technology, society, economy, and institutions. There is every indication, therefore, that the innovative organization will have to be developed into a central institution for the last quarter of the twentieth century.

**Methods**

This section mainly presents the methods and procedures that will be used in the conduct of the study. It discusses among others, the research design, participants of the study, instrument, data gathering procedure, ethical considerations and data analysis.

**Research Design**

The study used the descriptive method of research in order to determine the management strategies, school performance and personnel empowerment of selected private schools as basis for institutional innovation framework.

The method included the collection of data in order to test the hypothesis or answer the questions concerning the current standard of the subject of study. It also employed the method for recording, analysis and interpretation of the data gathered.
Participants of the Study

The respondents of this study were the 120 personnel of School A, 80 personnel of School B, 320 personnel of School C, and 180 personnel of School D. The researcher believes that the personnel are the one who work to achieve its corporate goals.

However, 52% of the employees surveyed in the three selected branches of private schools belong to the non-teaching staff, while 48% are teachers. Of the 295, 67% are categorized as rank and file staff, 23% are middle administrators, and 10% are administrators.

Data Gathering Instrument

Questionnaire was divided into three parts. It started with profile of the respondents in terms of the type of employee and position. First part is the strategic management questionnaire which was adopted in Association Management, Consulting & Evaluation Services (AMCES), who provides association management and consulting services. They are consultants of all types of organization such as professional, trade, special interest or charitable non-profit or not-for profit association. According to Jim Pealow of AMCES, the questionnaires are used to identify areas for improvement (Association Management, Consulting & Evaluation Services). It contains three topics such as strategy formulation, strategy implementation and strategy evaluation. Second part of the questionnaire is the employee empowerment which was adopted in scribd.com and uploaded by Seetaram Hebbar, a talent acquisition at Keystone Sistech Private Limited. It determines the employee empowerment in terms of participation in decision making, perceptions of immediate supervisor, perceptions of higher management, and management of change. Part one and part two use Likert scale, 5 – strongly agree, 4 - slightly agree, 3 – neutral, 2 – slightly disagree, and 1 – strongly disagree. Last is the school performance which was conducted through interview. The contents came from the standards of the four accrediting organization in the
Philippines (ASCU-AAI, PAASCU, PACU-COA, & AACUP) such as enrollment profile, lists of accredited programs including level of accreditation, number of courses offered, passing percentage in licensure exam of existing programs, researches (no. of produced, no. of published, and no. of presented), off-campus awards received by the students, customer satisfaction survey, faculty profile (highest educational attainment, field of specialization, and employment status), linkages (local & international), and extension service program for the past five consecutive school years from SY 2013-2014 to SY 2017-2018.

Data Gathering Procedure

After gathering related studies with regards to the topic to be explored, it was forwarded to the adviser for approval. The researcher prepared a letter of request addressed to the School President of School A, School B, School C, and School D stating to conduct an interview with their personnel regarding the enrollment profile, lists of accredited programs including level of accreditation, number of courses offered, passing percentage in licensure exam of existing programs, researches (no. of produced, no. of published, and no. of presented), off-campus awards received by the students, customer satisfaction survey, faculty profile (highest educational attainment, field of specialization, and employment status), linkages (local & international), and extension service program for the past five consecutive school years. Also, the researcher sought to administer questionnaires about strategic management and employee empowerment. She also assured that all data collected were kept with utmost confidentiality.

Upon the approval of the president of each school, she went to the HR department to get the list of personnel, and then asked permission for the distribution of the questionnaires. The prepared questionnaires were distributed personally to the respondents and interviewed the concerned personnel to gather data in terms of school performance. The researcher tallied the data provided by the respondents and presented, analyzed, and interpreted them on how
school management strategies, school performance and personnel empowerment relate in achieving its corporate goals.

Ethical Considerations

Permission from authorities like the school president and other administrators were first sought before gathering of data. As regard to Data Privacy Law, the names of schools were intentionally change to School A, School B, School C, and School D. As for the literature mentioned on this study, the authors have been properly cited.

Data Analysis

After collecting the questionnaires, the answers were tallied, tabulated, and analyzed. After the answers to the survey questions have been recorded, different statistical tools were used.

Frequency distribution is the statistical tool that was used in tabulating data with corresponding rows and columns for each specified class or category to be able to present the data clearly and accurately. It usually covers the number of responses for each category. It was used to present the demographic profile of the respondents according to the selected variables in this study.

Percentage distribution is a descriptive statistics that identifies which part of the total respondents (100%) belong to certain categories. These descriptive statistics were used to analyze the profile of the respondents.

Ranking is a descriptive statistics that shows positioned importance of an item. The researcher used numbers 1, 2, 3, 4, 5, 6… to exhibit the degree of importance, where 1 signifies as the most important and the last number as the least significant. It was used to rank the weighted mean of indicators in terms of the respondent’s observation on management strategies employed and level of employee empowerment.
**Weighted mean** is a method which was employed to interpret data from the responses provided. The response was interpreted according to a point scale. This was used to analyze the result of management strategies and employee empowerment.

**T-test** was used to determine whether there is a significant difference on personnel observation on managing strategies employed and employee empowerment between teaching and non-teaching personnel.

**ANOVA** test is a way to find out if survey or experiment results are significant. It was used in this study to test the significance of the difference on the cited variables when grouped according to position.

**Pearson Product - Moment Correlation** coefficient (Pearson correlation coefficient) was used to measure the strength of a linear association between management strategies employed and level of employee empowerment and is denoted by \( r \). It was used to test the significant correlation between management strategies employed and level of employee empowerment.

**Results and discussions**

This section presents the data gathered, analyzed and interpreted by the researcher using appropriate statistical tools to answer the problems.

**Table 1**

<table>
<thead>
<tr>
<th>Percentage Distribution of the Respondents’ Profile Variables</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type of Employee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teaching</td>
<td>141</td>
<td>47.80</td>
</tr>
<tr>
<td>Non-teaching</td>
<td>154</td>
<td>52.20</td>
</tr>
<tr>
<td>Position</td>
<td>Number</td>
<td>Salary</td>
</tr>
<tr>
<td>----------------</td>
<td>--------</td>
<td>--------</td>
</tr>
<tr>
<td>Administrator</td>
<td>30</td>
<td>10.20</td>
</tr>
<tr>
<td>Middle Administrator</td>
<td>67</td>
<td>22.70</td>
</tr>
<tr>
<td>Rank &amp; file</td>
<td>198</td>
<td>67.10</td>
</tr>
</tbody>
</table>
Session 007
Destination Management and Marketing
June 22nd (Saturday). 2019/ 15:20-17:45
Signature Case Qatar. The 3-Gap Place Branding Model: Analysing the Place Brand Strategy Gap

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Abstract
Today´s consumers have more choices; however, less decision-making time than ever before; therefore, being associated with a brand has never been so crucial. Place branding is about combining the whole attributes associated with the place under one concept expressing a unique identity. Within the tourism industry, destinations are emerging as the most prominent brands. The purpose of this study is to analyze whether any gap exists between the place identity and the projected place image of Qatar through the 3-Gap Place Branding Model presented by Govers & Go (2009). Based on the aforementioned, and in order to achieve our goals, evaluative research was developed focused on the qualitative approach through in-depth interviews to Qatar´s tourism entities, as well as content analysis, hermeneutics based on audio-visual media from two international networks, BBC and CNN. In terms of results,
we can conclude that there is a place brand strategy gap between place identity and the projected place image concerning Qatar as a tourist destination.

Keywords: place identity; place perceived image; 3-gap model; place branding; Qatar.

1. Introduction and Background

The following research engages the subject of place branding and its importance in nowadays market of intense competition. Therefore, a brand can help on simplifying decisions, reducing the purchase risk, guiding and affecting consumers’ behaviour, creating trust, raising expectations of quality and differentiation due to brand association.

This paper seeks to understand if there is a gap among the place identity developed by Qatar as a tourist destination through the responsible entities, such as National Tourism Council (NTC) and Discover Qatar, as well as the projected place image of Qatar all over the world, projected through the media (BBC and CNN). Furthermore, the focus of this paper is to analyze the perceived place image before the perceived place experience, identified as the first gap according to the 3-Gap Place Branding Model by Govers & Go (2009).

After determining the aim of this research, the next step is to reformulate the problem statement and correspondent research question and research objective.

Problem Statement

Based on the previously mentioned information, the problem statement has been determined as follow, “There is a Place Brand Strategy Gap of Qatar concerning place identity and projected place image?”

Research Questions and Research Objectives

To support and to answer the formulated problem statement, the following research question and research objective have been developed:
RQ1: What is the Place Brand Strategy Gap of Qatar regarding place identity and projected place image through the media?

RO1: To analyze the Place Brand Strategy Gap of Qatar between place identity and projected place image through the media.

This research is significantly important as it can stoutly support Qatar on analyzing how the media is projecting the place image and adopt proper strategies of improvement according to the results. In the case of a gap on the first stage of the place branding model, projected place image, consumers will never achieve the desirable perceived place image through experimenting the product offering, and consequently, they will never reach a positive or outstanding satisfaction which can lead to a recommendable WOM and re-visit. Also, this study can be very important for other destinations in The Middle East with similar characteristics and media associations.

In terms of structure, this paper is organized as follows, literature review, including a reflection of the conceptual framework, methodology including the research design and methods and the way data analysis was selected, results and last but not least, conclusion and recommendations.

Literature Review

The literature review focused on the independent variables of the presented problem statement, as place identity and projected place image components of the 3-Gap Place Branding Model. The information is collected from relevant academic sources.

Place Branding

Place branding is about combining all the attributes associated with the place under one concept, which expresses a unique identity, created based on own features, attributes, and unique elements, and differentiates it from its competition. On today’s environment
characterized by intense competition among tourist destinations, the importance of place branding is unquestionable. The differentiation should be according to the soft factors, the true identity of a place, once hard factors are similar in all tourist destinations nowadays, such as infrastructure, accessibility, and economy (Morgan et al., 2010; Byon e Zhang, 2010; Mak, 2017).

The 3-Gap Place Branding Model

Figure n. 1 – The 3-Gap Place Branding Model

The 3-gap place branding model, presented in figure 1, reveals three gaps amongst the image created by the tourist destination and the perceived place image by the consumer. The first gap shows the connection between the place identity developed by a tourist destination and the projected place image through the media. The second gap analyses the correlation among the projected place image and the perceived place experience, and the third gap focused on the link of the perceived place experience and the perceived place image (Govers & Go, 2009). Our study focus on the first presented gap, place identity/projected place image.

Many destinations struggle with the frustration of not being perceived correctly by the rest of the world, due to mainly stereotypes and clichés, challenging to change, which can dominate perceptions (Hosany, Ekinci, & Uysal, 2006; Tasci, Gartner & Cavusgil, 2007; de Rosa, Bocci & Dryjanska, 2019).

Place identity, is defined by the sender itself, and expressed on the way the owner wants the brand to be experienced and differentiated from rivals. Therefore, the essence of the brand is based on vision, mission, values, logo, slogan, beliefs, heritage, and myths. Besides, projected place image is the perceived image developed in the consumer’s mind combining a system of associations, such as attributes, benefits, and consumer’s attitude and behavior (Keller, 1998; Pike, 2012; Qu et al., 2011; Tasci & Gartner, 2007; Baloglu, Henthorne & Sahin, 2014; Chen, Hua & Wang, 2013; Souiden, Ladhari, & Chiadmi, 2017; Molinillo et al., 2018).

Conceptual Framework

The aim of the conceptual framework is to organize the independent variables which have been presented on the literature review as place identity and projected place image, establishing a connection among both factors translated on the following hypothesis: H1: There is a Place Brand Strategy Gap between the place identity and projected place
image of Qatar as a tourist destination. The conceptual framework can be seen in figure n.2.

Figure n. 2 – Conceptual Framework

![Conceptual Framework Diagram]

Source: Own elaboration (based on Govers and Go, 2009)

**Methodology**

The methodology presents and explains how this research is conducted focusing on the chosen research methods, design, and data analysis, to answer the problem statement.

**Research Design and Methods**

Regarding the type of research, we can affirm that this paper focuses on evaluative research, due to the fact that it aims to analyse the success and effectiveness of the place brand strategy implemented by Qatar as a tourist destination (Veal, 2011).

The selected approach for this study is qualitative. To gather information the researchers developed and processed in-depth interviews, based on one-on-one method, and using a semi-structured approach focused on a checklist with open responses to National Qatar’s entities, National Tourism Council (NTC) and Discover Qatar; as well as a content analysis, hermeneutics based on audio-visual media from BBC and CNN (Brotherton, 2008).

As in the qualitative approach, the adequate number of random selection is not a priority; this paper applied the purposeful sampling where the focus was to choose individuals who can contribute to providing answers to the problem statement (Bordens & Abbott, 2011; Hofstee, 2006). Therefore, besides the two in-depth interviews to National Qatar’s entities, regarding the content analysis, the corpus of data represents a sample of 100 articles collected using the
word “Qatar” as a search keyword between 2010 and 2019; the time frame was chosen due to
the winning bid for hosting the FIFA World Cup 2022.

Table n.1 – Research Matrix

<table>
<thead>
<tr>
<th>Theoretical Concepts</th>
<th>Research Questions</th>
<th>Research Objectives</th>
<th>Hypothesis</th>
<th>Research Method</th>
<th>Authors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Place identity</td>
<td>RQ1: What is the Place Brand Strategy Gap of Qatar regarding place identity and projected place image through the media?</td>
<td>RO1: To analyze the Place Brand Strategy Gap of Qatar between place identity and projected place image through the media.</td>
<td>H1: There is a Place Brand Strategy Gap between the place identity and projected place image of Qatar as a tourist destination.</td>
<td>Qualitative In-depth interviews (NTC and Discover Qatar)</td>
<td>Govers and Go, 2009; Baloglu and McCleary, 1999; Mak, 2017; Souiden, Ladhari, &amp; Chiadmi, 2017</td>
</tr>
<tr>
<td>Projected place image</td>
<td></td>
<td></td>
<td></td>
<td>Qualitative Content analysis (Audio-visual media).</td>
<td></td>
</tr>
</tbody>
</table>

Source: Own elaboration

Table 1 explains the link between the Research Question, Research Objective, and Hypothesis, known as research matrix; the aim is to give an insight into the research options.

Data Analysis

The data analysis was processed according to the concepts identified in the conceptual framework, research question, and hypothesis. The whole collected information was analyzed through transcripts, reading notes, audio, and video materials, and identified emerging themes/patterns classified, known as variables to identify categories or dimensions. This analysis aims to analyze the relationship explored through parallel cross tabulation and correlation from the interviews’ answers and the data analysis (Veal, 2011; Reiter, 2017).

Furthermore, in-depth interviews were processed on December 2\textsuperscript{nd}, 2018 to the two newly founded entities responsible of promoting Qatar’s brand as a tourist destination, namely Discover Qatar, a subdivision of Qatar Airways and National Tourism Council (NTC). Content analysis was developed based on audio-visual media regarding the two most
important international networks, BBC, and CNN. The results are presented on tables n. 2 and 3.

Table n.2 – Qualitative data analysis: content analysis´ results

<table>
<thead>
<tr>
<th>Categories or Dimensions</th>
<th>Retrieved Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Unsafe environment</td>
<td>■ Unsafe image of The Middle East/ Islamic world/ Muslim country.</td>
</tr>
<tr>
<td></td>
<td>■ Stereotypes regarding human rights violation, the image of woman, religion, and culture.</td>
</tr>
<tr>
<td>(2) Corruption and terrorism</td>
<td>■ Criticism and allegation of corruption regarding the FIFA World Cup 2022 since 2010.</td>
</tr>
<tr>
<td></td>
<td>■ Assumptions that Qatar is supporting terrorist organizations.</td>
</tr>
<tr>
<td>(3) Political issues</td>
<td>■ Unstable political situation of neighbours’ countries, such as Iraq, Iran, Libya, and Syria.</td>
</tr>
</tbody>
</table>

Perceived Place Image: Negative perceived place image.

Source: Own elaboration (based on BBC World News & CNN, 2010-2019).

Table n.3 – Qualitative data analysis: in-depth interviews´ results

<table>
<thead>
<tr>
<th>Categories or Dimensions</th>
<th>Retrieved Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Authenticity &amp; History</td>
<td>■ Combination of old traditions with a modern lifestyle.</td>
</tr>
<tr>
<td></td>
<td>■ Great authenticity and richness of culture, heritage, and traditions.</td>
</tr>
<tr>
<td></td>
<td>■ Wealth country/ luxury holidays.</td>
</tr>
<tr>
<td></td>
<td>■ Strong reputation on sports events organization (2006 Asian Games).</td>
</tr>
<tr>
<td>(2) Natural &amp; Physical Environment</td>
<td>■ One of the safest countries in the world and the second most tourist-friendly country in MENA.</td>
</tr>
<tr>
<td></td>
<td>■ Focus on sustainable tourism.</td>
</tr>
<tr>
<td></td>
<td>■ Variety of landscape, as desert, urban area, sea line, inland sea,</td>
</tr>
</tbody>
</table>

378
and mangroves.
- Variety of attractions, as museums, sports facilities, shopping malls, etc.
- Strong investment in new facilities, such as transportation, education, health, communication, etc.
- One of the fastest growing tourist destinations worldwide.
- Launched recently, the first global campaign “Qatar – Qurated for you”.

| (3) Knowledge, Culture/Religion | Family-oriented.  
|---------------------------------|-----------------  
|                                 | Welcoming hospitality showed by locals and entities (visa-free access for citizens of over 80 countries) – open/ friendly country. |

**Place Identity:** “A world-class hub with deep cultural roots”.

Source: Own elaboration (based on National Tourism Council, 2018; Discover Qatar, 2018)

**Results**

The results of the conducted research are gathering the written reviewed literature and the data analysis, which provided an answer to the problem statement.

According to the results, it is evident that there is a place brand strategy gap between the real **place identity**, and market’s perception of the actual image, **projected place image**, concerning Qatar as a tourist destination. Qatar assumes itself as a country with a modern lifestyle and a preserved culture, traditions, and authenticity, which makes Qatar as an exclusive tourist destination, reflecting a unique identity. Controversially, Qatar, through the media, is presented as an unsafe country, politically and socially, with assumptions connected with corruption, terrorism, and human rights’ violation. Therefore, we can affirm that the formulated hypothesis for the study is confirmed and the answer for the problem statement is: there is a Place Brand Strategy Gap of Qatar regarding **place identity** and **projected place image**.
Conclusion and Recommendations

According to the previously presented results, it became clear that local entities responsible for implementing and managing Qatar’s brand should be aware of this gap, and understand how their place image is being projected, and thus build new strategies to achieve congruence between place identity and projected place image.

Based on the provided conclusion, recommendations can be developed, on the sense that Qatar should spread out its unique place identity towards FIFA World Cup 2022. This mega event can clean the negative projected place image once the visitors achieve the perceived place experience and satisfaction during their visit, especially that Qatar is expecting a staggering 1.5 million visitors during the competition. Furthermore, it can also lead to a beneficial spread of the Middle East’s image, once it is the first time that a mega event with these dimensions will be hosted in the Arab world.

In addition to the abovementioned, it would be similarly recommendable to analyse the effects and impacts of the projected place image of the newly launched awareness campaign, “Qatar – Qurated for you” in 2018, the first global campaign launched by Qatar.
References


Destination Image of Chinese Wine Tourism Experience: A Netnography Study

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Abstract
Wine tourism in China is a fast-growing market; it has a significant contribution to the economic development of regions. The primary objectives of this study are to understand tourists’ perceptions of the image of wine tourism destinations in China, then to identify the factors that influence the image and finally to provide suggestions on the way to improve the image of wine tourism destinations. Examining the finding by combining the theory of destination image and the “cognitive-emotional model”, this exploratory study used netnography as a method with the software ROST CM6 to investigate the reviews of Chinese wine tourism destinations online. The results showed that the image of Chinese wine tourism destinations could be summarized in six themes: tourism products, tourism activity, infrastructure and environment, price and service, cultural landscape, and the overall atmosphere. The whole image of Chinese wine tourism destination is a comprehensive cultural and leisure destination, with wine as a core tourist attraction, wine tasting, winemaking, and more outdoor activities at the same time could be experienced. From the perspective of the emotional image, tourists’ perception of wine destination in China is generally favorable. However, the negative emotions of the image are mainly linked to the
unprofessional way of guiding tourists, poor service quality, and the crowdedness. Based on these findings, suggestions for the promotion of the image of the Chinese wine tourism destination are proposed.

**Keywords:** Netnography, Tourists’ perception, Image of Chinese wine tourism destinations

**Introduction**

Boulding (1956) and Martinean (1958) suggested that consumer behavior depends on image rather than objective reality. Destination images are recognized as critical factors in a traveler’s holiday decision making (Gartner & Hunt, 1987). The studies showed good destination image perception could not only improve the tourist revisit rate (Greaves, & Skinner, 2010), visitor’s satisfaction and loyalty to destinations (Chi G Q, 2008), but also affect the travel preferences and destination choices of potential tourists (Liu, li, 2013). Since the 1990s, the value of wine tourism has gradually been discovered by governments, scholars, and industry. It has higher profits and can create a lot of wealth (O’Neill & Charters, 2000). Besides, wine tourism cannot merely meet the growing demand for innovative experience of tourism but also can achieve sustainable development of tourism destinations (Beverland, 1998; Szivas, 1999). China is one of the earliest brewing countries in the world, which has established the history of grape growing more than 6000 years and 2000 years history of winemaking (Duan et al., 2015). Nevertheless, it was not until the end of the last century that wine made in China became recognized by the world (Reiss, 2008). Wine tourism is growing speedily in China in recent years due to the rapid development of the Chinese wine industry. However, despite the development of the wine industry, academic research in this field is still limited (Lirong, 2011).

At the same time, with the expansion of Internet technology, the online community of travel websites has become a platform for people to share and exchange travel information.
More and more people like to share their travel experiences and make comments on tourism destinations through the internet (Xu et al., 2015). These texts are authentic, objective, and rich and have gradually become a vital source of data for tourism research (Wang et al., 2015). Therefore, online reviews are regarded as the authentic reflection of the destination image in a relatively realistic way of the tourism destination (Tseng, 2015). So far, some scholars have studied the image of tourist destinations and tourists’ perceptions with the web-text and has achieved some success. This paper examined the image of Chinese wine tourist destinations from the perspective of tourists’ perception. The study used quantitative research methods to analyze the image of Chinese wine tourism destinations through ROST CM6 software with online reviews as data sources. Specifically, the aims of this study are as following: first, to investigate the influencing factors of the image of wine tourism destinations in China; second, to determine the main image themes of Chinese wine tourism destinations; and third, to provide constructive suggestions for improving the image of Chinese wine tourism destinations. The ultimate goal of the study is to enhance the understanding of Chinese wine industry by exploring insightful knowledge on wine tourism product and wine tourists. At the same time, this study provided a new perspective for the academic research of wine tourism destination image in China.

Literature Review

Wine tourism

Starting from a market-based approach, Hall and Macionis (2000) defined wine tourism as visits to “vineyards, wineries, wine festivals and wine shows for which grape wine tasting and experiencing the attributes of a grape wine region are the prime motivating factors for visitors.” Wine tourism is now acknowledged as an increasingly important component of the tourism product of most wine producing countries with the ability to generate substantial
long-term wealth and sustain steady tourism growth (Macionis, 1998). In China, wine tourism is an emerging phenomenon that has gained popularity in recent years (Zhang Qiu, Yuan, et al. 2013). As an example, in 2016, the wineries of Ningxia wine region received 350,000 visitors through wine tourism. The wine industry provided 120,000 jobs generating a total wage income of CNY 900 million (around the US $133 million), per capita income of CNY 2,788, accounting for 28% of the per capita net income of local farmers. Wine tourism has become the leading industry for farmers to increase their income in the wine production area (Ningxia Daily, 2017).

However, compared with the rapid development of wine tourism in China, little research has been conducted to explore Chinese wine tourists as an emerging market (Tourism Research Australia, 2010). According to the literature review domestic and abroad, existing domestic wine tourism research has largely focused on wine industry-leading regional tourism markets (Gu, 2017; Ye, Zhang, & Yuan, 2014). There have been relatively few segmentation studies (Nella & Christou, 2014) and data is lack of on the number of Chinese wine visitors in all wine regions, and the understanding of tourists’ behavior is so limited too (Qiu et al., 2013). Furthermore, some studies are mainly descriptive and lack theories or strategic approaches (e.g., Liu, 2011; Xi, 2013; Zhang & Cao, 2014). As a large emerging region of wine tourism in newly developing wine markets, there is an urgent need for wine tourism research in China. Therefore, this article took Chinese wine tourism destinations as the research object. Through the content analysis of the online reviews, the features of the image of Chinese wine tourism destination are summarized, providing a reference for the further image construction and development of marketing of Chinese wine tourism destinations.
Theoretical background

According to the “cognitive-emotional” model by Seyhmus Baloglu et al (1996) the online reviews were analyzed from the perspective of the cognitive image, emotional image, and the overall image to recognize the image of the Chinese wine tourism destinations.

Image of Tourism Destination theory

American scholar Hunt (1971) defined the impressions that the tourists held on the non-residence place are the image of the tourism destination, and he also stressed the importance of the image for the development of tourism destinations. Lawson and Bond-Bovy (1977) incorporated sentiment analysis into the cognitive process. They pointed out that the image of the tourism destination refers to the individual's expressions of the knowledge, the impressions, the imaginations, and the emotions of the specific things or places. Crompten (1979) interpreted the image of the tourism destination as the sum of feelings, ideas, impressions, and beliefs held by tourist towards specific things, events, and behaviors. Based on previous research, Seyhmus Baloglu et al (1996) distinguished the perception image of tourism destination into cognitive images and emotional images and proposed a “cognitive-emotional” model of it. Tapachai and Wary szak (2000) believed that the image of the tourism destination included the functions of tourism attractions, social characteristics (safety, residents, friendliness), conditions (comfort, hygiene) emotions, recognition of the five modules. Beerli & Martin (2004) summarized the literature and proposed that the tourist’s perception of the destination image should be analyzed from four aspects: tourism attraction, facilities, and services, emotion, social environment. These researches evolved from the cognitive level to emotional level then to the spiritual level and finally to the behavioral level. Combining the theories of these scholars, there are three points of common understanding for the image of tourist destinations summarized by the author: it is a mentally
conscious process in which tourists form an understanding of the destination; Tourists’ activities, experiences and other factors influence the perception of tourism image; The perception of tourist destination reacts on tourist behavior. It has been generally accepted in the literature that destination image influences tourist behaviors (Bigne & Sanchez, 2001; Fakeye & Crompton, 1991; Lee et al., 2005). Destination image plays two important roles in behaviors: (1) to influence the destination choice decision-making process and (2) to condition the after-decision-making behaviors including participation (on-site experience), evaluation (satisfaction) and future behavioral intentions (intention to revisit and willingness to recommend) (Ashworth & Goodall, 1988; Bigne et al., 2001; Cooper, Fletcher, Gilbert, & Wanhill, 1993; Lee et al., 2005; Mansfeld, 1992). Hence putting efforts to establish or improve the image of the destination will facilitate the loyal visitors’ behavior to revisit or recommend and therefore be critical to the success of destination tourism development.

**Netnography approach**

With the development and popularity of virtual communities, more and more people today tend to express and exchange their feelings and opinions freely online, thus making Netnography a credible source of research data (Kozinets, 2002). Netnography is a contemporary form of a traditional ethnography approach used to study people’s behavior (Kozinets, 2002). Netnographic research involves searching and analyzing computer-generated data with a series of systematic techniques to address research questions, and it has been adapted to a range of research areas (Kozinets, 2010). Compared to traditional ethnography, online ethnography is faster, more concise, and more economical. At the same time, it is more natural than focus groups and interviews, and it is not easy to cause conflict (Kozinets, 2002). Belz and Baumbach (2010) used Netnography to identify lead users. In recent years, Netnography has been applied in tourism studies. Mkono et al. (2013) studied
the dining experience of Victorian restaurants in Zimbabwe and further explored the virtual community phenomenon of food tourism. Stepchenkova et al. (2008) studied the travel image of Russia through the text data on the travel websites of the United States and Russia. Dwivedi et al. (2009) studied the image of the Indian tourist destination by analyzing the content of the answer to the traveler’s message online. Larmolenko et al. (2016) used the CATPAC software to analyze the content of the relevant travel website with the keywords in the nine sub-categories to help the tourists to understand the destination image of Ukraine. Thanh & Kirova (2018) studied the wine tourism experience with experience economy models and provided management advice to managers.

Chinese scholars have made quite abundant academic achievements on the study of the image of tourism destinations with the help of Netnography. Fu and Wang (2012) explored the tourists’ perception of tourism destination image of Gulangyu based on tourists’ reviews online. Wang et al. (2015) used the content analysis method to study the tourism destination image of Fenghuang Ancient City. Xu et al. studied the image perception of 49 “China’s Excellent Tourism Cities” based on Ctrip’s text data and summarized the overall perception structure and perception of Chinese urban tourism image (Xu & Zhao et al., 2015). Wu and Huang (2014) taking tourist of Gap Year as an example to analyze their motivation. Bob Duan and Arcodia (2018) examined Chinese wine tourism products and Chinese tourists’ experience using an integrated product-level and experience economy framework. Overall, the existing research involved a variety of tourism destination types, including urban tourism destinations, mountain-type scenic spots, seaside tourist destinations, rural tourism destinations, eco-tourism destinations. But most of them belong to the traditional tourist destination, and there is less attention paid to newly emerging wine tourism destinations.


Research method

Research design

Travel reviews are rich and reliable data sources compared with other formats of online resources (Litvin, Goldsmith, & Pan, 2008). This study employed Netnography as a qualitative research method because of the following reasons: first, this approach can access specific social groups that are difficult to reach with traditional qualitative methods (Kozinets, 2010). Second, it enables researchers to access information in a more candid, natural, and unobtrusive way (Kozinets, 2002). Third, online discussions about sharing travel experiences are becoming more popular. (Munar, Gyimóthy, & Cai, 2013). As the world’s high-profile, high visiting rate, and iconic tourism website, TripAdvisor is selected as the data collection resource to obtain the online travel review samples. Because the website offers more than 315 million reviewers (active and inactive) and over 500 million reviews, but also these reviews are written in different languages from all over the world, which can provide enough material for subsequent research needs (TripAdvisor, 2017).

This study applied content analysis method, which is the most representative approach in unstructured methods to convert qualitative data into quantitative data. Thereby obtaining the tourist’s complete and natural perception for a tourism destination, which is not easily achieved by traditional structured measurement methods. ROSTContentMining6 is a content mining software developed by Professor Shenyang from the School of Information Management of Wuhan University. It can be used to analyze the Chinese web texts from web pages, forums and other platforms for the analysis of word segmentation, word frequency, clustering, sentiment orientation, correlation, etc. thereby achieving a quantitative and qualitative organic combination. Therefore, this paper uses RostCM6 to quantitatively analyze text data to extract the high-frequency words in the sample of tourists' reviews with
its word frequency analysis function, thus refining the image of Chinese wine tourism destinations perceived by tourists. Through the co-occurrence analysis, the semantic network of the tourist evaluation content is obtained, and the mutual relationship between various image entries is further identified. Finally, using the sentiment analysis function to study the emotional tendency of tourists.

**Data collection and data processing**

Data collection occurred in March 2019. Firstly, “wine tourism” and “Chinese wine” were used as keywords (in Chinese) to search for relevant traveler reviews. The total number of reviews found is 414 reviews. Then filtered the collected data according to the following principles: (1) the reviews published during the period from October 2011 to February 2019 was collected due to the limited number of online reviews. (2) To ensure sample quality, those reviews with the irrelated theme, duplicate content, pictures only, brief descriptions about the scenic spot, names of regions and sites, as well as anything containing advertisements were eliminated; (3) Omitted all the reviews in other languages but kept Chinese ones. Finally, a total of 280 reviews were kept as the samples for the next step of the analysis, all with complete and rich information. The data was preprocessed without changing the original meaning of the text with the copy-and-paste method for its accuracy. First, convert the traditional characters into simplified Chinese that can be recognized by ROST software. Secondly, unifying the name of the place and scenic spots to facilitate the frequency analysis of high-frequency words. Then to facilitate word segmentation, the researcher removed all punctuation and spaces in the text, and saved the remaining plain text content as a text document type and finally, the researcher incorporated the vocabulary of the vineyard, winemaking, wine tasting, food, architecture, environment, etc. into the dictionary of ROSTCM6 software to perfect word segmentation. At the same time, the words with broader
meanings or no obvious references like “place,” “development,” “feeling,” “travel,” etc. were filtered out. The data collection and analysis process is shown in Figure 1. However, because the data was collected from the Chinese travel website and was analyzed by a software that is specially designed for processing Chinese text data, so the results are displayed in Chinese. After translation, professional linguists are invited to calibrate it to ensure accuracy.

Figure 1. Data collection and data processing developed from Rao, J. & Hutchison (2017)

To ensure the data reliability and the trustworthiness of findings, the researcher used copy-and-paste method to get the original tourists’ views online. The original data was in Chinese, and the data was analyzed by systematic coding. The results were translated by two bilingual professionals using the back-translation procedure after the analysis by RostCM6. The theme was categorized based on the existing theory of destination image as well as the findings of the previous related studies. The whole coding process was monitored by two experienced scholars from Woosong University, Korea Republic.
Findings and Discussion

Analysis of High-Frequency words

The top 30 high-frequency words were analyzed from high to low, as shown in Table 1. First, from the perspective of POS, the top 30 high-frequency words are composed of nouns, verbs, and adjectives. Among them, the nouns are the highest frequently mentioned, reaching 19, accounting for 63% of the total, mainly related to tourism attractions of wine tourism such as wine, wine cellar, wine history, wine museum, wine culture, winery, vineyard, etc.; There are 4 adjectives, accounting for 10% of the total, which mainly reflects the tourists’ perceptions and attitudes towards the Chinese wine destinations. The adjectives extracted by the software are positive, such as “good, nice, interesting, worthy”, etc. It shows that tourists’ evaluation for the destination is generally positive; there are eight verbs, accounting to 27% of the total. They are mainly related to the activities of tourists at wine destinations. For example, tourists are mainly “visiting” the winery or wine museum and have the demand for “wine tasting” and “winemaking.” For the unique environment and cultural atmosphere of the wine destination, it is necessary to “appreciate,” “taste,” and “experience.”

Table 1 High-frequency words of Chinese wine tourism destinations

<table>
<thead>
<tr>
<th>High-frequency words</th>
<th>POS</th>
<th>High-frequency words</th>
<th>POS</th>
<th>High-frequency words</th>
<th>POS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wine (232)</td>
<td>Noun</td>
<td>History (52)</td>
<td>Noun</td>
<td>Price (32)</td>
<td>Noun</td>
</tr>
<tr>
<td>Winetasting (183)</td>
<td>Verb</td>
<td>Visiting (49)</td>
<td>Verb</td>
<td>Service (32)</td>
<td>Noun</td>
</tr>
<tr>
<td>Winemaking (120)</td>
<td>Verb</td>
<td>Free (45)</td>
<td>Adj</td>
<td>Atmosphere (29)</td>
<td>Noun</td>
</tr>
<tr>
<td>Wine museum (87)</td>
<td>Noun</td>
<td>European style (45)</td>
<td>Noun</td>
<td>Interesting (28)</td>
<td>Adj</td>
</tr>
<tr>
<td>Activity (84)</td>
<td>Noun</td>
<td>Winery (42)</td>
<td>Verb</td>
<td>Culture (28)</td>
<td>Noun</td>
</tr>
<tr>
<td>Taste (71)</td>
<td>Verb</td>
<td>Guide (42)</td>
<td>Noun</td>
<td>Friends (28)</td>
<td>Noun</td>
</tr>
<tr>
<td>Good/Nice (65)</td>
<td>Adj</td>
<td>Like (39)</td>
<td>Adj</td>
<td>Castle (25)</td>
<td>Noun</td>
</tr>
</tbody>
</table>
From the top ten high-frequency words, “Wine” is the most mentioned word by tourists, which the number of occurrences reached 232 times. Many tourists shared their wine tasting experience and mentioned that whether they would buy or not buy the wine depends on the quality of wine when they taste it. Many tourists claimed that wine tasting and winemaking are a must and the fascinating part of wine tourism destinations. They pointed out their revisit willingness are determined by the first wine tasting experience, so the image of wine destinations that visitors perceive has been integrated with wine tasting and winemaking activities. Thereby, wine tasting has become a significant factor influencing tourists’ perception of wine tourism destinations, which indicates that wine, wine tasting, and winemaking are the most important tourism products of wine tourism destination as well as the core tourism attractions. The museums also attract tourists a lot because tourists are interested in knowing and learning wine history and wine culture. Findings also show tourists expect to attend some activities like picking grapes in the vineyard, tasting good food in the restaurant, and some of them hope to attend the events such as the music festival at the winery. The winery with European architectural style and the mysterious underground wine cellar are also favorite for tourists. The European-style castle and the beautiful natural scenery make visitors feel relaxed and reflect the difference in wine tourism destinations compared to other scenic spots. Because of the perishability, inseparability, intangibility, and heterogeneity inherent in tourism products, an individual may rely on prices to diminish uncertainty and make sure of what she or he will obtain. (Masiero, L., & Nicolau, J. L. 2012). More than once, they mentioned that the wine museums are free to enter and there are some tourists even said that if the wine museum charges, they will not visit. At the same time, they
are also very sensitive to the price of wine and food sold in the winery or wine museum. Visitors repeatedly stressed the price of wine and the quality of food in their reviews. They hope they could have the good quality food going well with the good quality wine. However, currently, there are a few Chinese wineries providing food service. Location is also the factor that tourists consider whether they will come to wine tourism destination again or not. Some of the tourists mentioned, the wineries are so far away from the downtown and are not easy to access to unless they have private cars. In fact, at present, most of the Chinese wineries are located at the beautiful suburbs or even in rural areas which are far from the cities in order to have a natural environment suitable for the growth of wine grapes.

According to the content of high-frequency words, the image of Chinese wine tourism destinations perceived by tourists can be summarised into six themes, which are based on tourism products, tourism activities, infrastructure and environment, price and service, cultural landscape, and casual atmosphere. In general, tourists’ overall perception of the Chinese wine destination image is a comprehensive cultural leisure destination with wine as a core tourist attraction. Besides, wine tasting, winemaking, and more outdoor activities could be experienced at the same time.

**Analysis of the Semantic features of High - Frequency Word**

To further explore the implied meaning of the words bars and to find the correlation and directivity among the terms, this study used the social network and semantic analysis function of ROSTCM6 to generate the relational graph of the semantic network. See figure 2.

Although word frequency analysis can reflect the main features of things by extracting the attributes of phrases, it cannot reflect the connection of phrases in a specific sense and the deep structural relationship of texts. Semantic network analysis can visualize the relationship
between elements by constructing a network diagram of concepts and semantic relationships (Lv et al., 2015). According to the rules of the semantic network analysis graph, the closer the word is to the center node, the closer the relationship is to each other (Zhang et al. 2016). The density of the lines in the figure represents the level of co-occurrence frequency. The denser the lines are, the more frequently they are co-occurrence; thus, the relationship between the two is closer in the perception of tourists. As shown in Figure 2, “wine,” “wine tasting,” “winemaking,” “museum,” “wine cellar,” "visit," "tour," "history," and "free" etc. are important nodes in the entire relationship network. These words consist of the first image circle of Chinese wine tourism destinations.

Figure 2 Tourist-perceived semantic network

At the same time, “wine tasting - good wine - food- atmosphere- suitable - friends- environment performance, etc.” “ and “wine - catering - grape - culture - knowledge – style” formed the second and third of relationship circles of the image of Chinese tourism destinations. The first relationship circle shows that visiting the winery and wine cellar, and tasting the wines made in different nations is the main purpose of Chinese tourists having
wine tourism. During the wine trip, Chinese tourists care more about whether they learn about the history and knowledge of the wine, whether they enjoy in wine tasting and winemaking, whether they got the good service during the tour, and whether the winery and museum are free to visit or need they to buy the tickets. These experiences constitute their main perceptions of image to Chinese wine destinations. Secondly, normally tourists go to wine tourism destinations with their friends, and they look forward to tasting the good wine with fine food there. The performance, music, European style architecture help them to gain a good customer experience with the beauty of the winery environment. The whole atmosphere of the wine destination decided their purchase behavior. The third image tourists perceived is about the wine. The words “food,” “grape,” “culture” and “style” are closely distributed around the “wine” node, indicating as a core tourism attraction of the wine tourism destination, the factors related to wine like wine knowledge, culture, grape quality, and wine types affect tourists’ experience of the wine destination. “catering” are also mentioned, which means that good wine and nice food are inseparable for construction the wine destinations image. There is another place that needs to be noticed in this figure that is “Europe,” “vineyard,” and “castle” are connected. Many tourists talked about they fascinate European castles so much because they enjoy its exotic atmosphere so much and they strongly recommend friends to take the wedding photos at the Chateau. Therefore, the exotic scenery composed of architecture and scenery is also an important perception of tourists to Chinese wine destinations.

**Emotion Analysis**

This study used the “emotion analysis” function of RostCM6 to analyzed. The result shows tourists have the highest positive proportion of emotions, reaching 88.17% while the proportion of negative emotion is as low as 7.17%. Neutral feelings account for the least
4.66%. In general, the image of Chinese wine tourism destinations has achieved a good effect. Tourists’ perception of the image of Chinese wine tourism destination is positive. Many tourists said that “we did not expect there is such a beautiful chateau, such a good wine, and such a wonderful experience of the tour” and expressed “we would like to come here again.” However, the negative feelings of tourists still need to attract the full attention. By summarizing the content of the tourists’ reviews, the main source of negative feelings of Chinese tourists is from service quality, tour guide, and activities. Some tourists mentioned, “when we arrived at the winery, there is no receptionist at all. Finally, we met one, but her attitude is so cold”. “Some guides are too perfunctory unless you ask him the questions, or he explained nothing.” And some tourists complained that “it’s boring because there’s nothing to do besides looking at the hundreds of bottles of the wine.” “Crowded, crowded, crowded,” “People are everywhere. There is no way to hear tour guide clearly”, “To taste wine, you need to queue for a long time.”

Table 2 Tourists’ emotion analysis

<table>
<thead>
<tr>
<th>Emotion type</th>
<th>Segmentation statistics</th>
<th>Segmentation frequency</th>
<th>Segmentation frequency percentage</th>
<th>Total frequency</th>
<th>Total weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive</td>
<td>general (0—10)</td>
<td>73</td>
<td>26.16%</td>
<td>246</td>
<td>88.17%</td>
</tr>
<tr>
<td></td>
<td>moderate (10—20)</td>
<td>62</td>
<td>22.22%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>high (20 above)</td>
<td>111</td>
<td>39.78%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Negative</td>
<td>general (-10—0)</td>
<td>9</td>
<td>3.23%</td>
<td>20</td>
<td>7.17%</td>
</tr>
<tr>
<td></td>
<td>moderate (-20—-10)</td>
<td>10</td>
<td>3.58%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>high (-20 below)</td>
<td>1</td>
<td>0.36%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Neutral</td>
<td>----</td>
<td>----</td>
<td>----</td>
<td>13</td>
<td>4.66%</td>
</tr>
</tbody>
</table>
Conclusion

Based on the analysis of the word frequency, semantic network, and sentiment with ROSTCM 6 software, the image of Chinese wine tourism destinations perceived by tourists can be summarized into six themes, which are based on tourism products, tourism activities, infrastructure and environment, price and service, cultural landscape, and general atmosphere. Tourists’ overall perception for the Chinese wine tourism destinations is a comprehensive cultural leisure destination with wine as a core tourism attraction. Besides, wine tasting and winemaking and more other outdoor activities could be experienced at the same time. This image is basically in line with the definition of wine tourism in academia. The emotional image of Chinese wine tourism destination is mainly positive. The main factors that cause tourists’ uncomfortableness include poor service, unprofessional tour guide, fewer activities to motivate tourists and number of tourists.

This study identified the main themes that consist of the image of Chinese tourism destinations and found out the influence factors that affect the tourist’s perception with the netnography approach. The findings of this study contribute to the literature regarding the current development of Chinese wine tourism and provide an in-depth holistic understanding of the market profile of the industry. Combined with the main findings of the study, the following management recommendations are proposed. The research found that poor experience is from service quality. The related sectors of wine tourism destinations should enhance the education and training for the tour guides and staffs to improve the satisfaction of tourists’ experience. Secondly, the study found tourists have relatively low satisfaction for expensive food with poor taste and few choices of the wine. Good wine with fine food can fully demonstrate the flavor of the wine and bring the unforgettable memory of wine tourism. Unfortunately, Chinese wineries rarely provide high-quality catering services at present.
because of the difficulties of operation and the cost. Therefore, the catering should be paid more attention to, especially the improvement of the quality of Chinese food. Besides, tourists are very sensitive to the price. It can be seen from the figure of the semantic network. The word "free" is closely connected with words like the museum, winery, wine tasting, and ticket. So the relevant departments should set a reasonable pricing system to keep a balance between the revenue and tourists’ satisfaction.

The limitation of this study firstly comes from the data. It relies on the second-hand data collected from the websites. Interview or focus groups might be necessary for specific questions of future research. Secondly, in the process of lexical setting, emotional word extraction, semantic network analysis, subjective consciousness will inevitably be affected. Third, although 280 online reviews were analyzed, the study is still certainly not comprehensive. Further study should collect much more data from abroad Chinese websites, and the data should be included blogs, travel guide as well. The empirical data is also strongly recommended using for further study. Only by deeply understanding the tourists’ perception of Chinese wine tourism destination can achieve the benign development of wine tourism.
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Does Business Model Innovation and Value Co-Creation Behavior affect Tourist Experience Value?

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Abstract
This paper discussed the critical review how experience value influence may be influence by business model innovativeness and value co-creation in the perspective of tourist in a service tourism setting. This paper integrated the three expanding research topic by proposing a hypothesis model describing the relationship between the variables. The model proposed in this paper attempt to help understand and uncover the potential relationship between the variables of business model innovation, value co-creation behavior and tourism behavior in engagement with service providers or perhaps small medium tourism enterprises (SMTEs). Thus, the model proposed could offer support for improving SMTEs performance and offers a new perspective to increase destination competitive advantage and sustainability through the perception of tourist in a service tourism encounter. The review is divided in three main sections, first a critical review of the literature, second a theoretical model and hypothesis development, and third conclusion and recommendation for future research.

Introduction
The evolution of today’s value creation in the service industry requires to go beyond consumer engagement, but should also consider the focus on experiences of customers during the interaction with the firm. According to Pine and Gilmore (2016), the modern area today had resulted in a new segment of the economy which is driven by customers that are increasingly dissatisfied with mass-produced goods and services. Instead customer want their
purchase to be an authentic experience, memorable event that connects individuals and engage them in a personal way. This emerging segment is based on business models that use experiences in the process of guiding customer through transformations such perhaps occur in the tourism industry (Reihold et al., 2017). The world-view of production-centric approach or known as goods dominant logic (Vargo and Lusch, 2004) has given way to a customer-centric philosophy (individualization), resulting in the transformation of the 20th century business model (Ramaswamy and Gouillart, 2010). Furthermore, in the evolving consumer attitudes (improve awareness, higher expectation, and technology savvy) and information technologies advancement (Humphreys and Grayson, 2008) have created the urge for companies to adopt the service-dominant logic (Vargo and Lusch, 2004). It is within the increase of these new trends, resulted in a new ‘playing-ground’ for the service sector which created a significant shift and introduction of new ways for creating customer engagement. Therefore, the ability to meet the increased consumer requirements will differentiate the performance of service firms in the future (Prahalad and Ramaswamy, 2004a).

Recently, both researcher and practitioners have increased their focus on business model innovation. The concept and practice of business model innovation has shown to be a positive force for today’s business performance. Although, the effect of business model innovativeness on customer behavior considered to become an important mediator between business model innovation and business performance (Clauss et al., 2018), yet the study is still limited. In responding to previous call (Reinhold, et al., 2017, Clauss et al., 2018) to consider business model innovation from an actors’ mind (customer), this paper will attempt to review customers perceived business model innovativeness (CPBMI) on value co-creation behavior of customer and experience value in the tourism service sector.
The concept of value co-creation in the experience economy is not new, suppliers are searching for new possibilities to distinguish their business and to strive for customer recognitions. As customers are gaining more power and control, product centric companies are now under the threat by the co-creation experience as the basis for value as well as the direction for future innovations. Only at a glance that the co-creation experience is observed in a variety of literature, however in the tourism context is not yet mentioned enough (Prebensen et al., 2018). This is contradicting, since many countries are turning to tourism as economic engine and for the many others it is also believed to be an important part of quality life enhancer. Especially during the free of time, people are in the quest for more unique experiences reflecting their own personal experience. Therefore, in today’s experience economy the principle of value co-creation as a central role for both tourism and tourism service providers are crucial.

Service is always at the heart of businesses which comes with experience. Experience is understood as created in the service processes. During the service process of firm or service provider, other customer and other actors are exchanging resources to create value. Value can be defined as both tangible and intangible (Kwortnik and Ross, 2007). Following the service-dominant-logic (Vargo and Lusch, 2004), perceived experience value is co-created in process facilitated by the service system. Tourist experience are contextually embedded in the overall journey experience as psychological outcome or emotional response (Walls and Wang, 2011; Zouni and Kouuremenos, 2008). Thus, the perspective on the tourist experience concept have developed in the same way as the value concept which at the beginning stage has been delivered by the service provider and positioned as value co-creation from actors in the process stage. These series of encounters are embedded in a tourist domain of life (Bjork, 2018). Therefore, tourist experience is perhaps the comparison with the overall service
experience, and in combination with experience from other life domain (McCabe, 2002), and quality-of-life enhancing (Kruger, 2012).

As discussed in the above, the literature indicated several gap. Firstly, research on business model innovation should progress towards a demand-side view. Secondly, the unexplored of the perception of business model innovativeness from customers may have influence the overall tourist experience value. Thirdly, as the concept of value co-creation emerges as future practices of innovation, it is still not understood well enough of its outcome towards customer attitude and behavior. Thus, this paper will shed light and attempt to fill the gap.

**Research Objective**

This paper will be presenting a critical review of business model innovation and value co-creation behavior in the perspective of consumers. The proposed review will be presenting existing research on business model innovation and value co-creation practices in the tourism context and will be proposing a hypothesis model for business model innovation and value co-creation research that can potentially influence tourism behavior. The proposed model would help understand and uncover the potential relationship between the variables of business model innovation, value co-creation behavior and tourism behavior in engagement with service providers or perhaps Small Medium Tourism Enterprises (SMTEs). Thus, the model proposed could offer support for improving SMTEs performance and offers a new perspective to increase destination competitive advantage and sustainability through the perception of tourist in a service tourism encounter.

**Methodology**

A review of the literature was conducted to examine existing knowledge on three related key areas of the study: the business model innovation, value co-creation behavior, and tourism behavior. The review began with a keyword-based search (Loulanski & Loulanski, 2011) in
google scholar, science direct and emerald insight databases using the terms: business model innovation in tourism, value co-creation in tourism, tourism behavior, and tourist experience value. From the initial pool of about 100 relevant articles, 20 articles were identified as most relevant to the topic of the research. An in-depth manual review of these selected articles was carried out, focusing to the topic of this research which linking the areas of study with the tourism industry/sector.

**Review of existing literature**

In sophisticated and growing tourism markets, businesses, institutional actors and policymakers are seeking different possibilities to enable and establish a viable existence based on multifaceted tourist behavior. However, in the past decade, as discussed by Reihold et al., (2017) many actors along the tourism service chain have seen their traditional ways of doing business challenged by a combination of factors: Unexpected competition across industry boundaries; change in context initiated or intensified by technological advancement, change in tourist behavior, regulation, and economic conditions; and market realities and dynamics outdating beliefs, practices, and structural solutions on how to serve tourist needs in economically sustainable ways. Thus, the tourism sector is looking to update and change how its actors create, capture, and deliver value (Souto, 2015). The business model is the core concept that assists practitioners and researchers understanding existing ways of doing business and how to change these ways for the benefits in the tourism sector. At its core, a business model provides a comprehensive description how a network, community, organization, or actor creates and sustainably captures value from its activities (Casadesus-Masanell & Heilbron, 2015; Zott, Amit, & Massa, 2011). Despite the potential concept to address the challenges of the tourism sector, studies in the tourism domain appear to provide a little contribution on how to deal with tourism contingencies when developing new or
managing existing business models. In addition, the discussion of the business model concept and tourism considered to be limited and scattered across different scholarly communities (Reinhold et al, 2017). Therefore, this research will address the academic and practical challenges of business model innovation in tourism. This review proposed future research should extent business model research through the concept of business model innovation, however through the lens of customers however in this case a tourist perspective.

While studies on business model innovation in the tourism remain limited, so do value co-creation practice (Binkhorst & Dekker, 2009; Prebensen et al., 2018). Especially answering why tourist engaged in the value co-creation. It has been well known and understood that travelers go through different phases of a travel journey consequently known as: pre-trip, travel to-site, on-site activities, return-trip and post-trip (Clawson and Knetsch, 1971). Regardless the amounts of phases tourist experienced in their journey, the interaction between tourist and tourism services providers (i.e. from small medium tourism enterprises/SMTEs) may occur with each phase of travel. As tourist relies on several services providers, the tourism consumptions inherently possess a unique capacity for value creation as tourist interacts with each phase of the journey and multiple services. This setting is carried out throughout the duration of the entire trip (Prebensen et. al, 2018). In consequence, this can be conceived that it is possible for service providers in the tourism sectors at all phases of the travel experience to create value-added attributes. Thus, it is important for service providers to understand that phases of the process can act both as sources of experience enhancement and satisfaction.

The creation of customer values in tourism can occur throughout the different phases of travel experience. Different scholars indicate different possible sources of value creation and co-creation to be context based (e.g., Bohlin & Brandt, 2014; Genc, 2017; Komppula & Konu,
2017), or target oriented (Campos et al., 2017). Value as originated as a marketing term and concept can also be interpreted from various approach. First, value can be defined as ‘features-and-benefits’; and second, as ‘value-in-use’ (Rihova et al., 2015). Other scholars often describe value as the outcome that derives from service providers, which assumes that tourism service providers as the producer of value outcomes for the tourist. This context portrait tourist as passive value receiver (Rihova et al., 2015). The concept of value co-creation is based on the premise that customer will be engaged in an active role when collaborating with the firm to create value together throughout the different stages of the value chain (Prahalad & Ramaswany, 2004). Other scholar, established the concept of value co-creation to be co-production and value-in-use (Ranjan & Read, 2016). Co-production engaged customers in the process of product and/or service design, functioning as facilitation or actively sharing of knowledge or information with the firm. Whereas, value-in-use extends beyond co-production to the consumption stage of a good or service: customers assess and determine the value of a good and service on the basis of their usage experiences (Vargo & Lusch, 2004). Tourist practice an active role on seeking and creating meaningful and memorable experience, thus tourism value is better explained as ‘value-in-use’. This concept emerges when tourist both use and experience the tourism services in the own experience context (Vargo & Lusch, 2004). Specifically, in the tourism context, the tourism value exists in and derives from the tourism experience, hence it is value-in-the-experience’ (Helkkula et al., 2012), or experience value (Prebensen et al., 2012). Value Co-creation generally conceptualized as process of resource exchange, thus it is believed inspired that theoretical foundation is from resource theory of social exchange (Foa & Foa, 1975). This theory basically states that objects of exchange, the resources, can be either concrete or symbolic. Furthermore, at the essence of this theory, people satisfy their needs through exchange of resources, acquired from others through social interactions between exchange parties.
In the quest of understanding value experience, several previous literatures had developed the concept. The experience concept has been introduced since 1970’s, in the area works of tourism (Quan and Wang 2004) which also attract the attention from other scholars (Ritchie, et al., 2011). It is discussed from social science to marketing and management science, linking experience concept with service quality, satisfaction, behavior intentions, management of customer engagement, and the phenomenon of scape (service scape, experience scape) (Bjork, 2018). Thus experience from these perspective valued to be distinctive offerings from firm to customers (Pine & Gilmore, 1998; Gilmore & Pine, 2002) so called the service value. The value concept also has been positioned at the consumers end as value in-use (Vargo & Lusch, 2004; Gonroos, 2008), this is known to be within the service dominant logic approach. Although, the notion of value as resource exchange has been discussed by tourism and destination marketing scholars (Flagestad and Hope, 2001; Ippolito, 2009), but explicitly linking with the experience concept is yet to be made. As research on the concept of value becomes focused on co-creation process (Pine & Gilmore, 1999; Chen & Chen, 2010; Tung & Ritchie, 2011), yet linking the concept between value and experience is unexplored which according to consumer behavior researchers exists (Mitchell and Orwig, 2002; Holbrook, 2006; Meyer and Schwager, 2007).

**Business Model Innovation, Value Co-Creation and Tourism Value Experience Model**

**Overview of the Model**

As previously stated, this proposed research will attempt to integrate three expanding fields of research on business model innovation, value co-creation behavior and experience value. The business model research will extend previous research on the demand-side consequences of business model innovation in the tourism sector. By investigating the effect of business model innovation on tourist behavior, we will be extending a previous understanding of the
outcomes of business model innovation (Foss and Saebi, 2017). As for the value co-creation behavior, we add to the literature by analyzing the drivers of value co-creation in order to determine the general importance of perceptions of novelty or innovativeness. Furthermore, we will be also examining the relationship between value co-creation towards tourist experience value. Thus, by linking these emerging field together this review will contribute as a foundation to strengthen the importance of business model innovation, the significant role of value co-creation behavior as predictors for total value experience of tourist (see figure 1).

The relationship between Business Model Innovation and Experience Value

In a service environment (e.g. SMTEs in the restaurants, hotels, tour and travel business), business model innovativeness can be perceived quite obviously by customers. Customers can immediately try out new, innovative offerings and directly assess the nature and speed of new processes and infrastructures and, furthermore, identify novel revenue structures (e.g. alternative payment options or cross selling activities). Furthermore, due to a high market transparency in the hospitality sector (e.g. via internet ratings and booking websites), comparisons between services with similar attributes as well as between two visits at the same tourism services are easily feasible. This basically allows customers to directly perceive the relative innovativeness of the business model during a service encounter. Today’s businesses are routinely providing changing experience for customers as means of providing solution to customer aspiration (Pine and Gilmore, 2016). Previous studies show that innovation in general can increase customer satisfaction (e.g. Rubera & Kirca, 2017). Yet, this research tends to focus on experience value which is considered to be the antecedents of satisfaction (Prebensen, et al., 2013). Research in the past recognized experience value as imperative in decision making of consumption and services (Bolton & Drew, 1991; Sweeney
et al., 1999; Zeithaml, 1988). The relationship of business model innovativeness and experience value here underlies the logic that tourist are in interaction with the service of tourism pre, during, and post encounter as the consequence innovation is experienced along the process. As experiencing innovation can create benefits for the customer in terms of image effect, new experiences etc. (Pine and Gilmore, 2016; Gagic, 2016; Su, 2011), we assume that customer (tourist) will be have greater experience value if business models of the service organizations are perceived as more innovative. Therefore, we assume:

- **H1:** An increased of tourist perceived business model innovativeness of SMTEs leads to greater value experience of tourist.

- **H1a:** An increased in tourist perceived value creation innovativeness of SMTEs leads to greater value experience of tourist.

- **H1b:** An increased in tourist perceived value proposition innovativeness of SMTEs leads to greater value experience of tourist.

- **H1c:** An increased in tourist perceived value capture innovativeness of SMTEs leads to greater value experience of tourist.

*The relationship between Business Model and Co-Creation*

In addition to an increase of experience value, the tourist perceived business model innovativeness might stimulate tourist to also engage in value co-creation practice. Prior empirical results show that the subjective perception of businesses’ innovativeness regarding products and services influences customer involvement (Henard & Dacin, 2010; Tanev et al., 2011). This is because customers have only limited resources to engage in value co-creation and need to decide about the proper allocation of these resources. In this respect, the core challenge lies in motivating customers to engage in value co-creation (Bettencourt et al., 2014; Heidenreich & Handrich, 2015). In particular in the restaurant sector, might feature
many alternative service providers with services of a similar quality. Therefore, additional signals of quality, such as the perceived business model innovativeness, might influence the decision to engage in co-creation. Recent research of Heidenreich and Handrich (2015) shows that a customer’s willingness to co-create value is related to individual differences and innovation characteristics. When perceiving a business as innovative, this signaling is likely to also shape a customer’s perception that a business is creative and progressive (Henard & Dacin, 2010) and will make proactive use of information and ideas for future business model development. Therefore, perceived business model innovativeness indicates that customer in the engagement of value co-creation will have a positive effect on future service experience. Thus, we also argue that the greater degree of perceived business model innovativeness stimulates customers by nurturing their motivation and enthusiasm to engage in value co-creation.

Consequently, our second hypothesis is:

**H2:** An increased of tourist perceived business model innovativeness of SMTEs leads to greater value co-creation behavior of tourist.

**H1a:** An increased in tourist perceived value creation innovativeness of SMTEs leads to greater value co-creation behavior of tourist

**H1b:** An increased in tourist perceived value proposition innovativeness of SMTEs leads greater value co-creation behavior of tourist

**H1c:** An increased in tourist perceived value capture innovativeness of SMTEs leads to greater value co-creation behavior of tourist.

*The relationship between Value Co-Creation Behavior and Experience Value*
The tourism destinations and firms must consider the delivery of memorable experiences as essential to competitiveness and sustainability (Ritchie and Crouch, 2003; Tung and Ritchie, 2011). Therefore, the central idea and approach is to reinforce destinations and firms competitiveness through involving customer or visitor to take an active role and, together with the service providers, create rewarding, authentic, unique, peak and ultimately memorable experiences (Gnoth and Knobloch, 2012). Thus, the role of the tourism firm should be to assist tourists’ state of feeling physically, mentally, emotionally, socially or spiritually engaged with the tourism journey, so their experience would be memorable (O’Sullivan and Spangler, 1998). The question is then, how do destinations and firms as providers and co-creators influence perceived value of the phases or processes of vacation experiences as the tourist moves into actual consumption of the offering? Marketing and research efforts of producers in different organizations, including partnerships between the public and private sectors, should be geared toward the creation of value to potential visitors at any point in the phases of vacation experience (Pine and Gilmore, 2016). Today, the use of information technology is one of the means available to make value creation easier, linking tourism product and consumer in real time and as a consequence limiting time devoted to planning and logistics and creating more time for relaxation and leisure. Therefore, we argue that value co-creation is correlated towards the overall experience of tourist. Consequently, our third hypothesis is:

\[ H2: \text{The tourist perceived business model innovativeness of SMTEs has an indirect effect on value experience via value co-creation behavior.} \]

\[ H1a: \text{The tourist perceived value creation innovativeness of SMTEs has an indirect effect on value experience via value co-creation behavior.} \]

\[ H1b: \text{The tourist perceived value proposition innovativeness of SMTEs has an indirect} \]
effect on value experience via value co-creation behavior.

H1c: The tourist perceived value capture innovativeness of SMTEs has an indirect effect on value experience via value co-creation behavior.

Figure 1 The Perceived Business Model Innovativeness, Tourist Value Co-Creation and Tourist Experience Value Model

Conclusion and Recommendation

A customer wants their purchase to be an authentic experience, memorable event that connects individuals and engages them personally. In the evolving consumer attitudes (greater awareness, expectation, and technology-minded) has created the urge for companies to use a new approach in the creation of value and experience for the customer. It is believed that the ability to meet the increased consumer requirements will differentiate the performance of service firms in the future. This article is inspired by the idea that business models may lead to overall customer experience value which perhaps occurs in the context
service encounter in the tourism industry. The perceived business model innovativeness, tourist value co-creation and tourist experience value model proposed in this paper amplify the importance to consider business model innovation and customer behavior in the service sector and highlighted specially for tourism research. This article also suggests a holistic theoretical model of the tourist value experience as consequences of business model innovations and value co-creation. Hence, the work provides valuable insights for tourism scholars to empirically test, in order to help develop, enhance and facilitate valuable tourist experiences by acknowledging business model innovations and value co-creation as a predictive influencer of tourist overall value experience.
Reference


Foss, NJ and T Saebi (2017). Fifteen years of research on business model innovation: How far have we come, and where should we go? Journal of Management, 43(1), 200–227.


Image of Thailand as a Travel Destination on Film-Induced Tourism

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Abstract

This study aimed to 1) describe the motivation of travelers to visit Thailand as a film shooting destination by applying the concept of tourists’ motivation on repeat visits to Thailand proposed by Rittichainuwat, Qu, and Mongkhonvanit (2008), 2) identify the travel motivations of tourists in visiting film shooting location in Thailand, and 3) assess whether film can motivate people to become a specific film tourists. This study used “Lost in Thailand” movie which was filmed in Thailand as a case study. The instrument used in the present study is a self-administered questionnaire. A survey with 800 questionnaires was collected in June - December, 2015 and February – April, 2018. Descriptive statistics, Independent Sample Mean T-tests, Analysis of Variances, and the structural equation modeling was employed to analyze the data.

Key Words: Asian tourists, destination image, film-induced tourism, Thai Tourism, Lost in Thailand.

Introduction

Tourism is simply defined as a composite of activities, services, and industries that delivers a travel experience to individuals and groups of people. (pileus.msu.edu, 2014). The United
Nations World Tourism Organization (UNWTO, 2015) claims that tourism has experienced continued growth and deepening diversification to become one of the fastest growing economic sectors in the world. According to Thailand, tourism is now a major sector of the Thai economy and its success affects almost every other hospitality industry sectors particularly hotels, transportation and attractions throughout the country. Moreover, tourism can be especially important in regional areas because it diversifies the area’s economic base and expands the employment market. Another very important effect of tourism is that it is quite easy to establish new small business, and to learn the skills necessary to work with tourists. This is important for rural areas, and the Asia Development Bank (ADB) has many projects throughout Southeast Asia to encourage such projects, often managed by NGOs (Non Governmental Organizations) on a regional basis such as the Greater Mekong Development (ADB, 2008), in which Thailand is an active participant.

Thailand is a marvelous country at the center of the Indochina peninsula in Southeast Asia which is the 50th largest country in the world. The United Nations World Tourism Organization (UNWTO) ranked Thailand as one of the top ten countries as the most visited in terms of the number of international travelers in 2013 (UNWTO, 2013). The number of international travelers who visited Thailand during 2012 was 22.4 million, and by 2013 the number was up to 26.5 million with an increase of 4.1 million from 2012 to 2013 (UNWTO, 2013). Especially, in 2014 the majority of tourists who visit Thailand are from China. Chinese tourist numbers have grown from 4.6 million in 2014 to 7.9 million in 2015 (Department of Tourism Thailand, 2015). Among the reasons of an increase number of Chinese tourists was accounted by the Chinese film called Lost in Thailand that was filmed mainly part in Chiangmai. Apart from Chinese film, many Hollywood films were used Thailand as a film shooting location such as The Man with the Golden Gun (1974), Kickboxer (1989), The Beach (2000), The Medallion (2003), and Alexander (2004) (Film
Statistics, 2016). Because of Thailand has an ability to offer a variety of landscapes such as coastlines, reefs, rivers, lakes, and rocky mountains.

**LOST IN THAILAND**

“Lost in Thailand” a Chinese comedy movie was film in Thailand in 2012 which used Bangkok and Chiang Mai as a film shooting location. The film is about three Chinese men traveling to Thailand which two competing scientists searching for their boss performed by Xu Zhang, and Huang Bo, and a tourist who visit Thailand for fulfill his dream performed by Wang Baoqiang. This movie displayed Thai martial arts or Muay Thai to be well known. Moreover, the film shooting location such as Tha Phae Gate, The Elephant Training Center Chiang Dao, Night Bazaar has become one of the popular destination for outbound tourists.

Tourism is a key economic factor for Thailand. Thus film tourism can be one of the effective marketing tools to attract tourists in visiting Thailand. The purpose of this study is 1) describe the motivation of travelers to visit Thailand as a film shooting destination by applying the concept of tourists’ motivation on repeat visits to Thailand proposed by Rittichainuwat, Qu, and Mongkhonvanit (2008), 2) describe the travel motivations of first time tourists and repeat tourists to visit film shooting location in Thailand by using a multiple group analysis, 3) identify the image of Thailand as a travel destination on film – induced tourism, and 4) assess whether film can motivate people to become a specific film tourists. This study used “Lost in Thailand” movie which was film in Thailand as a case study.

**Literature review**

**Destination Image**

Destination image is frequently used by several researchers. It can be defined as the sum of beliefs, ideas impressions that people have and expectations about a destination (Crompton, 1979). Rittichainuwat et al., (2001) conducted a survey to examine the 31 attributes on image
of Thailand as an international travel destination and found that beautiful architecture and buildings, interesting customs and culture image, numerous cultural and historical attractions, a trip to Thailand is worth value for money, friendly people, and easy access are the positive images on international tourist’s perspectives. Likewise, Warnick, Rodney, Bojanic, David, and Siriangkul (2005) studied on the movie effects on the image of Thailand among Foreign student travelers and found that positive impacts are more obvious among female respondents as the movie helps accentuate positive image of Thailand. In addition, Kim and Yoon (2003) studied about the components of Tourism Destination Image and found that exotic atmosphere, relaxation, scenic beauty, good climate and recommendations are the primary components of developing destination image. In summary, in order to promote the destination, it can be use the screening of a film to be another way to attract tourists to visit a destination (Hudson and Ritchie, 2006).

**Film - induced Tourism**

Film Tourism is a growing phenomenon worldwide and can continue to draw visitors year after year (Hudson & Ritchie, 2006). Film Tourism can be defined as a visitation to sites where movies and TV programmes have been filmed as well as to tours, to production studios, including film – related theme parks (Beeton, 2005), whereas Hudson and Ritchie (2006) imposed film tourism is a result of destination’s being featured on television, video or the cinema screen which can attract tourists to visit the destination. Previous studies have used different terminologies in terms of film tourism such as film tourism (Horrigan, 2009; Hudson and Ritchie, 2006; Law, Bunnell, and Ong, 2007; Beeton, 2010; Connell, 2012), movie-induced tourism (Beeton, 2005; Beeton, 2006; Hudson and Ritchie, 2006), film induced-tourism (Beeton, 2005; Beeton, 2006; Hudson and Ritchie, 2006; Macionis and
Films are not only a big screen to show beautiful and natural landscapes but also the ability to increase the number of tourists in visiting in the destinations (Horrigan, 2009). Film also create destination awareness and place identity as The Beach was film in Thailand in 2000 and used Phuket and Phi Phi Islands as a film shooting location, after the movie released in 2000 the number of tourists increased of 22 % in the youth market. In addition, the Chinese movie called “Lost in Thailand” has used Chiangmai as a main shooting location. The effects of this movie expressed on Thai culture such as Thai boxing and a very friendly of Thai people and also show the positive image such as scenic natural beauty, beautiful countryside, and nice temple. After this movie released in 2012, the number of Chinese tourists increased 60 % from 2012 to 2013 (Department of Tourism Thailand, 2016). Thus film tourism can be one of the effective marketing tools to attract tourists in visiting Thailand.

<table>
<thead>
<tr>
<th>International</th>
<th>Characteristics</th>
<th>National</th>
<th>Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kickboxer (1989)</td>
<td>Film shot in Bangkok, Ayutthaya, Muay Thai or (Thai Boxing)</td>
<td>OK Baytong (2003)</td>
<td>Buddhist – Muslim relations in Southern Thailand</td>
</tr>
<tr>
<td>Tsunami: The Aftermath</td>
<td>Film shot in Phuket</td>
<td>Tom Yum Goong (2005)</td>
<td>Thai martial arts action film</td>
</tr>
</tbody>
</table>
Travel Motivation

Travel motivation has been on the central stage of tourism research for several decades and has long been an important topic in tourism research (Crompton, 1979; Huang, 2010). The importance of research has been confirmed by the findings on tourist motivation which indicate that there are differences in travel motivations between tourists travelling from different origin countries and to different destinations or those who have different background even when they choose to visit the same destinations (Hua and Yoo, 2011; Rittichainuwat, 2008). Thus tangible destination resources no longer have the same motivational pull to destinations as they once had. Instead, visitors are increasingly focused on customer experience, operant, intangible resources (Crouch, 2011). The theory of push and pull motivations is one of the basic theories used to describe and examine tourists motivation (Crompton, 1979; Sangpikul, 2008). According to Crompton (1979), novelty motivates people to travel to satisfy their need for education. Not surprisingly, lack of novelty deters tourists from revisiting a place (Rittichainuwat, Qu, and Mongkhonvanit, 2007a). Likewise, culture is a major motivator among Asian and western tourists who visit Thailand (Rittichainuwat, Qu, and Brown, 2001; Rittichainuwat, Qu, and Mongkhonvanit, 2007b).
However, culture may not motivate residents of neighboring areas who are familiar with their own culture due to the lack of novelty. In addition, due to cultural difference, western and Asian tourists have different motivations. For example, Rittichainuwat, Chakraborty and Rattanaphinanchai (2014) found that a short holiday has become a pull travel motivator in modern societies, not only for tourists in western countries but also for Asian tourists.

Methodology

The instrument of this study is a self-administered survey questionnaire used to determine travel motivations and destination image of International tourists who visit Thailand. Questionnaire items were derived from the studies by Rittichainuwat (2008), and Rittichainuwat and Rattanaphinanchai (2015). The questionnaire was written in English and Chinese Mandarin so that tourists who can understand English or Chinese Mandarin can participate in the questionnaire survey. The target population of this study was international tourists who waiting for departure flights at Suvarnabhumi International Airport, Donmuang International Airport, and international tourists who visit major travel attraction such as Temple of Reclining Buddha (Wat Pho).

The instrument consisted of three parts. The first part includes questions about purpose of tourists that visit Thailand. The second part comprises questions about the negative and positive image of Thailand by seven – point Likert scale (1 = strongly disagree to 7 = strongly agree). The last part includes the travel motivations and demographic profile. As for data analysis, SPSS was used to analyze the questionnaire data which includes frequency distribution, Descriptive statistic. First, frequency distribution was used to describe demographic profile of tourists and travel characteristic. Second, descriptive statistics was used to identify the travel motivation and destination image of Thailand. Third, independent sampling mean t-test were run to compare between Male and Female in visiting a film
shooting location while ANOVA were run to identify any significant difference on travel motivation. Forth, factor analysis was used to analyze the relationship of travel motivation to film shooting location between male and female. Forth, a confirmatory factor analysis (CFA) was used to test the goodness of fit of the relationship of the respondents derived from the factor analysis.

Results

Out of 800 potential respondents who received the questionnaire, 729 usable responses were obtained, yielding a response rate 91%. The findings of this study are that slightly more than half of the tourists visiting Thailand (57.9%) were female, followed by male (42.1%). The respondents’ purpose of travel, the majority were on vacation (82.2%) followed by vacation and business (6.9%), and the rest of 10.9% were business, convention, shopping, Visiting Friends and Relatives (VFR), and Transit. As for the number of visit in Thailand, most tourists (56.4%) were visiting Thailand for the first time, followed by (22.8%) who were on their second or third visit, followed by 13.6% were visiting Thailand more than 5 times and (7.3%) were tourists who visit Thailand around 4 – 5 times.

Table 2: Image of Thailand as a Travel Destination

<table>
<thead>
<tr>
<th>Image of Thailand as a Travel Destination</th>
<th>N</th>
<th>M</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scenic natural beauty</td>
<td>305</td>
<td>5.6721</td>
<td>1.34166</td>
</tr>
<tr>
<td>Rich culture</td>
<td>305</td>
<td>5.5475</td>
<td>1.33224</td>
</tr>
<tr>
<td>Good value for money</td>
<td>305</td>
<td>5.1344</td>
<td>1.40428</td>
</tr>
<tr>
<td>Good shopping</td>
<td>305</td>
<td>5.0361</td>
<td>1.39383</td>
</tr>
<tr>
<td>Safety travel destination</td>
<td>305</td>
<td>4.8951</td>
<td>1.35317</td>
</tr>
<tr>
<td>Ease of access</td>
<td>305</td>
<td>4.8623</td>
<td>1.41679</td>
</tr>
<tr>
<td>Social &amp; environmental problems</td>
<td>305</td>
<td>4.4590</td>
<td>1.38808</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>305</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 1 examines the image of Thailand as a travel destination. The top four factors that represent positive image of Thailand as a travel destination were scenic natural beauty (M = 5.67), rich culture (M = 5.54), good value for money (M = 5.13), and good shopping (M = 5.03).

Table 3: *t*-test Results Comparing between Male and Female in visiting a film shooting location.

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
<th><em>t</em>-value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>N</strong></td>
<td><strong>Mean</strong></td>
<td><strong>N</strong></td>
</tr>
<tr>
<td>Your favourite Thai films (Movie, drama)</td>
<td>125</td>
<td>3.9680</td>
<td>180</td>
</tr>
<tr>
<td>The shooting location of your favourite film</td>
<td>125</td>
<td>4.3280</td>
<td>180</td>
</tr>
<tr>
<td>The actor/actresses of your favourite film</td>
<td>125</td>
<td>3.9200</td>
<td>180</td>
</tr>
<tr>
<td>Re-live experience you had watched</td>
<td>125</td>
<td>4.6240</td>
<td>180</td>
</tr>
<tr>
<td>Romantic atmosphere</td>
<td>125</td>
<td>4.2560</td>
<td>180</td>
</tr>
</tbody>
</table>

Motivation scale: 7 = strongly agree, 1 = strongly disagree

* significant at p<0.05

As shown in table 2: Female tourists were more motivated to visit film shooting location than male tourists in terms of your favourite Thai films (M = 4.18), the shooting location of your favourite film (M = 4.63), the actor/actresses of your favourite film (M = 4.27), and romantic atmosphere (M = 4.66). In contrast, male tourists were more motivated to visit film shooting location than female tourists in terms of re-live experience you had watched (M = 4.57).
Table 4: *t*-test Results Comparing between Asian Tourists and Western Tourists with travel motivation on visiting a film shooting location.

<table>
<thead>
<tr>
<th></th>
<th>Group 1</th>
<th></th>
<th>Group 2</th>
<th></th>
<th><em>t</em>-value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>Mean</td>
<td>N</td>
<td>Mean</td>
<td></td>
</tr>
<tr>
<td>Your favourite Thai films (Movie, drama)</td>
<td>154</td>
<td>4.42</td>
<td>151</td>
<td>4.40</td>
<td>0.098</td>
</tr>
<tr>
<td>The shooting location of your favourite film</td>
<td>154</td>
<td>4.72</td>
<td>151</td>
<td>4.41</td>
<td>0.016</td>
</tr>
<tr>
<td>The actor/actresses of your favourite film</td>
<td>154</td>
<td>4.48</td>
<td>151</td>
<td>4.07</td>
<td>0.043</td>
</tr>
<tr>
<td>Re - live experience you had watched</td>
<td>154</td>
<td>4.86</td>
<td>151</td>
<td>4.45</td>
<td>0.060</td>
</tr>
<tr>
<td>Romantic atmosphere</td>
<td>154</td>
<td>5.79</td>
<td>151</td>
<td>5.81</td>
<td>0.375</td>
</tr>
</tbody>
</table>

Motivation Scale: 7 = strongly agree, 1 = strongly agree

Group 1: Asian Tourists, Group 2: Western Tourists

* Significant at p<0.05

*t*-test results Table 3: shows the significant differences between Asian Tourists and Western Tourists with the travel motivation on visiting a film shooting location. Asian Tourists were more motivated than Western Tourists in terms of your favourite Thai films (M = 4.42), the shooting location of your favourite film (M = 4.72), the actor/actress of your favourite film (M = 4.82), and re-live experience you had watched (M = 4.86). In addition, Western Tourists were more motivated than Asian Tourists in terms of romantic atmosphere (M = 5.81).
Table 5: Travel Motivations Differences by Age

<table>
<thead>
<tr>
<th>Motivation</th>
<th>Between Groups</th>
<th>Within Groups</th>
<th>Total</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your favourite Thai films (Movie, drama)</td>
<td></td>
<td></td>
<td></td>
<td>13.585</td>
<td>5</td>
<td>2.717</td>
<td>1.084</td>
<td>.011*</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>749.464</td>
<td>299</td>
<td></td>
<td></td>
<td>2.507</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>763.049</td>
<td>304</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The shooting location of your favourite film</td>
<td></td>
<td></td>
<td></td>
<td>4.734</td>
<td>5</td>
<td>.947</td>
<td>.380</td>
<td>.619</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>745.495</td>
<td>299</td>
<td></td>
<td></td>
<td>2.493</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>750.230</td>
<td>304</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The actor/actresses of your favourite film</td>
<td></td>
<td></td>
<td></td>
<td>13.006</td>
<td>5</td>
<td>2.601</td>
<td>1.043</td>
<td>.421</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>745.748</td>
<td>299</td>
<td></td>
<td></td>
<td>2.494</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>758.754</td>
<td>304</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Re - live experience you had watched</td>
<td></td>
<td></td>
<td></td>
<td>15.175</td>
<td>5</td>
<td>3.035</td>
<td>1.334</td>
<td>.220</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>680.222</td>
<td>299</td>
<td></td>
<td></td>
<td>2.275</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>695.397</td>
<td>304</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Romantic atmosphere</td>
<td></td>
<td></td>
<td></td>
<td>32.425</td>
<td>5</td>
<td>6.485</td>
<td>2.385</td>
<td>.781</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>813.037</td>
<td>299</td>
<td></td>
<td></td>
<td>2.719</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>845.462</td>
<td>304</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: Significant different at p. 0.01

As shown in Table 4: there were significant differences respondents who have age between 50 − 59 years old have high motivation (M = 5.87) to visit a film shooting location.

**Conclusion**

The findings of this study show that movie can induce tourists to visit the shooting location especially “Lost in Thailand” can promote Thai culture such as Thai martial art called Muay Thai. Moreover, the shooting location such as Chiang Mai becomes more popular destination among Chinese tourists.
Further research

Since the respondents of this study were international tourists but the tourism in Thailand is driven by both international and domestic tourists. Thus the author should conduct research on the perception and motivation of Thai tourists in visiting film shooting location as a future research.
References


Esichaikul, R. (2012). Travel motivations, behavior and requirements of European senior tourists to Thailand. PASOS, Revista de Turismo y Patrimonio Cultural, 10(2), 47-58.


An Investigation of Attendants’ Perceptions of Food Culture and Festival Attributes

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Abstract

Food tourism in particular events is seen as one of the principal methods of attracting attendees, tourists, and producing revenue in this era. There are several attributes for attending festivals and events. Do enthusiasms engage the reasons why people attend particular festivals such as food tourism? In view of that, what are attendees’ motivations for attending local food festivals? What is the expenditure status among the food events and festivals attendees? How does attendees’ overall satisfaction impact their loyalty to participate in food festivals? Accordingly, the research investigates the attendants’ perceptions of food culture and festival attributes in different regions in Iran. Iranian local foods as a unique component in several Asian countries are dominant tourist attractions.

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concerning heritage and culture. The continuity of this support shows that the whole concept of these traditional foods goes back to centuries ago. Therefore, after resuscitation, these local foods found out that the approach is an alternative fact for preserving cultural heritage. With the aims of better understand food tourism festival attendees and to supply festival planners and marketers with cultural food information and traditional food, so they can better understand the attendees they are targeting. At the same time, the research is structured in a way which allows directly provide attendees’ perceived values regarding their satisfaction and behavioural intentions of food tourism festival and food culture attributes in Iran. Iran is a distinct region that has minimal studies on this particular topic, which makes this research unique and significant in Iran’s tourism and economic context. The respondents who participated in this research directly came from the tourism and hospitality management students and academic staffs in food tourism festival 10th May 2018 in Tehran, Iran. Smart-PLS was performed by the VB-SEM to test the hypothesis. Out of 172 participants surveyed in this study, 148 (82.5%) respondents expressed behavioural intentions. The mediating role of attendees’ satisfaction of food tourism festival on the relationship between behavioural intentions and attendees’ perceived values of food cultures in food tourism festival was highlighted in this study. In total, 172 completed questionnaires were used for data analysis using Smart-PLS 3.2.8. Thus, as the measurement model reveals acceptable construct validity, the structural equation modelling technique to examine the structural path model and the hypotheses. The results of this study illustrate that the $R^2$ of behavioural intentions is 0.537 which recommends that attendees’ perceived of food cultures and attendees’ satisfaction could explain 53.7 % of the variance in food tourism festival. Besides, the $R^2$ of attendees’ satisfaction of attendees’ perceived of food cultures could is 0.645 which recommends that attendees’ satisfaction of food tourism festival could describe 64.5 % of the variance in food tourism festival. Furthermore, the predictive relevance of cross-validated
redundancy values ($Q^2$) for the endogenous variable of behavioural intentions is, 0.285 and attendees’ satisfaction of food tourism festival, 0.299 are higher than zero (Fornell & Cha, 1994; Chin, 2010). The results revealed that having positive perceptions for attending food festivals and events are “to see and experience new and various image of food”, “to enjoy the environment”, “to test new and different kind of local foods”. These findings indicate that food may not be a significant motivating factor, but it can contribute to our understanding of the importance of attendees’ perceptions in pursuing resuscitation local food and in planning for future food festivals and events. The study addresses Resuscitation Local Food issues specifically for food festivals and event in Iran.

**Keywords:** Resuscitation Local Food; Attendants’ Perceptions; Food Tourism Festival, Food culture attributes.
References


Session 008
Tourism Industry
June 22nd (Saturday), 2019/ 15:20-17:45
Confucianism in Asian Tourism Research: A Meta-Analysis

WAN, Fangzhou

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The Hong Kong Polytechnic University

Email: fangzhou.wan@connect.polyu.hk

Extended Abstract

Tourism becomes an increasing GDP contributor to world economy, among which Asian market shows a great market potential. A late start of tourism in Asian countries comparing with western countries necessitates the study on Asian tourism research. The deep-rooted impact of Confucianism on Asian culture should be involved in Asian tourism research as culture plays a vital role in tourism. A total of 67 research articles published from 1999 to 2019, achieved from five major databases, focusing on Confucianism in Asian tourism research, were selected for analysis with meta-analysis approach. Descriptive statistics, study foci, methodologies and underlying Confucian value themes were systematically and thematically reviewed. The findings suggested that studies conducted in China and South Korea contribute most in quantity comparing with other parts of Asia. Number of publications increased steadily with time and the recent five years saw an accelerating trend. Scholars originally from Asian countries were suggested as major contributors. Themes including ecotourism and sustainable tourism, destination management, tourism education, cultural tourism were well researched in the context of Confucianism. Confucian businessmen culture calls for more empirical research. “Harmony” or “Oneness”
continuously shed light across different research themes. Confucianism integrated with wellness tourism started catching scholars’ attention in an increasing ageing Asian context. The findings provide scholars a general picture of previous research trends and gaps as references for future Confucianism integrated Asian tourism research. Destination management organizations can follow the findings in developing future management strategies, such as utilizing Confucian concepts “Harmony” or “Oneness” in human resources management strategies, destination branding strategies, landscape design and etc.

**Key Words:** Tourism Research, Confucianism, Asian Paradigm, Meta-analysis
Strategic Analysis of Tourism Program of Tanauan City: Perspective for Program Development and Planning

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La Consolacion College Tanuan- Philippines

Abstract
Tourism can be a potent force in addressing the many concerns of a nation and in ushering it to a state of economic stability, sound international linkages, and global competitiveness. There are numerous examples of tourism of tourism destinations around the world that have been adversely impacted by tourism development. The negative impacts, however, have been attributed, among other things, to inadequate or non-existent planning frameworks for tourism development. Therefore, it has been advocated that tourism planning is vital to offset some negative impacts that tourism can have on the destination community.

This study is focused on the Strategic Analysis of Tourism Program of Tanauan City its perspective for program development and planning. Numerous literature and studies can affirm that knowing a city or a place in an in-depth manner as in knowing its strength, weakness, opportunities, threats are material to knowing how its tourism initiatives can be planned well and usher it toward development.

The researcher made used of the descriptive qualitative method of research found out that the tourism activities of Tanauan City are numerous and varied, most of which are geared towards protecting the environment such as lakeside development, tree planting, and Lakbay Aral sa Lawa. There are some which aim to address health and physical development like dragon boat race, fun run, palaro ng lahi, and adventure games. There are minimal activities relevant to history, culture, arts, and religion. The researcher analyzed all these activities and arrived at a perspective for the development plan of Tanauan City Tourism Program.
Keywords: Strategic Analysis, Strengths-Opportunities, Tourism Development Plan, Weaknesses-Threats

Background And A Review Of Related Literature

Tourism was a major instrument that contributed to national development; and the Philippines is one of the countries in Southeast Asia that utilized the tourism industry in tackling the country’s economic problem, creating jobs for people as well as increasing income for the country. However, there have been negative impacts which have been attributed, among other things, to inadequate or non-existent planning frameworks for tourism development. Hence, it has been advocated that tourism was vital to offset some of the negative impacts that tourism could have on the destination community.

Planning is essential in tourism since its primary objective is to seek optimal solutions to perceived challenges and to increase and, hopefully, maximize development benefits, which would produce predictable outcomes (Ortenzio, 2012). It was claimed that planning is an ordered sequence of operations and actions that were designed to realize once a single goal or set of interrelated goals. Hence, it should be forward looking, a process for anticipating and ordering change.

The term planning could be used in connection with individuals, groups, organization, and governments. This could be utilized about different geographical settings, such as urban and rural, and applied as well at various scales such as locals, regional and national. According to McCabe (2000), a plan should clarify the path to be taken as well as its outcomes or end results. This has also drawn attention to each if the stages and helped to set and established priorities that could assist in the scheduling of activities. The key aim of tourism planning twenty years ago were to ensure that opportunities were available for tourists to gain
enjoyable and satisfying experiences and, at the same to provide means for improving the way of life for residents and of destination areas.

One of the key elements of the process of planning was decision-making; this was underscored by Hall (2000) who suggested that this process should not be straightforward, claiming that these decisions were interdependent and systematically related and not just individual decisions. He added that the process of planning involves’ bargaining, negotiation, compromise, coercion, values, choice, and politics, and that decision-making is part of a continuum that follows directly from planning and this, in turn, is followed by action.

With reference to the Philippine National Tourism Plan, which was intended to provide a strategic framework and outline action plan to guide the Department of Tourism (DOT) and other stakeholders in the development of the tourism sector between 2011 and 2016, this research has been thought of to contribute to the national plan of seeing the Philippines become great again by working on core cities and communities.

Philippine tourism could still flourish and attain a milestone in terms of growth and sustainability with its rich ecosystem, culture, history, heritage, beaches, and cosmopolitan society. There is so much promise in this country teeming with never-ending potential.

Taking an in-depth look into the Philippine tourism like Tanauan City, Batangas, Philippines, which was founded on its present location in 1754, having been transferred from the fringes of Taal Lake where this was originally situated, tourists would discover the Tanaueño characteristics of personal independence and nationalism since early history. The town was called the cradle of noble heroes due to the contribution to the revolutionary movement of its son like Apolinaryo Mabini, the brains of the Katipunan, and later by great statesman President Jose P. Laurel. Also, three Tanaueños served as governors of Batangas, namely: Jose P. Laurel, Modesto Castillo and Nicolas Gonzales.
Tanauan City was home to scenic nature’s beauty, attractive investment opportunities, rich culture and historical heritage, superb adventure and vigorous industrialization. The natural wealth of its people paved the way to competitiveness, bringing the city to crest of progress and advancement. Recently, the Mayor, launched the Parade of Lights to promote the tourism in the city and its tagline, “City of Colors”. First held on March 8, 2014, the event was in line with the celebration of the cityhood of Tanauan. The Parade of lights showcases the magnificent floats from different businesses, schools and organizations. Tanauan is truly a city of colors and hope to its people.

Thus, Tanauan City capitalizes on its strengths and makes use of opportunities to shine and become a potent reason for tourists to visit, stay, and want to settle in the community. It is this perspective that has triggered this researcher to focus her study on determining the state of Tanauan City Tourism Planning and Development, particularly its strength, weaknesses, opportunities, and threats, which would be utilized in developing a productive tourism development plan for Tanauan City.

**Theoretical Framework**

This study was anchored on the Strengths, Weakness, Opportunities and Threats (SWOT) theory which emphasizes that these SWOT dimensions comprise the overall the overall evaluation of a company’s strength, weaknesses, opportunities, and threats. Valentine (2001) stressed that Strength, Weaknesses, Opportunities, and Threats analysis was the conventional approach of searching for insights into ways of realizing the desired alignment, explaining that this analysis was no doubt a valuable tool in the field of business strategy because this invited decision makers to consider important aspects of their organization’s environment and helped them organize their thoughts.
Moreover, the company reviews and reaffirms its vision, mission, and value
statements, analyzing external and internal information as critical aspects in terms of
Strength, Weakness, Opportunities and Threats analysis. Kaplan and Norton added that a
wide range of strategy should be developed to guide the company’s transformational strategy
formulation.

In relation to the Strength-Weakness-Opportunities-Threats analysis, Kaplan and
Norton explained that identifying external and internal analyses should be performed before
conducting this SWOT strategy, which means identification of the company’s existing
strength and weaknesses, its emerging opportunities and the worrisome threats that face the
organization. The concept suggested a Strength-Weakness-Opportunities-Threats Matrix that
is focused on analyzing Strength to Threats (S-T), Strength to Opportunities or (S-O),
Weakness to Opportunities (W-O) and Weaknesses to Threats (W-T). The matrix suggested
that internal attributes should be classified as either strength or weaknesses, and the external
attributes as either opportunities or threats which could be helpful or harmful for achieving
the organization’s vision.

The Strength to Threats or (S-T) focused on a strategic options on how can strength
be used to counteract threats that tend to hinder the attainment of objectives (VMO) and the
exploitation of opportunities. The organization should spend more resources and time in
developing new products or services with potential for success to create the awareness of
customers or gain more market share. Dreaming big for Tanauan necessitates attempting to
use strengths to counteract threats that tend to impede the attainment of objectives and
exploiting opportunities to their advantage.

The Strength to Opportunities or (S-O) focused on a strategic options on how the
strength be employed to take advantage of the opportunities. In due course of time, a
corporation will try to build a new brand, maximize its sales revenue and likely benefit from
the economies of scale, thus becoming the market leader. In the case of Tanauan City, the proponents of the tourism plan will brainstorm how the strengths will be used to make the opportunities worthwhile.

The Weaknesses to Opportunities focused on a strategic options on how weaknesses be overcome to take advantage or exploit opportunities. At this stage, a company always slows down the pace of development and attempts to take advantage of opportunities left behind. Rapid sales growth cannot last forever. Sales slowdown as the competitors emerge into the market. For those who want to improve the current state of Tanauan’s tourism, they should think of how to overcome their weaknesses to take advantage of or exploit the opportunities.

The Weaknesses to Threats (W-T). For those who envision to see Tanauan in a much better state in terms of its tourism, they should endeavor to overcome weaknesses to counteract threats that hindered them from attaining their objectives and maximizing opportunities. Amidst all the stages, there is transformation going on.

In the paradigm, the residents and visitors in Tanauan City will be asked of their perceptions as to the city’s strengths, weaknesses, opportunities, and threats in relation to tourism planning and development. From what they will express, baseline data will be collated to enable local government officials to come up with concrete plans to achieve worthwhile ends.

Statement of the Problem

This study is focused on the strategic analysis of Tourism Program of Tanauan City: a perspective for program development and planning. Specifically, the study aims to answer the following questions:

1. What are the existing tourism programs of Tanauan City?
2. Using the SWOT tool for analysis, how may the tourism programs be analyzed?
3. How would the strength/s of Tanauan tourism plan be employed to take advantage of the opportunities?

4. How can Tanauan tourism plan overcome its weaknesses to counteract threats?

5. What strategies tourism development plan may be proposed for the city?

**Scope and Limitation**

Many developing countries choose tourism not only for its economic benefits to the national economy but also for its supposed capacity as a regional development agent. This study focused on the strategic analysis of tourism program of Tanauan City for perspective program development and planning. This attempted to identify the perception of the local government officials and selected residents and tourists of the said city. The study did not cover any other master plans and other strategies formulated before the conduct of the said research. Furthermore, baseline data gathered will be used as a basis in the formulation of tourism development plans for Tanauan City, Batangas.

The research locale of this study is Tanauan City, Batangas, where tourism planning and development programs were under study. The researcher tapped people who have direct access to or connection with the tourism planning and development aspect of the local government and who were more knowledgeable in the subject of this study.

**Methodology And Population Of The Study**

The researcher made use of the descriptive qualitative method of research in her study which was focused on the elicited perceptions of the respondents regarding the current state of the Tanauan City Tourism Planning and Development, particularly its strength, weaknesses, opportunities, and threats. She administered survey questionnaires to 190 respondents that comprise 61 (both local and foreign) Tourists, 52 residents, and 77 Local Officials. The data gathered were reinforced with random interviews conducted with selected respondents. These interviews were accomplished for clarification of some responses of a
number of respondents whom she believed had haphazardly answered the questionnaires. Furthermore, she talked to a number of her respondents to verify the information written down on the questionnaires.

Furthermore, she browsed through pertinent historical documents, in addition to past studies that the local government of Tanauan City openly shared to shed light on the purpose of this scientific inquiry. In addition, she analyzed her data, using frequency counts, percentage procedure, and arithmetic mean.

The researcher elicited the perceptions of the cited respondents regarding the current state of the Tanauan City Tourism Planning and Development, particularly its strengths, weaknesses, opportunities, and threats. She further investigated how these contributed to the development of concrete plans for Tanauan City tourism development. Using Kaplan and Norton’s theory and criteria for the analysis of her data as well as her findings, the researcher arrived at solid plans to achieve the objectives of her study; the baseline data for Tanauan City Tourism planning and development.

Results And Discussion

The Existing Tourism Programs of Tanauan City

Tanauan City has had varied tourism activities since 2008; most were geared towards ecotourism. One major part was the Lakeside Development Project, which necessitated a long and arduous process of planning, organizing, seeking government, and the people’s support until it finally materialized. The goal of the city was to deepen the locals’ awareness and appreciation of natural resources and also that of the tourists who come to visit. The barangay tourism councils were organized and trained to provide them knowledge and skills in carrying out tourism initiatives in their level and in supporting the city’s program.

The citizens of Tanauan City are kept updated of the tourism initiatives and their responsibilities as stakeholders through the features in Balikas, the newspaper in the
province, and the flyers distributed every now and then. The different tourism activities conducted in the city are presented in Table 1.

It was noteworthy that the environment was foremost in the concerns of the city as manifested by the many activities conducted to safeguard Mother Earth. The city capitalized on their gifts of having a lake, a volcano, and a people who were willing to protect what nature has blessed the city with. This is such a welcoming reality because the very fast development of tourism over the years has caused irreversible effects to the environment (Kasim and Scarlat, 2007). Initially, tourism used to maximize environmental resources available and the innate culture of a place; but demands from the tourists could be the cause of changes in the physical environment, like sacrificing trees and flora and fauna to give rise to structures and facilities required by visiting clients (Hassan, 2000).

Table 1. Tourism Activities of Tanauan City and Their Classification

<table>
<thead>
<tr>
<th>TANAUAN CITY TOURISM ACTIVITIES</th>
<th>CLASSIFICATION OF TOURISM INITIATIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>ECOTOURISM</td>
</tr>
<tr>
<td>Dismantling of properties along the 20m easement zone along the lakeshore, in Camalig, at Barangay Gonzales</td>
<td></td>
</tr>
<tr>
<td>Tanauan City Lakeside Development</td>
<td></td>
</tr>
<tr>
<td>Aninaw ng Likas Yaman ng Lawa ng Taal and Taal Volcano Trekking Seminar</td>
<td></td>
</tr>
<tr>
<td>Miss Global Philippines Tree Planting at Barangay Gonzales</td>
<td></td>
</tr>
<tr>
<td>Southern Luzon Association of Museums (SLAM) Tree Planting</td>
<td></td>
</tr>
<tr>
<td>Miss Earth International Tree Planting and Clean-Up Drive at Barangay Wawa and Barangay Boot</td>
<td></td>
</tr>
<tr>
<td>Philippine Travel Agencies Association Assessment (PTAA) for Eco-tourism Itinerary in Taal Lake,</td>
<td></td>
</tr>
</tbody>
</table>
especially in Tanauan City
Lakbay Aral sa Lawa
Continuous Tree Planting
Lakeshore FunRun, Balsa Karera, Bangkera, Lundayan, Palaro ng Lahi
Philippine National Dragon Boat Game
Construction of Biking Lane at Barangay Banadero and Barangay Ambulong
Dragon Boat Race
Adventure Games
Charter Day Celebration
Charter Day Mass
Patronal Feasts of Barangay

There are also a number of sports activities that the city sponsors to attract locals and tourists to participate in. This was also a way to promote healthy living and to inspire teamwork in friendly competitions. Hudson (2003) said that people’s idea of taking a holiday now includes health-promotion and quality-of-life experiences. People traveled to a destination to engage in a sport, to witness a sports competition, or to experience a sports attraction.

In the process of improving tourism, the stakeholders were also involved in enriching their experiences related to history, culture, arts, and religion. Although at their current stage, these areas are not that explored yet. So is agri-farm. The tourism officials needed to brainstorm and think about strengthening this less-prioritized area. A small percentage of tourists go to an attraction or destination with 100% motivation to learn about another culture. Many of them are considered cultural tourists by accident (Csapo, 2012). Thus, tourism planners should offer attractions and activities that offer attractions and activities that provide variety and novelty. People want something new and different and a wide array to choose from.

Moreover, relative to tourist arrivals, the findings of this study showed that, as declared by the owners of three (3) resorts, there was a total of 235 tourists in the city; ninety-nine (99) were male; and one hundred thirty-six were female (136). This number is a good indicator for tourism development project in the city can be noted in Table 2.
### Overnight Visitors

<table>
<thead>
<tr>
<th>Resort 1</th>
<th>Male</th>
<th>Female</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>35</td>
<td>26</td>
<td>0</td>
<td>0</td>
<td>61</td>
</tr>
<tr>
<td>Resort 2</td>
<td>44</td>
<td>74</td>
<td>0</td>
<td>0</td>
<td>118</td>
</tr>
<tr>
<td>Resort 3</td>
<td>20</td>
<td>36</td>
<td>0</td>
<td>0</td>
<td>56</td>
</tr>
<tr>
<td>Total</td>
<td>99</td>
<td>136</td>
<td>0</td>
<td>0</td>
<td>235</td>
</tr>
</tbody>
</table>

### Results Of The Strengths, Weaknesses, Opportunities, Threats Analysis On The Tourism Program Of Tanauan City

The results of the findings relative to the strength of Tanauan City Tourism program, based on the perceptions of the respondents, revealed the strength of the Tourism Program of Tanauan City which cover the well-maintained cultural sites, clear and informative signage, the availability of delicious cuisines and delicacies; and the positive traits of the Tanaueños. These are evident in the obtained Weighted Mean Average (WMA) of 3.90 shown in Table 3.

**Table 3. Perceived Strengths of the Tourism Program of Tanauan City**

<table>
<thead>
<tr>
<th>DESCRIPTORS</th>
<th>Mean</th>
<th>Verbal Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. The state of roads in Tanauan City makes travel easy.</td>
<td>3.88</td>
<td>Agree</td>
</tr>
<tr>
<td>b. The signs in Tanauan City are clear and informative.</td>
<td>3.95</td>
<td>Agree</td>
</tr>
<tr>
<td>c. I find Tanauan City clean.</td>
<td>3.66</td>
<td>Agree</td>
</tr>
<tr>
<td>d. Cultural sites are well-maintained.</td>
<td>3.97</td>
<td>Agree</td>
</tr>
<tr>
<td>e. Good souvenirs and crafts are available.</td>
<td>3.42</td>
<td>Agree</td>
</tr>
<tr>
<td>f. I can enjoy local cuisine in many places in Tanauan City.</td>
<td>3.96</td>
<td>Agree</td>
</tr>
<tr>
<td>g. Local cuisines are delicious.</td>
<td>4.19</td>
<td>Agree</td>
</tr>
<tr>
<td>h. Local delicacies are available.</td>
<td>4.00</td>
<td>Agree</td>
</tr>
<tr>
<td>i. The quality of accommodation in hotels/inns is good.</td>
<td>3.92</td>
<td>Agree</td>
</tr>
<tr>
<td>j. The level of service provided is high.</td>
<td>3.94</td>
<td>Agree</td>
</tr>
<tr>
<td>k. People are friendly and helpful.</td>
<td>3.99</td>
<td>Agree</td>
</tr>
<tr>
<td>Average Weighted Mean</td>
<td>3.90</td>
<td>Agree</td>
</tr>
</tbody>
</table>

Another equally important reason for tourists to frequent a destination is the character of the people there. Visitors like their ways of being friendly and helpful. Suanmali (2014) conducted a study on the factors that bring about tourist satisfaction. He asserted that when visitors were satisfied, they came back or they recommended the destination to others, so it
was imperative that tourists were well-satisfied. In this study, hospitality was the second topmost factor. Visitors appreciate it very much when the locals are warm, friendly, and kind. A third point that made Tanauan attractive to people was the way the cultural sites were maintained. This was the primary purpose why tourists traveled to new places- to see sites that they read or heard about.

On the other hand, it was also worthy to note that although the mean scores yielded in all descriptors were interpreted as agreed with by the evaluators, the lowest average score was garnered by the availability of crafts and souvenirs. The tourism office might want to look into the possibility of strengthening this aspect further.

Table 4. Perceived Weaknesses of the Tourism Program of Tanauan City

<table>
<thead>
<tr>
<th>DESCRIPTORS</th>
<th>Mean</th>
<th>Verbal Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. I am bothered by the messy appearance of built areas.</td>
<td>2.89</td>
<td>Neutral</td>
</tr>
<tr>
<td>b. I am disturbed by the noise.</td>
<td>2.91</td>
<td>Neutral</td>
</tr>
<tr>
<td>c. There is garbage everywhere.</td>
<td>2.95</td>
<td>Neutral</td>
</tr>
<tr>
<td>d. Tanauan City is crowded.</td>
<td>2.86</td>
<td>Neutral</td>
</tr>
<tr>
<td>e. The structures are old and look weak.</td>
<td>2.80</td>
<td>Neutral</td>
</tr>
<tr>
<td>f. Attitude</td>
<td>2.77</td>
<td>Neutral</td>
</tr>
<tr>
<td>g. There are only a few places to go to.</td>
<td>3.06</td>
<td>Neutral</td>
</tr>
<tr>
<td>h. There is terrible traffic in Tanauan City.</td>
<td>3.00</td>
<td>Neutral</td>
</tr>
<tr>
<td>i. The prices of goods and services are expensive.</td>
<td>2.83</td>
<td>Neutral</td>
</tr>
<tr>
<td>j. The streets are dangerous.</td>
<td>2.45</td>
<td>Disagree</td>
</tr>
<tr>
<td>k. Dark</td>
<td>2.54</td>
<td>Disagree</td>
</tr>
<tr>
<td>l. Narrow</td>
<td>2.65</td>
<td>Neutral</td>
</tr>
<tr>
<td>Average Weighted Mean</td>
<td>2.59</td>
<td>Neutral</td>
</tr>
</tbody>
</table>

Table 4 revealed that most of the descriptors have scores that equated to dull perceptions of the respondents. Neither agreeing nor disagreeing on the descriptors only means that they could not decide if an aspect was indeed observable or entirely lacking. It could also be taken that some respondents might agree and some might disagree. Thus, the resulting mean score was interpreted as neutral. This implied that the said descriptors were not established as weaknesses of the Tourism Program of Tanauan City.
Moreover, traffic also was a growing concern not only for residents but also for visitors as transportation in tourism was very crucial. Tourists usually check how easy and convenient it is to reach the destination, get around the place, and leave once the trip was made (Sorupia, 2005). The presence of many tourists might be good for the economy, but it could take toll on the environment and cause so much traffic on the road.

In addition, two descriptors yielded scores interpreted as disagree, which show that the respondents did not think that the streets in Tanauan City were dark and dangerous. These, therefore, were not weaknesses. Safety and security were primary ingredients of high-quality travel, so tourist destinations should include these among their considerations when planning and implementing a tourism program.

Likewise, they should further enhance the descriptors as opportunities for Tanauan City which can be traced in Table 5.

Table 5. Perceived Opportunities of the Tourism Program of Tanauan City

<table>
<thead>
<tr>
<th>DESCRIPTORS</th>
<th>Mean</th>
<th>Verbal Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Tanauan City government officials are working well together to uplift the city as a tourist destination.</td>
<td>3.84</td>
<td>Agree</td>
</tr>
<tr>
<td>b. In Tanauan City, there is good value for money.</td>
<td>3.77</td>
<td>Agree</td>
</tr>
<tr>
<td>c. In Tanauan City, I can breathe fresh air.</td>
<td>3.73</td>
<td>Agree</td>
</tr>
<tr>
<td>d. People want to keep coming back to Tanauan City.</td>
<td>3.83</td>
<td>Agree</td>
</tr>
<tr>
<td>e. Cultural sites are accessible.</td>
<td>3.90</td>
<td>Agree</td>
</tr>
<tr>
<td>f. There is/are persons in charge of accommodating tourists/visitors.</td>
<td>3.94</td>
<td>Agree</td>
</tr>
<tr>
<td>g. The local culture is rich.</td>
<td>4.04</td>
<td>Agree</td>
</tr>
<tr>
<td>h. Tanauanues are accommodating and hospitable.</td>
<td>4.05</td>
<td>Agree</td>
</tr>
<tr>
<td>i. Tanauanues participate in cultural events e.g. parade of lights, dragon boat festival, fun run, etc.</td>
<td>4.26</td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>j. The state of the natural environment is good.</td>
<td>4.20</td>
<td>Agree</td>
</tr>
<tr>
<td>k. Tanauan City has an interesting and varied landscape.</td>
<td>3.98</td>
<td>Agree</td>
</tr>
<tr>
<td>l. It is easy to get to Tanauan City.</td>
<td>4.19</td>
<td>Agree</td>
</tr>
<tr>
<td>m. Tanauan City provides a good variety of experiences.</td>
<td>4.08</td>
<td>Agree</td>
</tr>
<tr>
<td><strong>Average Weighted Mean</strong></td>
<td>3.99</td>
<td>Agree</td>
</tr>
</tbody>
</table>

Among the given descriptors, the preceding table shows that the top scorer was participation in cultural events particularly in Parade of Lights, Dragon Boat Festival, as well as Fun Run. Events have been found to be a vehicle to animate any destination as well as a core to
promote a place amidst the many choices and encouragement from the visitors to spend money, thus increasing the revenue of the city (Getz and Page, 2016).

Furthermore, the highest top three descriptors that the respondents agree with were the standard state of the natural environment, the accessibility, and convenience of Tanauan, and, the provision of a good variety of experiences.

On the other hand, as shown in Table 6, the respondents have neutral points of view in relation to the high rate of petty crimes or low police visibility, to the residents’ indifference to strangers and to the city’s being flood-prone. This interpretation indicates that given descriptors were not able to generate a unanimous agreement or disagreement from the respondents. Moreover, among the nine descriptors, five were negated by the respondents; which reveal they did not agree that there were health and hygiene issues in Tanauan; that the residents were not united; and that resources were not substantial.

<table>
<thead>
<tr>
<th>DESCRIPTORS</th>
<th>Mean</th>
<th>Verbal Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. There is a high rate of petty crimes.</td>
<td>2.91</td>
<td>Neutral</td>
</tr>
<tr>
<td>b. There is low police visibility.</td>
<td>2.76</td>
<td>Neutral</td>
</tr>
<tr>
<td>c. People are indifferent to strangers.</td>
<td>2.69</td>
<td>Neutral</td>
</tr>
<tr>
<td>d. Tanauan City is accident-prone.</td>
<td>2.30</td>
<td>Disagree</td>
</tr>
<tr>
<td>e. There is division among the residents.</td>
<td>2.50</td>
<td>Disagree</td>
</tr>
<tr>
<td>f. Calamity threatens the city.</td>
<td>2.43</td>
<td>Disagree</td>
</tr>
<tr>
<td>g. Some parts of the city are prone to flood.</td>
<td>2.63</td>
<td>Neutral</td>
</tr>
<tr>
<td>h. Resources in the city are limited, so services are not efficient.</td>
<td>2.43</td>
<td>Disagree</td>
</tr>
<tr>
<td>i. There are health and hygiene issues in Tanauan City.</td>
<td>2.56</td>
<td>Disagree</td>
</tr>
<tr>
<td>Average Weighted Mean</td>
<td>2.58</td>
<td>Disagree</td>
</tr>
</tbody>
</table>

However, despite these viewpoints that include service that appear to be wanting; the following Strengths- Opportunities may provide a positive measure, which can be noted in the following illustration.
As presented in the preceding explanation, the city could make use of its well-maintained cultural sites to be the venue of cultural events that would leave a lasting imprint on the visiting tourists of what is authentically Filipino. Cultural activities could also be held in the prominent natural sites of the city like the lake and the volcano such as the Lakbay Aral or Guided Cultural Tour. This way, tourists would be provided positive experiences of nature which were amiss in many other contemporary destinations because progress has taken over and buildings have replaced what used to be a natural environment.

Among the possibilities available for Tanauan City were the cultural events and the state of the natural. Tanauan City could also explore the possibilities of its local cuisine and native delicacies and the warmth and hospitality of its people in giving the visiting public varied feel-good experiences.

Furthermore, the results of the researcher’s interview with Tanauan City’s Executive Assistant and Tourism Consultant revealed that the City is just in the initial stages of laying down tourism initiatives which include the successful easement zone project going along the 6 barangay facing the lake. The people were quite enthusiastic about the progress that they expect for their locale. Another opportunity open to the city is the willingness of business investors to give the residents a chance to highlight their local delicacies and arts and crafts.

### Table 7. Strengths and Opportunities

<table>
<thead>
<tr>
<th>Strength</th>
<th>Strength– Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Local cuisines are delicious</td>
<td>Tanauan City can explore the possibilities of its local cuisine and native delicacies and warmth and hospitality of its people in giving the visiting public varied feel-good experiences.</td>
</tr>
<tr>
<td>b. Local delicacies are available</td>
<td>The city can also make use of its well-maintained cultural sites to be the venue of cultural events that would leave a lasting imprint on the visiting tourists of what is authentically Filipino.</td>
</tr>
<tr>
<td>c. People are friendly and helpful</td>
<td>Cultural activities can be held at Mabini Shrine and other prominent sites in the city like the lake and the Taal volcano for Lakbay Aral or Guided cultural tour.</td>
</tr>
</tbody>
</table>

**Opportunities**

<table>
<thead>
<tr>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Tanaauanos participate in cultural events e.g. parade of lights, dragon boat festival, fun run, etc.</td>
</tr>
<tr>
<td>b. The state of the natural environment is good.</td>
</tr>
<tr>
<td>c. It is easy to get to Tanauan City.</td>
</tr>
</tbody>
</table>
Weaknesses and Threats

What was established in the survey was the negation of dark and dangerous streets as a weakness of the city. There was also no positive indication that petty crimes were on the rise there. It was evident that Tanauan City was not a dangerous place to go to because there have been no significant strong statements about it being unsafe and unfit as a tourist destination. The Tourism Officials can endeavor to work around its high points more to attract more visitors and increase the revenue of the city so that more developments could start to happen soon. Although there were no alarming weaknesses and threats yielded in the study, this should not make the Tourism Officials feel relaxed and contented. This should take a second, hard look on the descriptors marked neutral, as the lack of a variety of places to go to, traffic concerns, and health and sanitation, and do something to ensure that next time around, the respondents would strongly disagree that they were no threats to the city. Only that could be affirmed that these descriptors did not weaken or threatened the influx to tourists in Tanauan City.

The cited Executive Assistant also mentioned that there was no office before for tourism concerns because these were channeled to the Community Affairs Office. However, the City Mayor took the initiative of creating a separate Tourism Office. This used to be a weakness of the city that was already addressed. Furthermore, the tourism office also contemplates on forming a tourism council composed different sectors in the city to strengthen tourism endeavors in the city further.
Proposed strategies for the City’s tourism development plan

The following initiatives are recommended which the tourism officials might want to look into.

<table>
<thead>
<tr>
<th>CLASSIFICATION</th>
<th>INITIATIVES</th>
</tr>
</thead>
</table>
| 1. Ecotourism   | • Sustain the activities like lakeshore development, tree planting, Project Kalinisan, and the like.  
• Hold advocacy for waste segregation  
• Educate citizens re: city-wide anti-littering  
• Conduct quarterly cleanup drive  
• Replicate Brigada Eskwela in Brigada Ciudad |
| 2. HISCULAR (History, Culture, and Arts) | • Create or establish a museum to showcase diorama and other exhibits of Tanauan City’s history, culture and arts (exhibit materials may be paintings showcasing Tanauan city from the renowned artist of the city.  
• Stage cultural shows during the city’s charter day to highlight the culture and performing arts  
• Intensify the conduct of guided city tours for students and tourists |
| 3. Sports      | • Sustain the activities that have already been initiated especially football  
• Sponsor sports clinic for aspiring athletes  
• Build or erect well-equipped stadium as an official sports venue  
• Encourage local residents to engage in Zumba dance sessions in the parks as early morning or late afternoon exercise |
| 4. Agri-Farm   | • Educate people to engage in agri-farming |

The respondents’ perceptions revealed weaknesses such as:

- There are only a few places to go to.
- There is terrible traffic in Tanauan City.
- There is garbage everywhere.

On the other hand, it is evident that Tanauan City is not threatening place to go to because there have been no significantly strong statements about it being unsafe and unfit as a tourist destination.
5. Religious
- Establish linkages with the parish priest and religious groups to conduct spiritual recollection or retreat in public elementary and secondary schools
- Encourage the youth to engage in parish volunteer work
- Intensify the support on patronal feast celebrations in the city

6. Events
- Enhance the events that have been initiated by the city like the “PARADE of LIGHTS” to make each an opportunity for participants and audiences to have worthwhile experiences

The cited results of the interview conducted by the researcher further revealed the need for programs for the city since the tourism programs of Tanauan City have an emphasis on the Ecotourism. The researcher conceptualized and classified the initiatives into six programs, and translated them into a 5-year development program which is plotted in the following illustration.

<table>
<thead>
<tr>
<th>INITIATIVES</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECOTOURISM</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Hold advocacy for waste segregation</td>
<td>Hold educational campaign.</td>
<td>Start to implement in homes and barangays.</td>
<td>Monitor implementation in schools and businesses.</td>
<td>Evaluate the program.</td>
<td>Continue to implement with wisdom from the evaluation results.</td>
</tr>
<tr>
<td>3. Educate citizens re: city-wide anti-littering</td>
<td>Create awareness. Highlight the city ordinance.</td>
<td>Hold test implementation.</td>
<td>Continue to implement. Give sanctions for offenders.</td>
<td>This will have become second nature to all. No need to locals because they have imbibed the habit.</td>
<td></td>
</tr>
<tr>
<td>4. Conduct</td>
<td>Create 4</td>
<td>Start to</td>
<td>Evaluate after</td>
<td>Continue to</td>
<td>Re-</td>
</tr>
</tbody>
</table>
quarterly cleanup drive | teams to spearhead each quarter. Identify areas. | implement. cleanup is done for 4 quarters. Continue to implement with enhancements. | implement with enhancements. | evaluate and improve the program.  

| 5. Replicate Brigada Eskwela in Brigada Ciudad | Form the adhoc team to prepare the mechanics and create awareness | Hold Brigada Ciudad in January. Evaluate the program. | Hold the program with innovations at the start of the year. | Hold the program with innovations at the start of the year.  

HISCULAR (History, Culture, and Arts)  

- Create or establish a museum to showcase diorama and other exhibits of Tanauan City’s history, culture and arts (exhibit materials may be paintings showcasing tanauan city from the renowned artist of the city. | Prepare all legalities for this initiative. Secure funds and start to build the mini museum. Gather materials to be exhibited. | Open the museum to the public. | Continue to update the collections.  

- Stage cultural shows during the city’s charter day to highlight culture and performing arts | Create the adhoc committee to plan and prepare the details. Stage the show on charter day. Gather feedback. | Stage the show with consideration for feedback gathered. | Stage a show that is better than that of last year. Stage a show that is better than that of last year  

- Stage a painting competition to showcase the culture, nature and arts of the city. | Create the adhoc committee to plan and prepare the details. Stage the show on charter day. Gather feedback. | Stage the show with consideration for feedback gathered. | Stage a show that is better than that of last year. Stage a show that is better than that of last year  

- Intensify the conduct of guided city tours for students and tourists | Create a team to do the tour guiding and train them well. Start to offer guided city tours for students of Batangas. | Start to offer guided city tours to tourists and guests. Gather objective data on the merits and demerits of this program. | Continue to implement an enriched program.  

SPORTS
- Sustain the activities that have already been initiated e.g. football
  - Continue to implement.
  - Learn from the mistakes of the past.
  - Implement much better activities.
  - Level up in holding sports activities.
  - Evaluate the sports program.

- Sponsor sports clinic for aspiring athletes
  - Create a workable program for this initiative.
  - Establish linkages to support this program.
  - Campaign for interested sports enthusiasts.
  - Hold the sports clinic in summer.
  - Evaluate the program before staging the next one.

- Build or erect well-equipped stadium as official sports venue
  - Gather support for this initiative in all aspects.
  - Secure the lot.
  - Raise funds for the construction.
  - Finalize the plans and layout.
  - Start to build.
  - Inaugurate the new stadium.

- Encourage local residents to engage in Zumba dance sessions in the parks as early morning or late afternoon exercise
  - Prepare guidelines.
  - Campaign for participants.
  - Stage the sessions.
  - Continue to hold the zumba sessions with regular participants.
  - Formalize zumba sessions to benefit health-conscious individuals and those who need to stay fit.
  - Encourage the increasing Zumba participants to help in community work like cleanup drive and tree planting.
  - Tape zumba episodes, DVDs of which to be sold to those who cannot make it to the zumba sessions.

### AGRI-FARM

1. Educate people to engage in agri-farming
   - Create awareness on agri-farming.
   - Establish linkages with people to support the program.
   - Initiate the program with selected volunteers.
   - Implement the program with the next wave of volunteers.
   - Implement the program full-swing.

2. Establish linkages with government and non-government organizations to fund those who are interested in this venture
   - Make proposals to certain individuals and groups for funding.
   - Match those who are interested with individuals and groups who want to support them.
   - Grant loans and assist the grantees in starting up.
   - Closely monitor the implementation.
   - Evaluate the program.

3. Encourage local residents to have vegetable, organic, coffee or herbal gardens in their
   - Hold educational campaigns for this end.
   - Provide speakers to get the
   - Distribute seeds to help those interested to start their garden.
   - Monitor the implementation.
   - Stage a competition for the best gardens.
   - Evaluate the program.
   - Encourage more locals to take part
<table>
<thead>
<tr>
<th>own yards or in vacant lots in barangays</th>
<th>locals well-informed</th>
<th>in the initiative</th>
</tr>
</thead>
</table>

**RELIGIOUS**

- **Establish linkages with the parish priest and religious groups to conduct spiritual recollection or retreat in public elementary and secondary schools**
  - Schedule a meeting with the parish priest and the religious groups to discuss the plans.
  - Prepare the modules and finalize the schedule.
  - Sponsor recollection for undergraduate public high school students and retreat for those graduating.
  - Evaluate the program and continue to implement much better sessions.

- **Encourage the youth to engage in parish volunteer work**
  - Meet with the youth and organize them.
  - Motivate them to engage in volunteer work.
  - Deploy the youth to the different churches in the city according to their location so they can do their weekly volunteer work.
  - Evaluate the program.
  - Inject the necessary modifications in the implementation.
  - Hold focus group discussions to enable the youth to express their insights from their volunteer work.
  - Recruit more young people to participate in the program.

- **Support patronal feast celebrations in the city**
  - Discuss with the organizers what to do.
  - Take an active part in the feast.
  - Help out in the patronal feast celebration.
  - Help out in the patronal feast celebration.
  - Help out in the patronal feast celebration.
  - Help out in the patronal feast celebration.

**EVENTS**

1. **Enhance the events that have been initiated by the city like the “Parade of Lights” to make each an opportunity for participants and audiences to have worthwhile experiences**
   - Stage events that would promote the city.
   - Improve on what had been held based on feedback gathered or evaluation made.
   - Each year, the goal should be to make the next one much better than the last one.

**Summary of Findings**
The following summary of findings was anchored on the results of the study based on the Statement of the Problem.

**Existing tourism programs of Tanauan City**

Most of the numerous and varied activities were geared towards protecting the environment, such as lakeside development, tree planting, and Lakbay Aral sa Lawa. On the other hand, there were some which aim to address health and physical development like dragon boat race, fun run, palaro ng lahi, and adventure games. There were, however, minimal activities relevant to history, culture, arts, and religion. The data also revealed that a number of tourists visit Tanauan for an overnight stay bred from two resorts during the holy week season which is a good indicator for tourism development in the city.

**Analysis of tourism programs using the SWOT as a tool**

In undertaking the SWOT Analysis, the strengths of Tanauan City as perceived by the respondents comprise delicious local cuisines, availability of local delicacies, friendly and helpful people, and well-maintained cultural sites. And while it has its share of weaknesses, the respondents do not agree that the streets are dark and dangerous. Although all the other descriptors were rated “neutral” as a whole, the top three scorers, on which the respondents agree as weaknesses were: having only places to go to, terrible traffic, and the presence of garbage everywhere.

Regarding perceived opportunities for Tanauan City, the respondents perceive the top four namely; the people’s participation in cultural events, the good state of the natural environment, the ease to get to the city, and the ability of the city to provide a variety of experiences. Moreover, the respondents do not consider accidents, calamity, limited resources and inefficient services, and health and hygiene issues as threats to the city’s development.

**Strength/s of Tanauan tourism plan be employed to take advantage of the opportunities**
Tanauan City could explore the possibilities of its local cuisine and native delicacies, and warmth and hospitality of its people in giving the visiting public varied feel-good experiences. The city could also make use of its well-maintained cultural sites to be the venue of cultural events that would leave a lasting imprint on the visiting tourists of what is authentically Filipino. Cultural activities can be held at Mabini Shrine and other prominent sites in the city like the lake and the taal volcano for Lakbay Aral or Guided cultural tour.

**Tanauan tourism plan’s weaknesses that may counteract threats**

It was evident that Tanauan City is not threatening place to go to because there have been no significantly strong statements about it being unsafe and unfit as a tourist destination.

**Proposed strategies for the tourism development plan for the city?**

As a result of conducting interview by the researcher, the need for programs for the city is a necessity, since the findings of this study relative to the tourism programs of Tanauan which has emphasis on the Ecotourism, the researcher conceptualized the initiatives classified into six programs, likewise the following initiatives is translated into 5-year development program.

**Conclusions**

Based on the preceding summary of findings, the following conclusions have been drawn:

1. That the city of Tanauan has just started to put its tourism concerns in order;
2. That existing programs are mostly geared towards ecotourism because of the city’s innate natural resources. These are opportunities for Tanauan City to hasten its development and increase its revenues;
3. That the strength of Tanauan City is local cuisine, the warmth of the locals, and its well-maintained cultural sites. It is also safe and accessible; and,
4. That the need for tourism programs is a necessity to strengthen the identified resilient points of the city.

Recommendations

The researcher proposed the following recommendations which are founded on the preceding conclusions:

1. That Tanauan City Tourism Office should initiate strategic planning for further tourism development program.

2. That programs towards ecotourism are further intensified to generate more revenues which could be a good source of economic progress for the city.

3. That Tanauan City can focus on marketing its local food, its hospitable people, and with both abundance in the richness of nature and culture. It should start working on the impending threats of traffic and health and sanitation issues. It should also explore possibilities of initiating more activities that would add a variety of choices to visiting tourists, considering the various age and preferences of the people who go there.

4. That the city tourism office may adopt the proposed development plan presented by the researcher to enhance the current programs.

5. That the tourism office should commission researches on data information system on infrastructure that support tourism initiatives, an inventory of tourist attraction and destination that could be marketed to the tourist and a standardized instrument to generate tourists arrivals in the city.
References


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The tourist attraction development in supporting geopark
In natuna-indonesia

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The Natuna Islands are the outermost group of islands, which are on the northern border of Indonesia. Natuna is bordered by two ASEAN countries, namely Vietnam and Cambodia and is in a busy channel so Natuna has geopolitical and geo-economics strategic values. Besides that, Natuna has geological heritage tourism and has been designated as the Indonesian National Geopark (November 2018). This geological aspect can be developed in an effort to improve the welfare of local communities through the development of tourist attractions, since the tourist attractions are very important part of developing a destination. This study uses descriptive qualitative analysis method with data collection techniques of observation, interviews, and documentation. The results showed that the development of tourist attractions in Natuna Island requires optimal encouragement to support the existence of the Geopark by involving tourists, the tourism industry, the government and the local community. The development of these attractions certainly refers to the environmental characteristics and
tourism potential in the Natuna Islands, which include geotourism, marine tourism, ecotourism, gastronomy and cultural tourism.

Keywords: Tourist attraction development, Natuna, Geopark

Introduction

Natuna is a national strategic area that gets serious attention from the central government, because it is strategically located and borders on four countries. The development of tourist areas in Natuna must take into consideration the security and sovereignty aspects of the State. For this reason, the Indonesian government must protect Natuna Regency as a state asset and encourage economic growth in the Natuna region. The position of Natuna is in international shipping lines, among the Hong Kong, Japan, South Korea and Taiwan. This leading position seems to be the "storefront" of Indonesia in the other neighboring countries. Its position in the Indonesian Archipelago Sea Channel I (ALKI I) makes the Natuna Islands region located on a very busy trade crossing.

Literature review

Concept of Attraction

In Indonesia regulation number 10 of 2009 concerning Tourism, tourist attraction is anything that is unique, beautiful and of value in the form of natural wealth, culture and man-made results that are the target or destination of tourist visits. Tourist attraction must be managed to maintain sustainability. Whereas according to Yoeti (2008: 49) the requirement to become an attraction must have the following criteria: (a).something to see meaning that in that place there must be tourist attractions which can be seen differently from those of other regions. (b). something to do meaning that there are attractions that can involve tourists equipped with tourist facilities.. (c). something to buy meaning that there must be facilities for shopping in that place. Tourist attractions according to Fay (1992: 17), are generally considered to be
entertainment that requires ticket admission or advance reservation. In addition, the attraction was at least a one-hour length of stay. Based on these explanations, it can be interpreted that tourist attractions are usually entertainment facilities that require entry tickets or previous bookings, and it takes at least one hour while at a tourist attraction. Also mentioned are some examples of tourist attractions that are usually visited in a tour program are as follows (a) transportation as an attraction (Scenic Transportation), (b) theme Park, (c) amusement park (Amusement Park), (d) Museum, (e) Historic Attractions and (f) Cultural and Educational Attractions. According to Nuriata (2014) tourist attractions can be interpreted as something tangible or intangible that can entice someone to make a tour. The understanding of tourist attractions according to Sammeng (2000: 27) is something that is interesting and causes tourists to visit a place.

**Attraction Development**

According to Yoeti (2008: 273) development is defined as an effort or a way to advance and develop something that already exists. Tourism development in a tourist destination area considers the benefits to the surrounding community. Tourism development must be in accordance with good planning so that it is beneficial to the community, both economically, socially and also culturally. Meanwhile, Pitana (2005: 56), defines the development of tourism as an activity to advance an area that is deemed necessary to be organized by maintaining a developed or creating a new one. Tourism development is a series to realize integration in the use of various tourism resources. In other words the development is to integrate all forms of aspects beyond tourism that are directly related to the sustainability of tourism.

**Geopark and Tourist Attraction**
According to UNESCO (2006), Geopark as a model of sustainable development has particular values associated with education, science, culture and socio-economic development, mainly through tourism in the form of geotourism. Geopark not only protects geological heritage, but also provides added value to the community around business opportunities. Geopark management requires the involvement of local communities, in addition to the main economic activities based on geological heritage areas that are integrated with regional conservation. With the existence of a Geopark that offers a natural beauty so that it can be used as capital for the public to make publications or offers through promotion to the general public. Through these activities, activities in the geopark area can involve local communities.

**Methodology**

The method used in this study is descriptive qualitative. Descriptive method is a method in examining the status of a group of people, an object, a set of conditions, a system of thought, or a class of events in the present. The purpose of this descriptive study is to make a description, description or painting systematically, factually and accurately of the facts, the characteristics and relationships between the phenomena investigated. Data is a collection of facts or numbers that can be used as material to compile information. In this study data collection techniques were carried out by observation, interviews, and literature studies.

**Result and discussion**

**Attraction Development**

With the stipulation of Natuna Island as the National Geopark by the Indonesian Geopark National Committee on November 30, 2018, Natuna district must accelerate its performance in preparing itself to face increased visits by domestic and foreign tourists. This is important to support the development of the tourism industry, tourism facilities and infrastructure from accommodation, tourist attractions, travel companies, culinary, transportation. Like with
tourism human resources, especially in the professional fields of tour guides, event planners and tour planners. In the development of tourist attractions on Natuna Island, various types of tourist attractions are inventoried. Based on the results of observations on tourist attractions, the Natuna Islands have met the criteria of tourist attraction and have great potential to be developed as a superior tourist destination.

Attraction Development in Supporting Geopark in Natuna

1. Geotourism

Based on the results of a study of the potential of the Natuna Geopark by the previous team, the geopark area in Natuna includes 17 (seventeen) sites, namely:

1). Sentanu Island
2). Sabang Mawang Island
3). Akar Island
4). Batubi
5). Kelarik
6). Pian Padang
7). Ranai Mountain
8). Senubing Gulf
9). Alif Stone
10). Kasah Stone
11). Datuk Gulf
12). Kamak Cave and Beach
13). Butun Gulf
14). Pian Padang
15). Setengar
16). Senoa Island
17). Hill of Chalk

(Source: Geology Survey Center, The Ministry of Geology Republic Indonesia)

2. Marine Tourism

a). Jelita Sejuba, A new booming tourist attraction in Natuna known as Jelita Sejuba. The name Jelita Sejuba itself is taken from the name of this tempt itself, namely Sejuba. Being on the edge of the monitor and decorated by charming granite rocks and clean sea water.

b). Batu Muda Tourism is located in Cemaga village, South Bunguran Sub-districts, Natuna. To get there can be accessed by car or motorcycle. This tourism spot located in the southern
of Natuna island, range for 45 minutes from Ranai city. Batu Madu offers a beautiful view of
the beach, and there is a small island that consists of many large-sized granite boulders.

c). Cemaga Beach, is one of the best beaches that you must make a toplist when visiting
Natuna. This beach is located in the South Bunguran sub-district across 3 villages starting
from the southern village of Cemaga, cemaga city to central cemaga. The stretch reaches a
radius of 5 Km from the shoreline to the edge of the seawater when the tide reaches 10-15
meters.

3. Ecotourism

a). Semitan Mangrove, the community has an important role in the development of tourism
potential has contributed to the development of Natuna tourism. This is evidenced by the
community of Pengadah Village, Northeast Bunguran District, together with the village
government to build a mangrove tourism area at the Semitan River estuary.

b). Kekah Natuna, *Kekah Monkey is a primate that lives only in Natuna District, in Bunguran
Besar Island. Kekah Monkey of Natuna is the most seriously endangered animal. One of its
biggest threat is the lost of habitat due to land conversion and hunts. Many people want to
have this monkey as their pet, because it morphologically very adorable and unique. Its body
is covered by thick dark.*

4. Gastronomy

By having big potential of fish in Natuna Regency, culinary tourism that can be developed is
fish-based culinary. Some typical Natuna culinary include:

a) Mando Tables (typical Natuna cuisine made from Sago, Fish & some spices).

b) Kernas (a type of cake made from a mixture of fish and sago)

c) Calok (a type of chili made from small shrimp. It doesn't seem to be separated from
the shrimp and there is a little saltiness)
d) Kuah Tiga (a typical food from Natuna from ancient times. Named three gravy because it consists of 3 types of food combined in 1 plate including sago grains, boiled cassava and grated coconut and refined with fish curry)

e) Asam maram (fruit candied from Maram fruit)

5. Cultural Tourism,

a) Kesenian Mendu, Mendu art originates from the Bunguran region as an Indonesian cultural heritage without objects. Mendu art is a typical Malay that has existed since ancient times until now. This art comes from Natuna Bunguran.

b) Tari Ayam Sadur, This art is often carried out by the community in traditional wedding parties.

c) Kesenian Kompang, is a type of traditional musical instrument that is the most popular for Malay people, including Natuna. It belongs to a collection of drum instruments. Kompang skin is usually made of female goat skin, but recently, the skin is also made from cow skin, buffalo is even synthetic sap.

Conclusion

In general, Natuna Regency has diverse tourism potential in term of natural, cultural, historical, special interests that can be developed optimally supported by facilities and infrastructure, especially in the development of the tourism industry. Several attractions that can be developed to support Natuna as a tourist destination include natural, cultural, culinary, and special interest-based tourism. In its development, synergies from various sectors such as government, industry, society, academics and the media are needed.
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Local government strategy in realizing smart city through the tourism sector development: lesson from Indonesia

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Abstract

Tourism sector has been regarded an important contributor to national economic development. Central issues regarding tourism also hold strategic role to both national and regional economic development as tourism is a multi-dimensional and multi-sectoral field which components are intercorrelated including socio-cultural, environmental, political and security aspects. This descriptive qualitative research was conducted to analyze the strategies used by local government related to the realization of smart city through the development of tourism sector in Batu City, and this research also investigated various threats and opportunities. The results of this research showed that the community welfare in Batu City kept increasing each year due to success of tourism development program. However, supports from the local community are still needed to maintain the success of the tourism development of Batu City.

Keywords: Local Government, Smart City, Tourism

Introduction

In the current era, the government is required to be able to provide maximum service to the community. It is conducted as an effort to increase the government's public services efficiency. In addition, public services are increasingly facilitated by technological advancements. The government and society are capable to interact with information technology easily. Information and communication technology allows city officials to interact
directly with communities and urban infrastructure, monitor the city’s condition and development, and improve quality of life. Technological advances are expected to be able to support the realization of smart cities in urban areas. Deakin (2007) explains that smart city is "one that utilizes ICT to meet market demands (city residents), and community involvement in this process is needed for a smart city. Therefore, smart cities do not merely employ ICT technology in certain areas, but also implement it in a manner that encourages a positive impact on local communities". Smart City is a combination of technology, government, and social factors to enable the following characteristics: (1) Smart Economy; (2) Smart Mobility; (3) Smart Environment or smart environment; (4) Smart People; (5) Smart Living, and (6) Smart Governance. One of the efforts of the Batu City government in realizing the smart city is conducted through the tourism sector. Indonesia prioritizes Tourism Sector development, therefore the Government grants tourism development special attention in order to increase state and regional income.

Well-planned, well-oriented and thorough strategies that synergize with tourism development programs are needed. Natural potentials in the city should be maintained and managed in such ways to prevent any damages by enforcing various rules related to environmental-based and cultural-based tourism development. Local communities should also be involved in preserving the cultural, natural and environmental assets in the development of tourism sector. In line with the basic character of tourism and multi-sectoral area, developing the tourism sector requires intercorrelation among the concepts, policy and programs to synergize with the visions and missions of tourism development framework. In this case, local government plays an important role as decision makers to make decisions regarding the tourism sector development that include regulations, strategies and efforts to develop this sector.
This study utilized descriptive research with a qualitative approach method. Descriptive research was conducted to obtain an answer to a problem. Descriptive research does not aim to test certain hypotheses, but provide an idea of the variables, symptoms, or circumstances (Creswell, 2014). The research focus constructs limits deliberately to avoid bias in understanding and discussing the problem under study. The research focus of this research is described as follows: (1) Analysis of Local Government Strategies in realizing smart city through the tourism sector development in Batu City; (2) Obstacles and support Analysis on the Local Government Strategy in realizing smart city through the tourism sector development in Batu City.

**Discussion**

Research result exhibits that Batu City economy has been stable since 2017 compared to the previous years. Batu City Government adopted a policy to maintain macroeconomic stability to support economic growth in 2017. Batu City Government decision suggests "Batu Tourism City" has a positive impact on tourism activities. Tourism activities are expected to be the driving force of economic growth in Batu City, therefore it requires attention to improve integrated policy strategies in realizing strong and highly competitive tourism sector. The Batu City government business has produced a result as exhibited by the increase of tourist visits in all tourist attractions during 2017. As a response, several new tourist attractions would be developed. Tourism is expected to be the driving force of Batu City's economy. It can be realized and supported by increasing institutional capabilities, therefore it will accelerate the increase of Batu City's Gross Regional Domestic Product in the coming years. Batu City's economic development within 2012-2017 period on the basis of constant prices was no different compared to the constantly increasing prevailing price. Based on the Year 2000 constant prices, the 2010 GDP growth rate was driven by all sectors. The highest
growth rate in the GDP sector is in the construction sector. It increased by 11.92 percent in 2010 compared to the previous year. The services sector growth rate was 9.03 percent. The electricity and clean water sector growth rate reached 8.95 percent. The manufacturing sector and the agricultural sector possess the lowest growth rates at 6.02 percent and 6.10 percent respectively.

In accordance with the vision and mission of Batu City, the local government seeks to realize the concept of Smart City through the tourism sector development. Batu City Government seeks to improve capabilities, professionalism, and performance. It includes human resources and excellent service quality to keep pace with tourism business development in the global era. Tourism has a crucial and strategic role in the national economy. In addition, tourism development is an integration of cooperation between government agencies, the private sector, and community. Tourism development contains various aspects of interests, which are described as follows: (1). Tourism attraction and object development; (2). Human Resource Development; (3). Marketing development and tourism promotion; (4.) Business services and facilities development; (5). Infrastructure development; and (6.) Tourism management development.

The Directorate General of the Ministry of Public Works and Public Housing in Widowati, 2017, explained the characteristics of a smart city as follows. (1) Smart people, an object of development that requires various sources of capital including economic capital and social capital; (2) Smart Environment (sustainability and resources) which refers to the environmental factor that support the sustainability of the available resources, physical and non-physical beauty and visuals among the community and the public; (3) Smart Living, explaining that humans have measurable quality of life (culture). The quality of life is rather dynamic as it improves over time. The achievement in the form of culture directly and indirectly results from education. High quality education guarantees the quality of culture. In
the other words, high quality culture is a result of good education; (4) Smart Mobility (transportation and infrastructure) which refers to the management of city infrastructure for the future as an integrated system that is oriented to guarantee the fulfilment of public needsl (5) Smart Economy, more innovations will open up new chances and opportunities to enhance the competitiveness in the capital market; (6) Smart Governance (empowerment and participation) which is the main key to the success of a governance.

In order to achieve the objectives of tourism development, Local Government should be able to take the best benefits from tourism potentials available in certain area to be well-maintained. Hence, tourism is not only a sector that serves as income resource, but the government is expected to make good cooperation with private parties and business sectors to establish and develop various industries and services such as facilities, promotional activities, investment, infrastructure development, service quality, road construction, and accommodaton procurement in strategic areas that give great potentials to the development of tourism sector.

Batu City Tourism Attraction and Object boasts beautiful panorama and cool weather with a minimum air temperature of 14.9°C, a maximum temperature of 24°C, and 75-98% humidity. Batu City is surrounded by Mount Panderman, Mount Banyak, Mount Welirang, and Mount Bokong. Batu City is known as "De Kleine Switzerland" or “Small Swiss” on Java Island. Its potentials can be fostered, managed, and developed to produce diverse objects and attractions. There is a various effort in developing tourism object. Regardless, it leaves room for improvement. Batu City Tourism Office and Batu City Government ought to pay attention in terms of development. They need to coordinate with other parties through cooperation with relevant agencies, communities, and investors. The following are several tourism sectors in Batu City:

a. Selecta
Selecta is a tourist attraction located in Tulungrejo Village, Bumiaji District, surrounded by Mount Arjuno, Welirang, and Anjasmoro. It can be reached within 1 hour from Malang City and 2 hours from Surabaya City. Located at an altitude of 1,150 meters above sea level with air temperatures ranging between 15\,^0\text{C} - 25\,^0\text{C} and water temperatures ranging from 18\,^0\text{C}. Selecta was founded by a Dutch citizen around 1930. After receiving damage during Revolution Era, it was rebuilt by 47 community leaders known as the founders of Selecta in 1950. This tourist attraction possesses a swimming pool, rowing boat pool, flower garden, children's playground, jogging arena, riding arena, singo edan cave, etc.

b. Songgoriti

Songgoriti Park is located in Batu District. This place was founded in 1927 and managed by the private sector, namely PT. Tirta Nirwana. Villas and hotels are available due south of Songgoriti Park. Facilities provided are swimming pool, water bicycle, playground, fishing area, restaurant, shopping area and souvenir shops. These facilities possess statues located on the yard or playground.

c. Wana Wisata Cangar

Wana Wisata Cangar and its hot springs are located in Bumiaji District, located 19 km away from the center of Batu City and can be reached within 30 minutes. This tourism object occupies a protected forest devoted to tourism purposes. It spans an area of 5 hectares. It boasts cool weather with an average temperature of 19\,^0\text{C}-22\,^0\text{C}. This tourism object has an altitude of 800 meters above sea level.

d. Jatim Park

Jatim Park was previously apple cultivation area. However, it was not well maintained and productive. Mr. Sastro tried to develop this land to be used as a tourist attraction with an attraction that presents the advantages of East Java handicraft products. Jatim Park is a new
tourist attraction boasting "Learning during Recreation" concept. It is a tourist attraction that combines education and tourism concepts. Jatim Park could be utilized as a method to disseminate information on technology and general knowledge represented through the learning galleries.

e. Agro Kusuma

It is one of the tourist attractions in the form of agro-tourism and agro-industry. It was founded in 1989 and inaugurated as an agrotourism park in 1998. It is managed by PT. Kusuma Agro Wisata Dinasari Wisata. It spans in a 4 ha apple orchard area. In 2005, the manager expanded Agro Kusuma lands to 35.5 ha. It is facilitated with hotels, restaurants, prayer rooms, parking areas, sports facilities, and agro-industries. Kusuma Agro Tourism's direct products are apples, oranges, strawberries, coffee, hydroponic vegetables, and various kinds of ornamental plants. The agro-industry produces excellent products in the form of apple-based product such as cider, jenang, jam, wingko, brem, and tuak.

The geographical condition of Batu City possesses huge potential. It is very suitable to be used as a tourist destination. In an endeavor to develop tourism, Batu City must determine existing tourism problem in Batu City, which could be be summarized and analyzed internally and externally utilizing the SWOT analysis method (Strength, Weakness, Opportunity, and Threat). Based on the analysis result, there are appropriate strategies in developing tourism in Batu City. Regardless, strategic areas development in Batu City fast-growing areas is not optimal which is caused by several factors. In sectoral policy, tourism as a regional economic pillar is an economic mainstay of Batu City. The tourism economic aspect is not merely economic activities directly related to tourism activities such as Marketing Development and tourism promotion. Batu City Tourism Office exhibits underperformance in introducing Batu City as Tourism Destination. It is necessary to
increase the frequency of socialization on *sapta pesona* / tourism awareness to create good cooperation. It is conducted to improve, manage, and develop tourism potential in an optimal and directed manner. The Tourism Office may conduct more promotion to introduce Batu City tourism.

**Conclusion**

Well-planned development of tourism sector include the adjustment of the tourism potentials to the characteristics of the intended development by predicting the tourism potentials in the future based on the current demand and by determining whether or not investment is needed and preserving the cultural and natural resources. It is necessary to develop the tourism sector of a region. Local government holds key role and function in making the best use of the potentials in an area. Based on the analysis conducted in this research, the implementation of accurate strategies in developing the tourism sector of Batu City has been considered good. However, the development of strategic places in rapidly-developing areas in Batu city is still considered less optimal due to several factors. The sectoral policy that puts tourism as the regional economic pillar has made tourism sector correlates with direct economic transactions in the tourism sector such as marketing development, tourism promotion, and introduction of Batu City as a potential tourist destination. This aspect should be enhanced by improving the frequency promotion of *sapta pesona/sadar wisata* or the tourism awareness to create good cooperation. Improvement, good management and development of other tourism potentials should be made more optimal and well-oriented to have greater attractiveness. Eventually, massive promotion is also necessary to introduce Batu as a city of tourism.
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Evolving Roles of Local Government in Developing Local Leading Tourism

(A Case Study of Kabupaten Malang Indonesia)

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Abstract

The opportunity for regional autonomy has been able to be utilized as much as possible by the Government of Kabupaten Malang in developing the local's leading tourism potential. Kabupaten Malang as the Heart of East Java has tourism potential that is not inferior to other regions in Indonesia. In order to improve the competitive advantage of tourism in Malang Regency, 7 building factors are needed, namely: 1) Cost advantages; 2) Differentiation; 3) Business linkages; 4) Services; 5) Infrastructures; 6) Technology; and also 7) Human resources. The role of the regional government in developing superior tourism objects in the Kabupaten Malang is currently being developed in several ways, including through 1) developing the concept of BLUD management; 2) tourism promotion; 3) Establishment of "Pokdarwis"; and 4) Development of new tourism objects with the concept of Tourism Village. These various roles have been proven to bring positive change to Kabupaten Malang in terms of regional leading tourism development, increase in Regional Original Income, to increase in income and welfare of its people.

Introduction

Indonesia has implemented a decentralized government starting almost 20 years ago. In the Indonesian context, decentralization is the submission of Governmental Affairs by the Central Government to autonomous regions based on the Principle of Autonomy. (Law Number 23 of 2014). This understanding explains that there is a delegation of affairs or authority from the central government to autonomous regions (local autonomy). Local
autonomy is carried out with the aim that the government is closer, and understands the desires of its people by optimizing all its potential, including the potential for regional tourism.

Tourism is not a top priority as a target for economic development in regional governments in Indonesia today. However, in reality, Indonesia is a country that has many variations of tourism, with a wealth of culture and resources in the region. So that if the existence of the tourism sector continues to be developed it will also have an impact on the community, providing benefits to improve their living standards through employment and reducing existing unemployment. Thus, the tourism area as a regional asset needs to be improved.

By looking at this reality, the role of the Regional Government needs to continue to be built to develop existing tourism. Including Kabupaten Malang with its slogan Heart of East Java is an area with a lot of tourism potential, both in the form of cultural tourism, natural tourism, or artificial tourism. Kabupaten Malang has 54 tourist destinations and is divided into four tourist areas in Malang Regency. The development of this tourist attraction is expected to be able to stimulate an increase in income, both for the community and the contribution to Local Government Original Revenue.

Based on the background above, the tourism sector in Kabupaten Malang is a very strategic field to continue to be developed and managed in order to improve the welfare of its people. Thus, the role of the Kabupaten Malang local government as a driving force and role model for tourism development in the region needs to be continuously developed. This study wants to help maximize the development of the role of the Kabupaten Malang local government in developing superior tourism in its area, using explanatory methods with qualitative approaches. The data analysis used in this study is qualitative data analysis. According to
Miles et al. (2014), qualitative data analysis consists of 3 main steps: (1) Data reduction; (2) Presentation of Data; and (3) Conclusion withdrawal/verification.

**Discussion**

**Realizing Tourism Areas as Local Leading Tourism Objects**

Tourism development requires appropriate efforts so that existing tourist attractions can be built properly. In the context of developing tourism to improve competitiveness, it requires 7 building factors as stated by Porter (1990), namely: 1) Cost advantages; 2) Differentiation; 3) Business linkages; 4) Services; 5) Infrastructures; 6) Technology; and 7) Human resources.

The advantages of the costs that must be incurred in providing tourism products and services are important factors in building a competitive advantage for tourism destinations. The cost advantages include factors that are able to develop the performance of tourism destinations such as planning, tourism product development, marketing, service, and price. Cost advantages in the context of governance can also be assisted by harmonizing regulations between the central and regional governments related to financial incentives, tariff setting, and taxation or retribution schemes.

In the differentiation factor, the emergence of "different" tourism destinations and tourism products is a focus on developing tourism comparative advantages. A tourism destination must be able to be different from its competitors when it produces accessibility, attractions, and unique and valuable amenities for tourists who come. Differentiation is not only done by offering lower product and service prices.

In the business linkages factor, the development of mutually beneficial relationships is an integrative process in building the competitive advantage of tourism. Relationships that are built are vertical and horizontal and are integrated with each other. Whereas in factor services, services that are consistent since tourists arrive at the entrance, while at a tourism
destination, until their return, are important. Because it affects the organization's competitive performance and the high quality and productivity of an organization.

The condition of tourism supporting infrastructure and facilities that are maintained and operate well is an important factor in building a competitive advantage for a tourism destination. Things that include "Infrastructures" are all facilities intended for the public interest (including tourists who come to visit) that allow many people to feel that they have obtained convenience, comfort when coming to stay or coming to visit the Tourist Destination Area. The use of appropriate and easy to use technology will also be able to provide support for services to tourists who come in addition to being able to also support the decision-making process in the development, management, and marketing of tourism destinations.

And finally, the competency of human resources in tourism services and guidance is an important key to the implementation of various factors forming competitive advantage. Human resources in tourism play a very important role in the development of the tourism industry. Successful education can build and empower tourism human resources, consisting of several attitudes which are key to success. Philosophy in education in the tourism sector must emphasize the importance of discipline, honesty, curiosity, professionalism, the desire to advance, efficiency, and accuracy, the ability to understand others, and the subtlety of other people's feelings, especially for tourists.

**The Role of Local Government through the BLUD Concept**

Regional leading tourist destinations previously managed by the UPTD ("Unit Pelaksana Teknis Daerah" or Local Government Technical Implementation Units) starting in 2013 are officially managed by a BLUD ("Badan Layanan Umum Daerah" or Regional Public Service Agency). The transfer process is carried out step by step. The reason for changing the
manager into a BLUD gradually is so that in the budgeting of maintenance costs can be done independently. As a BLUD that is transferred in stages, management of these tourist destinations is required to be independent in empowering the existing potential, both in terms of tourism objects and human resources. Independent here means being able to finance itself without being subsidized by the local government in operations or maintenance to develop tourism potential.

Based on the Government Regulation of the Republic of Indonesia Number 23 of 2005, BLU/BLUD is an agency within the Government that is formed to provide services to the community in the form of goods and/or services sold without prioritizing profit and in carrying out activities based on efficiency and productivity principles. BLU aims to improve service to the community in order to advance public welfare and educate the nation's life by providing flexibility in financial management based on economic principles and productivity, and the application of sound business practices. BLU operates as a work unit of state ministries/institutions/local governments for the purpose of providing public services whose management is based on the authority delegated by the parent agency concerned. BLU is a part of the device to achieve the objectives of the state ministries/institutions/regional governments and therefore the legal status of the BLU is not separate from the state ministries/institutions/local governments as the parent agency.

**The Role of Local Government through tourism promotion**

Promotion is an activity aimed at influencing consumers so that they can become familiar with the products offered to them and then they become happy and then buy the product. As communication as the core of promotional activities, there are three main components of communication that have been explored for the implementation of promotion. First, the message is the development of messages can be started by articulating with the desire for
what the audience must know. Second, message ambassadors are those who actually convey messages or people who are considered the target audience as a person behind communication. Third, communication channels are where promotional messages will be displayed. The main types of media for the public agency sector include advertising, public relations, special events, direct marketing, materials, printing special promotional items, signs and displays, selling personnel, and popular media.

Tourism promotion plays a very important role in achieving the goal of being able to inform, influence, persuade, and increase tourism visits. Through this promotion there will be tourist visits to tourism objects that will make tourists become curious and interested in visiting, besides that tourists will indirectly become agents in promotions. Indirectly tourists have an important role in this promotion.

**The Role of Local Government through the Formation of "Pokdarwis"**

Community-based tourism is growing in Malang Regency. Pokdarwis ("Kelompok Sadar Wisata" or Tourism Awareness Group) became the forerunner to the birth of tourism management at the rural level. In 2018 there are 118 Pokdarwis, which have different tourist icons. The big target for the future is that all 278 villages in Kabupaten Malang have formed Pokdarwis. The purpose of forming this Pokdarwis can not only introduce destinations or its flagship products but also make village communities aware of the importance of tourism growth for future generations.

At present Pokdarwis has proven to be able to improve the welfare of rural communities, as a positive impact of tourist visits in the countryside. Pokdarwis is not only fixated on natural destinations, but the potential that each village has can be developed. Be it culinary, handicraft, or cultural arts, which will become an icon of tourism.
The role of the Kabupaten Malang Government comes along with the passage of Pokdarwis, not only referring to the tourism sector, but also to the potential in other fields. Such as trade, industry, agriculture, and other sectors. The role of the government is to provide guidance on how to manage and develop it. All local government apparatus organizations are involved, such as the Dinas Perindustrian dan Perdagangan (industrial and trade services), Dinas Pertanian (agriculture services), Dinas Peternakan (animal husbandry services), and Perhutani, are ready to work together with Pokdarwis actors who develop tourist destinations in their villages.

**The Role of Local Government through Development of new tourism objects with the concept of Desa Wisata**

The characteristics of the "Kabupaten" government are its territory which is dominated by rural areas. Rural areas in Kabupaten Malang have the potential for tourist attraction which is quite varied. This is evidenced by the existence of 85 Desa Wisata in Malang Regency. Desa Wisata or Tourism Village is basically the result of Pokdarwis activities which are community self-help and self-reliance groups which in their social activities strive to improve tourism understanding, accommodate the role and participation of the community in tourism development in their region, increase tourism values and empower them for community welfare, participation in success tourism development. The purpose of the establishment of Desa Wisata is:

1) Improving the position and role of the community as a subject or important actor in tourism development,

2) Synergizing and partnering with stakeholders related to improving the quality of tourism development in the region,
3) Building and fostering positive attitudes and support of the community as hosts through the realization of the values of "Sapta Pesona" or seven charms (safe, orderly, clean, cool, beautiful, friendly, and memorable) for the growth and development of tourism in the region and benefits for regional development and community welfare, and

4) Introducing, preserving, and utilizing the potential of tourist attractions in each village in the area.

Criteria for developing Desa Wisata are:

1) Having superior tourist attractions
2) Has Amenities/Institutions
3) Having adequate accessibility/facilities
4) Having Ancillaries/supporting tourist accommodations
5) Having Community Involvement

Community-based tourism development through the concept of Desa Wisata or tourism villages that have been running in Kabupaten Malang has gained national-level recognition. Two Pokdarwis which became the driving force of the flagship Desa Wisata of Kabupaten Malang has entered the best national nominees in 2018, namely Desa Pujon Kidul in Kecamatan Pujon and Desa Sanankerto in Kecamatan Turen.

Conclusion

From the results of this study, it can be concluded that in order to improve the competitive advantage of tourism in Malang Regency, 7 building factors are needed, namely: 1) Cost advantages; 2) Differentiation; 3) Business linkages; 4) Services; 5) Infrastructures; 6) Technology; and also 7) Human resources. The role of the regional government in developing superior tourism objects in the Kabupaten Malang is currently being developed in several
ways, including through 1) developing the concept of BLUD management; 2) tourism promotion; 3) Establishment of "Pokdarwis"; and 4) Development of new tourism objects with the concept of Tourism Village. These various roles have been proven to bring positive change to Kabupaten Malang in terms of regional leading tourism development, increase in Regional Original Income, to increase in income and welfare of its people.
Reference


The development of community-based tourism at Ciletuh Geopark - Pelabuhan Ratu Sukabumi

Emron Edison,
Septy Indrianty

STIEPAR YAPARI BANDUNG

Abstract

The research identified the community-based development and it was conducted in Ciletuh – Geopark-Pelabuhanratu Sukabumi, West Java. The method used in this research was qualitative by searching for depth of data and producing contributions on the role of the community in tourism development. This is in line with the objectives of tourism development proposed by UNWTO, namely: Pro Job, Pro Growth, Pro Poor, Pro Environment. One of the aspects of community-based tourism development in the region is developing human resource capabilities, local business development, and environmental management. At present Ciletuh Geopark was found many non-permanent houses that have been built in the beach area, and it is very disturbing to the environment and the beauty of the existing tourist area. Thus, it is necessary to have integrated guidance from stakeholders. In addition, Ciletuh-Palabuhanratu as a producer of mangoes and also rich in fresh fish which can be used as a source of processed foods, and culinary. Hence, there needs a development concept for local product businesses. The results of the study show that community empowerment is an alternative in developing sustainable tourism destinations. By the existence of community-based tourism, it can produce synergies between tourism, people's business economy, environmental preservation and existing social culture.

Key words: tourism development, community-based tourism, Ciletuh-Geopark Pelabuhanratu,
Introduction

The acknowledgement of Ciletuh-Pelabuhanratu Geopark, in Sukabumi regency, by the United Nations Educational Scientific and Cultural Organization (UNESCO) has been considered as one of the fastest among others. It is due to the fact that the acknowledgement was stated only in about 3 years after the establishment of the national Geopark (Iman & Sasongko, 2018). It is widely known that the UNESCO has acknowledged Ciletuh-Pelabuhanratu Geopark as part of UNESCO Global Geopark. This acknowledgement has certainly become the pride of Indonesian and especially the people of Jawa Barat province. This regional government has taken this great momentum to promote tourism events and improve the access to the location since it is considerably winding and steep.

Ciletuh-Pelabuhanratu Geopark offers extremely beautiful and peaceful sceneries of waterfall and beach in the area. In addition, the increasing number of homestay is available to fulfill the demand as one of required facilities for the increasing visitors who wish to spend the night in the location. However, it is unfortunate that the lack of regulation from the government provides chances for illegal establishments of nonpermanent housings along the seashore which has become quite an inconvenience for other visitors. Another focus of discussion is the lack of empowerment of the surrounding community who actually could provide mangos to be processed, packaged, and sold to the visitors. Furthermore, fishers around the area can also be empowered to supply fish for culinary tourism which can improve the economy of the region.

Indonesia has vast natural, human, and cultural resources as a basic source for the establishment and development of tourism (Sedarmayanti, Sastrayuda, & Afriza, 2018). Tourism is an integral part of national development which is executed in a systematic, well-planned, holistic, sustainable, and responsible ways to protect the religious cultural value in
the community, the sustainability of the environment, and the national interest (Sedarmayanti, 2014).

On the other hand, “tourism sector is a source of foreign exchange, which has taken an important role in developing regional economy. Now, each regional government has made improvement to make their region a tourism destination.” (Lesmana, Edison, & Dara, 2017). However, “tourism is a complex ambivalent phenomenon and its impacts on a destination are manifold and varied. As a provider of foreign exchange and employment, tourism can be seen as a positive force, but as a destroyer of native cultures and polluter of the environment, tourism can be portrayed as a negative force. Tourism in a destination in fact cuts both ways. It brings money and opens up employment opportunities, however like any other industry, it has the flip side of the coin too and it can pollute not only the physical but also the socio-cultural environment (Jreat, 2004).

Sedarmayanti et al. (2018) supported the notion above “If there are a lot of visitors who are coming to the destination and spending a lot of money for their needs during the vacation, it will certainly affect either directly or indirectly the economy of the region. The effect can be either positive or negative.” One of the alternatives to deal with the negative effect is through CBT since “… CBT empowers local communities to determine and secure their socio-economic futures through fee-for-service activities that usually: present and celebrate local traditions and lifestyle; conserve natural and cultural resources; and foster equitable and mutually beneficial host-guest interaction. CBT usually caters for niche markets such as adventure tourism, cultural tourism, eco-tourism and agri-tourism, but draws on local products and services to spread the economic benefit from engaging in tourism” (ASEAN Community Based Tourism Standard, 2016).
Community Based Tourism (CBT) is tourism activity, community owned and operated, and managed or coordinated at the community level that contributes to the well-being of communities through supporting sustainable livelihoods and protecting valued socio-cultural traditions and natural and cultural heritage resources (*ASEAN Community Based Tourism Standard*, 2016). CBT shows obvious parallels with broader community development and participatory planning philosophies, which also advocate greater community control of processes at the local level” (Ifè, 1996). Thus, it can be inferred that CBT is a community participation concept which is responsible in protecting the existing tradition and social values.

**Community Empowerment**

Community Based Tourism is simply defined as a tourism activity which is owned and operated by the community, while community empowerment is more into the improvement of community’s potential. According to Hadiwijoyo, (2018), “community empowerment aims at improving community potential to be able to improve their live quality to the better through autonomous activities. To fulfill the purpose, it is required to improve and prioritize the quality of human resource through formal and non-formal education. Empowering the community aims at “educating the community to be able to help themselves.” The purpose of the empowerment program is to make the community independent, autonomous, innovative, and to let them have a cosmopolitan mindset.” The explanation above describes that community involvement and empowerment should be put together to reach the goal.
According to Wrihatnolo & Nugroho (2007), empowerment is a “process of becoming” and not an “instant process”. Empowerment process should includes:

1) Enabling (creating conducive situation)
2) Empowering (strengthening capacity and capability)
3) Protecting (protection from injustice)
4) Supporting (guidance and support)
5) Foresting (maintaining conducive and balance condition)

**Tourism Development Component**

To develop a tourism destination, the following tourism components are required. Cooper et al. (2000); Sugiaama (2013); and Utama (2017) mentioned 4A (attraction, accessibility, amenities, ancillary), while Sedarmayanti et al (2018) stated 3A+H (attraction, amenities, accessibilities, and hospitality) as the required components. Sugiaama in Andrianto & Sugiaama (2016) explains that the components of attraction covers: natural, culture, and special attraction; Accessibility covers: transportation infrastructures and transportation services; Amenities covers: food & beverages, hotel, guides, etc.; and Ancillary covers: tourism board, tourism associations, and tourism communities.
Relevant research

Blackstock’s (2005) research findings regarding community based tourism entitled “A critical look at community based tourism” shows that “Community based tourism (CBT) could be one way of creating a more sustainable tourism industry”. Furthermore, Muallisin’s (2007) research entitled “Model pengembangan pariwisata berbasis masyarakat di Kota Yogyakarta” stated that the current tourism development put community’s culture as an object so that it seems that the culture is “sold”. In contrast, community based tourism development focuses on the equality between community and tourist along with the development of culture as a true identity of a country. Both researches describe the importance of community based tourism in creating sustainable tourism and protecting the existing local wisdom.

Research methods

The research employed qualitative methods which can be defined as "a means for exploring and understanding the meaning of individuals or groups ascribe to a social or human problem. The process of research involves emerging questions and procedures; collecting data in the participants' setting; analyzing the data inductively, building from particular: to general themes, and making interpretations of the meaning of data. The final written report has a flexible writing structure,” Creswell (2009). Data collection techniques which include observation, interview and literature review to strengthen the findings.

Findings

Tourism components

Ciletuh Geopark is located at Sukabumi regency, West Java and classified as a potential tourism object which has 4A (accessibility, attraction, amenity, and ancillary). The elaborations of the four aspects are as follows.
1. **Attraction**

The area has many kinds of tourism attraction such as beautiful beach, several waterfalls, mountains and rice fields, and spreading alluvial with unique stones. However, it is unfortunate that the surrounding seashore is filled with non-permanent housings which distort the view. In addition, there is no scenario of tourism package made by any associations or locals.

2. **Accessibility**

Based on the observation, the access to the site is fairly good and smooth. Visitors even will get beautiful scenery of the nature and sea along the way. However, considering the steeps road, there have not been much busses passing the area. Most of the visitors come by personal vehicles. The best alternative is to go through Pelabuhanratu sea which has taken regional government’s attention and consideration.

3. **Amenity**

The area provides many kinds of facilities to spoil visitors coming to Ciletuh-Pelabuhanratu Geopark. It was found that the community has provided representative 24 hour Homestay facilities. However, there have not been many restaurants found in the area which require further guidance for a better setup. In addition, the location needs a market where specific local goods and products can be sold since the location has a large amount of mango and fish which can be further processed and packed to appeal the visitors.

1. **Ancillary**

Ciletuh-Pelabuhanratu Geopark requires stakeholders, especially local community, regional government, and academician to take a role in managing the site. It was found that
the regional government has given attention by providing tourism trainings, enacting official institution to support tourism village like PAPSI (Southern Sukabumi Natural Community) and IHC (Ciletuh Homestay Association). However, there has not been specific organization which provides professional tour guide.

The description above shows that tourism components in Ciletuh-Pelabuhanratu Geopark are complete, but it still needs a sea lane transportation alternative to be taken into consideration. Furthermore, amenity aspect still needs improvement, especially by providing trainings for processing and packaging existing local products like mango and fish.

Community-Based Through Empowerment

Community in the area around Ciletuh-Pelabuhanratu Geopark has taken the benefit of UNESCO’s acknowledgment towards the location. It has also been supported by the regional government through the development of excellent tourism destination even though the ministry of tourism has not been formally stated it as tourism village.

Community based tourism through community empowerment relies on the following factors: enabling, empowering, protecting, supporting, and foresting (Wrihatnolo & Nugroho, 2007) as described below.

a) **Enabling (creating conducive situation).**

Social engagement among community in Ciletuh-Pelabuhanratu Geopark is currently developed in a conducive and harmony condition. In addition, the people are very friendly in welcoming the incoming visitors.

b) **Empowering (Strengthening capacity and capability).**

The findings show that the community in the area has developed capacity and capability in
managing the tourism environment which is indicated by the increasing number of Homestay as supporting facility of tourism. However, they still need to improve deeper and more holistic knowledge capability regarding Ciletuh-Pelabuhanratu Geopark itself so that the visitors can get a detailed and whole explanation.

c) Protecting (Protection from injustice).

If we took into consideration the efforts made in the area, it is obvious that that the local people still need protection from injustice. Currently, the number of nonpermanent housings around the seashore is increasing that it potentially degrades the tourism environment and damages the image of the destination area which can in the end inflict the local people economy.

d) Supporting (support and guidance)

The findings reveal that government has greatly supported the local community by providing trainings for the owners of Homestay in the area. Many corporate have also taken initiative to Chanel their Corporate Social Responsibility to the area.

e) Foresting (Maintaining conducive situation).

The vast development of tourism area should be well maintained by keeping the condition conducive for business to avoid unhealthy competition and/or the effect of foreign culture. It can be done by providing strong supporting institution for the tourism village and close attention from the stakeholders.

Overall, by considering all of the empowerment aspects, it can be concluded that Ciletuh-Pelabuhanratu Geopark can be developed into a community-based tourism. It aims at providing better live for the local people and taking responsibility towards the existing environment and cultural heritage. It is in line with Wrihatnolo & Nugroho (2007) who states
that the essence of community empowerment is to prepare the community to be able and willing to actively participate in every development program and event to improve their life (wealth) in the sense of economy, social, physical, or mental state. Blackstock (2005) and Muallisin (2007) also supported the importance of community based tourism since it can be one of many ways in creating sustainable tourism industry and at the same time sustaining the local wisdom.

**Conclusion**

Tourism components in Ciletuh-Pelabuhanratu Geopark have supported the location to be a qualified tourism destination. However, it requires further improvement of the amenity by providing trainings of local product food processing and packaging. In regard with the accessibility, it is fairly impossible to attract big number visitors to the area by bus since the access to the location is rather steep. Thus, alternative route by the sea should be taken as the best consideration. Lastly, the development of community based tourism can improve the life of the local people, create sustainable tourism, and keep the local wisdom intact.
References


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Comparative analysis of stakeholders’ perception of self-service technology quality in the food service industry: Using an importance-performance analysis

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1. INTRODUCTION

Self-service technology (a.k.a. SST) is defined as “technological interface which allows customers to get services for free directly from service companies’ employees” (Meuter, M. L., Ostrom, A. L., Roundtree, R. I., & Bitner, M. J., 2000). SST has been developed to address managerial challenges of the operational inefficiencies due to increased labor costs, high employee turnover rates, and the difficulties of finding qualified employees (Gursoy, 2017, Shin and Perdue, 2019).

It seems apparent that SST is an inevitable trend for all stakeholders involved in the restaurant service process; customers, employees, and employers. SST helps service providers promote operational efficiencies and engage in more creative, highly skilled, and intelligent service design (Davis et al., 2011). However, this rapid introduction of kiosks in the restaurant services seems to be developed for increasing management efficiencies such as labor cost savings, primarily from the perspectives of employers. On the other hands, in
regard to this adoption of kiosks, there is less of a concern for the perspectives of the other two stakeholders, customers and employees, in the restaurant service process.

The contributions of this study are both theoretical and practical. To be more specific, the objectives of this study were (1) to develop concrete SST attributes that fit into food service industries through extending existing theories of SST (2) to examine and compare stakeholders’ perceptions of SST quality attributes to the food service industries, and (3) to identify different perception of SST attributes using importance-performance analysis (IPA) (4) to investigate each stakeholder’s needed actual SST requirements.

2. LITERATURE REVIEW

2.1 Self-Service Technology (SST) and Service Quality

Self-service technology (SST) refers to a perception of enhanced service since customers can complete the transaction more quickly and conveniently (Anitsal and Flint, 2006; Dabholkar et al., 2003; Hsieh, 2005, Orel and Kara, 2014). SST is defined as "Technological interface that enables customers to produce a service independent of direct service employee involvement" (Meuter et al., 2000, p. 50). SST has become a significant trend in the service industry, including food services, given that automated self-service is in operation (Shin and Perdue, 2019; Wolfe, 2018). Increasing demand for automation and self-service devices, technology advancements are the main factors driving the SST market (Grand view research, 2016).

Service quality is the perception of inconsistency between the results and expectations of the use of a product or service. It is also the overall judgment or attitude in relation to service excellence (Parasuraman et al., 1988). Service quality is an intangible and subjective concept that is difficult to assess objectively (Anderson et al., 1994).

In general, service quality is related to interactions between customers and employees, while SST quality refers to interactions between customers and equipment (Parasuraman et al., 2005). In the study of technology, service quality is an overall evaluation of the excellence or characteristics of the service that users perceive when using a device. So, scholars argue that SST quality needs to be distinguished from the service quality in order to measure service outcomes (Orel and Kara, 2014). Thus, many researchers have been attempted to develop a service quality measurement for technology-based services. Seven factors (speed of delivery, ease of use, reliability, enjoyment, control, security, and design)
were obtained based on the research of Dabholker (1996) and Lin and Hsieh (2011).

3. METHODOLOGY

3.1 SST Quality Attributes Development (Measures)

We conducted a 3-step procedure aimed at developing the SST quality attributes for the food service industry. Delphi two-round survey was conducted with selected 24 attributes. 11 experts (five professors and six experts), who had work experience more than 10 years in the food service industry, participated in the survey. <Table 1> shows the Delphi technique in regard to the SST quality attributes across the food service industry.

<Table 1> Delphi Survey Results for SST Quality Attributes

<table>
<thead>
<tr>
<th>Attributes</th>
<th>n_e</th>
<th>Mean</th>
<th>S.D</th>
<th>CVR</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Speed of Delivery</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Faster speed than employees</td>
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<td>4.91</td>
<td>0.30</td>
<td>1.00</td>
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<tr>
<td>Fast response of touch screen</td>
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<td>Shorter time required for order</td>
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<td>4.64</td>
<td>0.50</td>
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<td>Accepted</td>
</tr>
<tr>
<td>Ease of Use</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Simple to use</td>
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<td>1.00</td>
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<tr>
<td>Clear to use</td>
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<td>4.18</td>
<td>0.87</td>
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</tr>
<tr>
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<td></td>
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<td></td>
<td></td>
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<tr>
<td>Ordering exact menu</td>
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<td>4.91</td>
<td>0.30</td>
<td>1.00</td>
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</tr>
<tr>
<td>Ordering without problem</td>
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<td>0.69</td>
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<td>Few transaction errors</td>
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<td>Enjoyment</td>
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<td>Being pleased to use</td>
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<td>Control</td>
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<td>Being able to order what he/she wants</td>
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<td>Protection of private information</td>
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Design

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<th>CVR</th>
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<td>0.52</td>
<td>1.00</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

* Acceptance standards: Mean > 4.0 / S.D < 1.0 / CVR > 0.59 (Lawshe, 1975)

3.2 Survey and data collection

This research was carried out in Korea. The researchers conducted face-to-face questionnaires to each stakeholder who matched the needs of our study: The subjects of this study were customers who had tried the self-ordering kiosks in the food service areas within the past one month, employees who had been working at self-ordering kiosks at restaurants over six months, employers who had adopted the self-ordering kiosks and had used over three months. This research attempted to receive 150 responses from each stakeholder and we received a total of 371 responses from the survey: 129 from customers, 131 from employees, and 111 from employers. The demographic information of survey subjects is presented in Table 2.
### Table 2: Demographic Characteristic of Survey Participants

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Customers (N=129)</th>
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<th>Employees (N=131)</th>
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<tr>
<td></td>
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<td>37.2</td>
<td>65</td>
<td>49.6</td>
<td>67</td>
<td>60.4</td>
</tr>
<tr>
<td>Female</td>
<td>81</td>
<td>62.8</td>
<td>66</td>
<td>50.4</td>
<td>44</td>
<td>39.6</td>
</tr>
<tr>
<td>Age</td>
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<td></td>
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</tr>
<tr>
<td>20-29</td>
<td>48</td>
<td>37.2</td>
<td>111</td>
<td>84.7</td>
<td>23</td>
<td>20.7</td>
</tr>
<tr>
<td>30-39</td>
<td>50</td>
<td>38.8</td>
<td>14</td>
<td>10.7</td>
<td>53</td>
<td>47.7</td>
</tr>
<tr>
<td>40-49</td>
<td>20</td>
<td>15.5</td>
<td>6</td>
<td>4.6</td>
<td>20</td>
<td>18.0</td>
</tr>
<tr>
<td>50-59</td>
<td>11</td>
<td>8.5</td>
<td>-</td>
<td>-</td>
<td>13</td>
<td>11.7</td>
</tr>
<tr>
<td>60 over</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2</td>
<td>1.8</td>
</tr>
<tr>
<td>Marital Status</td>
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<td></td>
<td></td>
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<td></td>
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<td>Single</td>
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<td>48.8</td>
<td>120</td>
<td>91.6</td>
<td>61</td>
<td>55.0</td>
</tr>
<tr>
<td>Married</td>
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<td>51.2</td>
<td>11</td>
<td>8.4</td>
<td>49</td>
<td>44.1</td>
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<td>Education Level</td>
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<tr>
<td>High school diploma</td>
<td>2</td>
<td>1.6</td>
<td>19</td>
<td>14.5</td>
<td>17</td>
<td>15.3</td>
</tr>
<tr>
<td>Associate’s degree</td>
<td>8</td>
<td>6.2</td>
<td>36</td>
<td>27.5</td>
<td>44</td>
<td>39.6</td>
</tr>
<tr>
<td>Bachelor’s degree</td>
<td>100</td>
<td>77.5</td>
<td>75</td>
<td>57.3</td>
<td>45</td>
<td>40.5</td>
</tr>
<tr>
<td>Graduate degree</td>
<td>18</td>
<td>14.0</td>
<td>1</td>
<td>0.8</td>
<td>5</td>
<td>4.5</td>
</tr>
<tr>
<td>Others</td>
<td>1</td>
<td>0.8</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Years of service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 months-less than 1 year</td>
<td>-</td>
<td>-</td>
<td>65</td>
<td>49.6</td>
<td>5</td>
<td>4.5</td>
</tr>
<tr>
<td>1-3 years</td>
<td>-</td>
<td>-</td>
<td>55</td>
<td>42.0</td>
<td>46</td>
<td>41.4</td>
</tr>
<tr>
<td>4-6 years</td>
<td>-</td>
<td>-</td>
<td>7</td>
<td>5.3</td>
<td>36</td>
<td>32.4</td>
</tr>
<tr>
<td>7-9 years</td>
<td>-</td>
<td>-</td>
<td>2</td>
<td>1.5</td>
<td>14</td>
<td>12.6</td>
</tr>
<tr>
<td>More than 10 years</td>
<td>-</td>
<td>-</td>
<td>2</td>
<td>1.5</td>
<td>10</td>
<td>9.0</td>
</tr>
<tr>
<td>Type of business</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Korean food</td>
<td>-</td>
<td>-</td>
<td>40</td>
<td>30.5</td>
<td>29</td>
<td>26.1</td>
</tr>
<tr>
<td>Western food</td>
<td>-</td>
<td>-</td>
<td>31</td>
<td>23.7</td>
<td>25</td>
<td>22.5</td>
</tr>
<tr>
<td>Chinese food</td>
<td>-</td>
<td>-</td>
<td>2</td>
<td>1.5</td>
<td>3</td>
<td>2.7</td>
</tr>
<tr>
<td>Japanese food</td>
<td>-</td>
<td>-</td>
<td>24</td>
<td>18.3</td>
<td>16</td>
<td>14.4</td>
</tr>
<tr>
<td>Southeast Asian food</td>
<td>-</td>
<td>-</td>
<td>20</td>
<td>15.3</td>
<td>13</td>
<td>11.7</td>
</tr>
<tr>
<td>Others</td>
<td>-</td>
<td>-</td>
<td>14</td>
<td>10.6</td>
<td>25</td>
<td>22.5</td>
</tr>
</tbody>
</table>
3.3 Data analysis

Collected data were analyzed using a 2-step procedure. First, one-way analysis of variance (ANOVA) was adopted to test mean differences of perception of SST quality attributes among three stakeholders. We grouped SST attributes into 7-categories for effective interpretations: Speed of Delivery, Ease of Use, Reliability, Enjoyment, Control, Assurance, Design. Second, importance-performance analysis (IPA) was adopted to investigate the difference of perception of SST quality attributes among three stakeholders. We chose IPA that showed relative position of each attribute by each stakeholder, which was an advantage over ANOVA, which only showed simple mean differences of each attribute.

4. RESULTS

4.1 Importance evaluation of SST attributes

Table 3 shows the overall importance of attributes when it think to using self-ordering kiosks for stakeholders. In terms of customers and employees, Ease of Use topped the rank while employers regarded Reliability as the most important attribute. In common, all stakeholders didn’t consider the Enjoyment to be important attribute. Also, the Speed of Delivery was not considered as important in employees compared to customers and employers.

4.2 Performance evaluation of SST attributes

Table 4 shows the evaluation of performance of SST dimension ranking. Employers rated the Speed of Delivery dimension as the best performance, while Enjoyment was the worst performance dimension. Enjoyment was ranked the lowest among all stakeholders. Employees evaluated the Assurance dimension as the best performing, while customers rated
Assurance as the worst performing. Performance evaluations for all SST dimensions presented that there are significant differences between three stakeholders.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Employers</th>
<th>Employees</th>
<th>Customers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Speed of Delivery</td>
<td>Assurance</td>
<td>Reliability</td>
</tr>
<tr>
<td>2</td>
<td>Reliability</td>
<td>Design</td>
<td>Control</td>
</tr>
<tr>
<td>3</td>
<td>Control</td>
<td>Speed of Delivery</td>
<td>Ease of Use</td>
</tr>
<tr>
<td>4</td>
<td>Assurance</td>
<td>Ease of Use</td>
<td>Speed of Delivery</td>
</tr>
<tr>
<td>5</td>
<td>Ease of Use</td>
<td>Reliability</td>
<td>Design</td>
</tr>
<tr>
<td>6</td>
<td>Design</td>
<td>Enjoyment</td>
<td>Enjoyment</td>
</tr>
<tr>
<td>7</td>
<td>Enjoyment</td>
<td>Control</td>
<td>Assurance</td>
</tr>
</tbody>
</table>

### 4.3 IPA Grids of SST Quality Attributes

To compare the results of IPA, the summarized results are suggested in Table 5. We need to focus on quadrant 1 “improvement”. Quadrant 1 = ‘concentrate here’, many parts of the perception of employees and customers are situated in quadrant 1 (improvement), while employers' SST attributes are not in quadrant 1. This means that there is big gap in perceptions between employers and two other stakeholders. Employees and customers consider a lot of attributes to be improved in each factor. Employers should pay attention to the fact that employees recognized all dimensions as things to improve. In other words, management should contemplate customers’ and employees’ perspectives and establish plans for efficiency with the use of self-order and payment kiosk.
### Table 5: Summary of IPA Matrix

<table>
<thead>
<tr>
<th>Quadrant</th>
<th>Speed of Delivery</th>
<th>Ease of Use</th>
<th>Reliability</th>
<th>Enjoyment</th>
<th>Control</th>
<th>Assurance</th>
<th>Design</th>
</tr>
</thead>
<tbody>
<tr>
<td>□</td>
<td>(C) Faster speed than employees</td>
<td>(C) Simple to use</td>
<td>(E) Ordering exact menu</td>
<td>(E) Having fun to use</td>
<td>(E) Being able to order what he/she wants</td>
<td>(C) Transaction security</td>
<td>(E) Good visibility of exterior design</td>
</tr>
<tr>
<td>□</td>
<td>(C) Fast response of touch screen</td>
<td>(C) Easy to use</td>
<td>(E) Ordering without problem</td>
<td>(E) Being able to order what he/she wants</td>
<td>(C) Operating as intended</td>
<td>(C) Protection of private information</td>
<td>(E) Good visibility of exterior design</td>
</tr>
<tr>
<td>□</td>
<td>(C) Shorter time required for order</td>
<td>(E) Simple to use</td>
<td>(E) Being reliable to order</td>
<td>(E) Operating as intended</td>
<td>(E) Having fun to use</td>
<td>(C) Providing privacy protection policy</td>
<td>(E) Good visibility of exterior design</td>
</tr>
<tr>
<td>□</td>
<td>(E) Faster speed than employees</td>
<td>(E) Easy to use</td>
<td>(E) Few transaction errors</td>
<td>(C) Having fun to use</td>
<td>(C) Operating as intended</td>
<td>(E) Providing privacy protection policy</td>
<td>(E) Proper letter size to read</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Quadrant</th>
<th>Speed of Delivery</th>
<th>Ease of Use</th>
<th>Reliability</th>
<th>Enjoyment</th>
<th>Control</th>
<th>Assurance</th>
<th>Design</th>
</tr>
</thead>
<tbody>
<tr>
<td>□</td>
<td>(ER) Faster speed than employees</td>
<td>(E) Clear to use</td>
<td>(C) Ordering exact menu</td>
<td>(E) Being pleased to use</td>
<td>(C) Being able to order what he/she wants</td>
<td>(E) Transaction security</td>
<td>(ER) Good visibility of exterior design</td>
</tr>
<tr>
<td>□</td>
<td>(ER) Fast response of touch screen</td>
<td>(C) Ordering exact menu</td>
<td>(E) Being interested to use</td>
<td>(C) Operating as intended</td>
<td>(E) Having fun to use</td>
<td>(E) Protection of private information</td>
<td>(ER) Good visibility of exterior design</td>
</tr>
<tr>
<td>□</td>
<td>(ER) Shorter time required for order</td>
<td>(E) Easy to use</td>
<td>(E) Being pleased to use</td>
<td>(E) Various ordering options</td>
<td>(E) Being able to order what he/she wants</td>
<td>(E) Transaction security</td>
<td>(ER) Good visibility of exterior design</td>
</tr>
<tr>
<td>□</td>
<td>(C) Faster speed than employees</td>
<td>(C) Clear to use</td>
<td>(C) Various ordering options</td>
<td>(C) Having fun to use</td>
<td>(ER) Providing privacy protection policy</td>
<td>(ER) Transaction security</td>
<td>(C) Good visibility of exterior design</td>
</tr>
<tr>
<td>□</td>
<td>(C) Fast response of touch screen</td>
<td>(C) Easy to use</td>
<td>(ER) Providing privacy protection policy</td>
<td>(ER) Having fun to use</td>
<td>(C) Being interested to use</td>
<td>(ER) Protection of private information</td>
<td>(C) Good visibility of exterior design</td>
</tr>
<tr>
<td>□</td>
<td>(C) Shorter time required for order</td>
<td>(C) Easy to use</td>
<td>(ER) Being able to order what he/she wants</td>
<td>(E) Various ordering options</td>
<td>(C) Being interested to use</td>
<td>(ER) Proper letter size to read</td>
<td>(C) Good visibility of exterior design</td>
</tr>
<tr>
<td>□</td>
<td>(E) Faster speed than employees</td>
<td>(E) Easy to use</td>
<td>(C) Operating as intended</td>
<td>(C) Various ordering options</td>
<td>(E) Being able to order what he/she wants</td>
<td>(C) Providing privacy protection policy</td>
<td>(E) Proper letter size to read</td>
</tr>
</tbody>
</table>

* (C): Customers, (E): Employees, (ER): Employers
5. CONCLUSION AND DISCUSSION

This research makes major theoretical and practical contributions in food service industry: (1) by developing SST quality attributes for food service environment based on the previous literatures and in-depth interviews; (2) by detecting difference in perceptions of stakeholders about SST quality to the food service industries; (3) by identifying actual requirements of SST in food service (4) by providing working-level improvements for restaurant management about the SST quality.

Furthermore, this study suggests positioning strategies that restaurant marketers can apply to the food service process through detailed SST attributes information. As revealed in the results, this study found noticeable features and differences among stakeholders. The results showed that performance level was low across almost all attributes considering their importance level. There was a difference among stakeholders’ perception on almost all attributes.

The results of this study provide theoretical and practical implications. As for theoretical implications, this study is different from previous studies because SST quality attributes were examined based on stakeholders’ integrated perspectives. Additionally, it was verified that there were differences in perception among stakeholders regarding SST quality in the food service context. In a practical point of view, analyzing SST quality attributes can help establishing managerial strategies.

REFERENCE


Impacts of Children on Family Travel Motivation

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Abstract

In China National Day, 42% of the total travellers are families in 2017. In UK, about one in four travellers are families and it accounts for 30% in the USA. In terms of these statistic numbers, it is not surprising that family travel market has considered a major consumer segment of tourism industry. According to the report of China Tourism Facts & Figures, 34% travel partners are children during 2018 Chinese New Year trips. Family tourism and tourism motivation are well researched in tourism industry. However, the role and impacts of children on family tourism motivation are not received enough attention by researchers. This study reviews existing research articles which studied on family tourism and family tourism motivation. The aim of this conceptual paper is to focus on the influences of children on family tourism motivation and to raise awareness to such influences.

Keywords: Family Tourism, Travel Motivation, Children’s Impacts
Introduction

Family as a segment unit in consuming and tourism market plays an important role. As Schanzel and Yeoman (2015) raised the issue of the increasing importance of family togetherness and family relationship, and the fact that family travel became a fast growing travel form. What motivate family members to travel is a research question not only for scholars but also for practitioners. Understanding travellers motivation helps understand their behaviour easier. Thus, it has managerial and academic meaning for tourism industry.

The majority of previous researches generally focus on the following aspects: family travel motivations (Kim and Lehto, 2013; Kluin and Lehto, 2012; Yun and Lehto, 2009), family decision-making patterns (Kang and Hus, 2005; Wang, et al., 2004; Watne, et al., 2014), family vacation experience (Carr, 2006; Carr, 2011; Small, 2008; Hilbrecht, et al., 2008; Shawetal, 2008), the influence of family life cycle, couples and gender as well as culture on family purchase behaviour and decision-making process (Fodness, 1992, Haldrup and Larsen, 2003; Hallman and Benbouw, 2007, Xu, et al., 2012). These studies, mostly, based on western family samples (Lehto, et al. 2017). In China, only few studies focused on family tourism until recent years. Some researchers display an increasing interest in family travel motivation and benefits, such as Lehto, et al. (2017), Li, el al. (2017), Wang, et al. (2018) and Yang, et al. (2019).

However, all of them ignore the role of children and their impacts on family tourism. Children, as a passive component of family tourism (Howard & Madrigal, 1990; Nickerson & Jurowski, 2001; Thornton et al., 1997), their influences on parent’s decision-making and holiday motivation are more obviously developed than before (Li, et al., 2017). This paper will review the existing research articles which related to family tourism and then analyse the key themes and methods. Based on it, the gap in this field will be discussed.

Literature Review and Discussion
The Importance of Family Tourism

In UK, about one out of four travellers are families and it accounts for 30% in the USA (Schänzel, et al., 2012). In China National Day, 42% of the total travellers are families. Surveys show that many traveled with their children; such travelers made up 32% of the total and their numbers increased by more than 50% over 2016 (China Internet 2017). In terms of these statistic numbers, it is not surprising that family travel market has considered a major consumer segment of tourism industry (Shaw, et al., 2008). Furthermore family tourism combines different needs, requires and desires of family members. This distinguishes family tourism from individual and other group tourism (Gram, 2005). Meanwhile, Yesawich (2007) predicated that family travel will grow continuously and faster than other forms of leisure travel. However, the prominent role of family holiday is not recognised by researchers, although both studies were focusing on family travel (Obrador, 2012; Schänzel, et al., 2012). Schänzel, et al. (2012, p3) defined family tourism as “a purposive time spent together as a family group (which may include extended family) doing activities different from normal routines that are fun but that may involve compromise and conflict at times”. This definition will be adopted in this paper. According to the statement of Schänzel (2012), family tourism has purpose “family togetherness”. The members of family tourism not only refer to nuclear family (two parents and their children) but also consist of grandparents and relatives. The activities’ characteristics that family members do are fun and different from normal routines. Moreover, because of the different needs and requirement of family members for travelling, compromise and conflict exist during travel. Thus, when family vacation is researched, its purpose, activities, party members and their needs and desires need to be studied.

In order to analyse these factors, the key themes researchers already have mentioned western academic area (Lehto, et al., 2017; Wang, et al., 2018) are: “family vacation experience” (Carr, 2006; Carr, 2011; Small, 2008; Hilbrecht, et al., 2008; Shawetal, 2008), “family
vacation patterns and processes” (Fodness, 1992; Bronner and de Hoog, 2008; Decrop and Snelders, 2004; Kang and Hus, 2005; Kozak and Karadag, 2012; Kang, el al., 2003; Wang, et al., 2004; Watne, et al., 2014), a historic perspectives of family vacation (Bennett, 1983; Inglis, 2000; Löfgren, 1999; Obrado, 2012; Rugh, 2008; Walton, 2000), involvement in activities (Chen, et al., 2012; Lehto, et al., 2017), travel benefits (Durko and Petrik, 2013, 2015; Schänzel and Smith, 2014), and travel motivation (Kim and Lehto, 2013; Kluin and Lehto, 2012; Yun and Lehto, 2009). These key attributes are concluded based on researches of Lehto et al. (2017) and Wang et al. (2018). According to Belch and Willis (2002), the previously mentioned researches were based on current western family samples. In fact, the latter paper has revealed within families in terms of gender as well as restructured household role, however, the research only from managerial perspective.

Chinese research on family tourism was reviewed by Wu et al. (2016). They found out six research topics through reviewing 66 articles from 1995 to 2015, namely family tourism marketing; family cycle and its influence on family; family tourism decision-making; family tourism consumption; general family tourism behaviour and other themes. All these research articles are published in Chinese. Among them, only one to two articles are related to motivations and functions of travel tourism. In recent years, more Chinese researchers display an increasing interest in family travel motivations, activities and benefits, such as Lehto, et al. (2017), Li, el al. (2017), Wang, et al. (2018) and Yang, et al. (2019).

Either western or Chinese researchers, only a few of them considered children’s answers. One of important reasons that researchers ignored children’s ideas is children may cannot express their ideas as clear as the adult do (Poria, 2014). Although they mentioned children in their research, they collected data and studied the topics from parents’ perspective not from the view of children. As Portia and Timothy (2014) pointed out only eight articles including children in tourism research. Moreover, the diverse of family types are also ignored by
existing researches. They merely focus on nuclear family. To the time, according to the
definition of family tourism, family tourism generally consists of extended family. Especially
in China, because of the influence of Confucianism and tradition culture, extended family is
more important for Chinese than western people (Fu, et al., 2016). And the unique family
structure, one child, two parents, four grandparents, also leads Chinese family tourism to be
distinguished from others. Thus, the study need to take notice of extended family.

**Family Tourism Motivation**

Tourism motivation defined by Dann (1981, p 205) is “a meaningful state of mind which
adequately disposes an actor or group of actors to travel, and which is subsequently
interpretable by others as a valid explanation for such a decision”. It conveys why people go
to travel (Yang, et al., 2019 ). In prior literature, the classic motivation theory according to
‘travel career ladder’ model. As pull and push factors can motivate family to make decision,
Dann’s push and pull motivation theory will be preferred in this paper. This theory as its
name consists of two aspects: pull factors and push factors. Push factors relate to inner
psychological demands which motivate people to travel, such as escape from every day
environment, novelty, social interaction, prestige (Kim et al., 2003). Pull factors are relevant
to external, situational or cognitive motivations, for example, destination attributes (Uysal &
Hagan, 1993; Uysal & Jurowski, 1994). Therefore, push factors enable people to know
whether to go travel. Pull factors allow tourists to figure out where to go, when to go and how
to access to their chosen destinations (Prayag & Ryan, 2011).

According to the study of Yang, et al. (2019), the factors behind of family’s motivation to
travel are family togetherness, novelty pursuits, relaxation and children’s experiential
learning. In the same time of thoughts, Lehto, et al. (2017) proposed four motivations in his investigation of benefits and activities of Chinese family travellers namely: communication and togetherness, shared exploration, escape and relaxation, experiential learning for children. Fu, et al. (2014) coincided with them and proposed that bonding and sharing, communication, escape and relaxation, children’s learning, and novelty seeking are major motivations of family vacation. Comparing their studies, family togetherness, relaxation, children learning and novelty seeking are the four main motivations of family vacation. Besides these researches, Wang, et al. (2018) identified Chinese adult children’s motivations for travelling with their parents. This investigation focused on adult children and pinpointed the motivations from these different angles, parents-oriented, family oriented and self-oriented. According to push and pull motivation theory, children learning matches the one of the pull factors, which is the cognitive motivation. Others match the push factors: family togetherness vs social interaction, relaxation vs escape from every day routine; novelty seeking vs novelty. That means, push factors received more significant attention than pull factors when researchers studied family travel motivation.

Motivations that Chinese family travel with children are explored by Li, et al. in 2017. They investigated what drives Chinese family to go to travel with young and dependent children. They put forward five motivations: spending quality time with children, creating pleasant memories, learning and development, compensation (time) for children and rewarding the adults (self-compensation). In terms of Chinese educational-oriental travel, Wu and Wall’s (2017) and Yang et al. (2019) investigated motivations to visit heritage attractions or museums with children. They stated that education, relaxation, relationship enhancement, extended family obligations and creating positive experience for children are the key motives of family visiting the site. Comparing this research to the study of Li, et al. (2019), the one of Yang et al. (2019) is more specific, they focused on education-oriented attractions. Therefore,
the main factors that motiving family members to travel with children are learning and
development, relaxation, creating pleasant memories, compensation for children and
rewarding to the adults. Comparing to general family vocation motivations, novelty may not
the motive that can drive family travel with children. Except for learning and development,
the other four motivations belong to psychology motives. Similar to researches of family
travel motivation which did not focus on children, both of them pay less attention to pull
factors.

In summary, not only the researchers who studied family tourism, but also researchers who
investigated family tourism motivation, children have been awarded far less attention than
they deserve. Therefore, the role of children in family tourism and their impacts on family
tourism motivation will be discussed in the following part.

**Impacts of Children on Family Travel Motivation**

In 2011, Carr proposed “Liberal parents style”. That means in current society, parents provide
more money and more freedom to children as well as leave more time and more space for
them (Connell, 2005) in their consuming process. In China, because of one-child policy,
which was enforced between 1980 and 2015 (Settles, et al., 2013). Chinese children become
the centre of family. This “little empire” situation makes Chinese children received the best
possible care, most of the attention and resources from both their parents and two sets of
grandparents (Cameron, et al., 2013). Thus, 4–2–1 family structure, which means four
grandparents, an adult couple, and one child, is common to see in China (Wu, et al., 2016).
As a result of it, children play an important role in Chinese family and have more influential
on their parent’s purchase decisions (Yang, et al., 2019).

In the tourism field, according to the recent studies, the influences of children on family
tourism are increasing and more observable than before (Li, et al., 2017). However, the
majority of previous researches focused on the role of parents in family tourism decision-
making. The role of children and their impacts have received little attention (Khoo, 2015). Until recently, both academic arena and tourism industry have recognised the value of children (Carr, 2011) and their importance in determining family’s consumption behaviour and travel planning (Poria et al., 2005; Schänzel, et al., 2012; Poria and Timothy, 2014). Although parents still play a dominant role in the context of family travel decision-making process (Gram, 2007; Wang, et al., 2004), parents always put their children in the first place of consideration (Yang et al., 2019). In general, the salient themes researched about children’s impacts are family travel decision-making process and family travel experiences. Especially decision-making process, researchers found out that children influence on different stages of decision-making. From making an early decision, such as planning time of travel and choosing destination, to make a trip, and from making an initial information search, for example choosing accommodation and activities, to on-site behaviours (Jenkins, 1979; Bilcheldt, et al., 2011; Kozak, 2010). Gram (2007) also stated children are more likely to express their needs and desires than before when they participate in decision-making process.

Moreover, Tagg and Seaton (1995) found family’s holiday satisfaction can be improved by the involvement of children in the decision-making process. In addition, Khoo (2015) pointed out the typical influences of children on family decision-making which includes three aspects. They are types of activities (Jenkins, 1978; Wang et al., 2004), arrangement of mealtimes, need for sleep time (Thornton et al., 1997), and children-friendly marketing offers (Bronner & de Hoog, 2008). In terms of activities, Carr (2011) and Decrop (2005) addressed that when parents selected holiday activities they would like to take their children into consideration. The investigations of Carr (2006) and Lehto, et al. (2012) coincided with it. They stated that parents would like to visit heritage, education-oriented destinations, but children prefered physical activities. In the end, parents will consider children’s needs and
requirements and then more active and creative as well as children-friendly activities will be selected.

Through reviewing existing literatures, the key impacts of children on family travel are decision-making process. It consists of some subtopics: time arrangement (travel time, sleep time, meal time), destination choice, travel products purchase, hotel arrangement, and holiday activity choosing. In fact, motivation plays an important role in decision making process (Crompton, 1979; Fodness, 1994; Pearce, 2011). Moreover pull and push motivation theory provides a useful approach for examining visitor behaviour and decision making process (Dann, 1977; Klenosky, 2002). Therefore, these factors also have impacts on tourist’s motivation. Push factors drive people to travel while pull factors facilitate destination choices (Uysal & Jurowski, 1994). As mentioned above, pull factors related to where to go, when to go and what to do when people travel. Combining all these topics with push and pull motivation theory, time arrangement matches when to go. Destination and hotel choice match where to go. Holiday activity choosing and travel products purchase match what to do. These influences can match with pull factors. Therefore, the influences of children on family travel motivation are mainly focused on pull factors of motivation theory. However, when researchers explored the motivations of family vacation, pull factors are neglected as mentioned above.

These studies applied qualitative (interview, observation, ethnography), quantitative (questionnaire and samples) and empirical study (small-scale exploratory) method to collect data. However, when they did investigation they ignored the age of children. As Howard & Madrigal (1990) and Wang et al. (2004) identified the correlation between the increasing of children’s age and the one of parent’s decision-making. Thus, the age of children need to be considered. In addition, researchers analysed data only from parent’s perspective not from children’s and extended family’s perspective. Similarity to what was discussed in the primary
part of the literature review. Wu, et al. (2016) argued that Chinese family has three prominent attributes: the child-centred rearing style, importance of extended families, and the means of caring or ageing family members. Therefore, children’s and extended family’s voices on Chinese family tourism are deserved to be noticed.

Yang, et al. (2019), Li, et al. (2017), Khoo, et al. (2015) and Fu, et al. (2014) accounted for children when they researched family travel and family travel motivation. Yang, et al. (2019) studied education-oriented motivation of family which travel to world heritage attractions with children. Li, et al. (2017) explored motivations of family travel with young children. Khoo, et al. (2015) argued the impacts of young children on parent’s hotel choices. They developed five dimensions that motivate Asian parents to choose hotel when they travel with young children. They are travel distance, quality of interactions, child-friendly amenities, safety, and family-oriented programs. In addition, the authors stated that all these five dimensions are strongly motivated by the caring necessities of young children and their intransigent schedules. Fu et al. (2014) developed functions of family travel through comparing perspectives of parents and children. They paid more attention to children’s role and their impacts on family travel. However, as Poria and Timothy (2014) argued that few of them have collected data from children. Among them, Li, et al. (2017) and Khoo, et al. (2015) concentrated on the influences of young children (2 months to 4 years) on family travel motivation and decision-making. Yang, et al. (2019) and Fu, et al. (2014) did not define the age of children. According to the well-recognised intervals of children age, it consists of four intervals: infancy (birth to 2 years old), early childhood (3 to 6 years old), middle childhood (7 to 10 years old) and adolescence (11 to 18 years old) (Poria and Timothy, 2014). Therefore, none of them investigate middle childhood children (from 7 to 10 years old).
Ethnography is a popular method researchers applied to collect data from travel blogs in recent years. In this case, Wang, et al. (2018) and Li et al. (2017) utilised it. The shortage of this way is the majority of travel blogs are from young travellers. That is, middle-aged and elder may be neglected. Besides, answers perfectly to the need of accessing reviews from younger people. As tourist motivations change with life stages and travel experiences, therefore, the voices of middle-aged and elder are also important to study family travel motivation.

Conclusion

This conceptual paper reviewed existing research articles which studied family tourism and family vacation motivation. Through reviewing, the main motives that drive family members to travel are family togetherness, relaxation, children learning and novelty seeking. For family that travel with children, their motivations are not the same with the previous statement. It consists of learning and development, relaxation, creating pleasant memories, compensation for children and rewarding to the adults. Thus, novelty may not be one of the motive which can push or pull family members to travel. Based on the previous researches, the impacts of children on family travel are mainly on family tourism decision-making process. As pull and push factors can motivate family to make decision, Dann’s (1977) pull and push factors are adopted in this paper. Through applying this motivation theory, the main impacts of children on family vacation motivations are concluded. They are time arrangement (travel time, sleep time, meal time), destination choice, travel products purchase, hotel arrangement, and holiday activity choosing.

Traditionally, academics and tourism industry have ignored children’s influence on family tourism motivation. They paid more attention to the role of parents. Although recent calls for better understanding of children’s influence on family vacation decision-making process, researchers did not defined the age of children. Moreover, when researchers explored family
tourism motivation, extended family members also attracted less attention to them. In addition, middle-aged and elder voices are ignored when researchers applied ethnography method to collect data.

This paper is the first step to study the impacts of children on family travel motivation. Next step is to do the research in China using questionnaire to collect data. Then though analyzing the data to discuss how and to what extent children influence family travel motivation.
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Accessibility factor of tourism development in natuna island, indonesia

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Abstract

Tourism has a very important role in the development of Indonesia. Tourism is expected to be able to be the power levers and the locomotive that drives economic growth in Indonesia. It is even believed that the tourism sector will be the supplier of the largest foreign exchange. Natuna Islands is one of many hidden paradises in Indonesia. The rocks in the Natuna Islands is a geological heritage, where its uniqueness lies in the morphology of the typical rocks of the granite. This rocks formations are so beautiful so then the government is seeking for recognition as UNESCO Global Geopark. Located in the northern border of Indonesia, Natuna Islands become a cluster of outer islands which borders Singapore, Malaysia, Vietnam and Cambodia. This front position makes Natuna Island as an Indonesia’s “storefront” for neighbouring countries. With its strategic position, Natuna Island has a very good potency to get more visitors/tourists, but in fact the tourists visit, especially foreign tourists, is still a little due the lack of accessibility service. Accessibility in Natuna is very limited, both by airfare or sea lane, made tourists difficult to reach Natuna. This research conducted in qualitative method to describe in systematic, factual and accurate on the facts, character and data of the accessibility in Natuna Island. The data gathered by observation, interview, literature and documentation study to analyse about the accessibilities to Natuna Island by sea and air. As results, the author found that the accessibility is already available by
sea and air, but still in limited service. Transportation and infrastructure also has to be developed to support tourism in Natuna. It has the potential to be developed, since accessibility is one of three important factors in tourism, beside attraction and amenities.

*Keywords: Accessibility, Tourism Development, Natuna Island*

**Introduction**

Natuna islands which has a potency on Geopark tourism is a cluster of outer islands, as northern gate of Indonesia, which borders four ASEAN countries: Vietnam, Cambodia, Singapore, and Malaysia. Natuna also located in an international cruise line of Hong Kong, Japan, South Korea, and Taiwan. This front position makes Natuna Island as an Indonesia’s “storefront” for neighbouring countries. Located in a busy trading line made Natuna has a strategic geopolitic and geo-economy. Islands formation, Geopark potencies, tropical climate, and front location in a busy sea lane made Natuna hold a strategic position to be developed in tourism sector.

In developing a tourism area, it is important to prepare at least in three aspects: Attraction, Amenities, and Accessibilities. In Attraction aspect, Natuna as Indonesia’s National Geopark has an exotic natural rocks. In time being the Natuna Geopark is in process to become Unesco’s World Geopark by Global Geoparks Network (GGN). Natuna also rich with the potencies of cultural and heritage tourism. As Amenities, the accommodation already available and legally registered by the government of Natuna Regency as commercial accommodation with 590 rooms provided by some type of accommodation in Natuna.

Besides Attraction and Amenities, other important aspect in tourism development in an area are Accessibilities and Transportation. However ready the attraction dan amenities, but if the accessibilities is unworthy, then this would be a barrier for tourists to come. The position of
Natuna as a cluster of outer islands create an issue of national security. Considering that Natuna is a bordering area, it is also as a military base in order to secure the border of the nation. This is the issue that still need further handling, since the air accessibility is centralised at Raden Sadjad Military Airbase. Because of this one gate handling, both for military and civil flight, the accessibility for tourists is not optimally operated, due the priority is for military flight as security activities on Natuna area. Other transportation mode is through sea lane, which there already sea port that operated under the control of Indonesian Navy.

From the above background, the author identified and formulate the research questions as: (1) How is the existing condition of accessibility in Natuna?; (2) How is the development effort of accessibility and the transportation mode that support on tourism in Natuna? This research question will be the base of analysis in this paper.

**Theoretical review**

One of the most important component of infrastructure in developing a tourism destination is accessibility. A good accessibility is an important aspect for growing and developing a tourism. Baud-Bovy & Lawson (1998) stated that “... should be possible by public transport and bicycle trails, by pedestrian paths (from neighbourhoods) and by cars (mainly families, with an average of three persons/car)”. Physical or non-physical access to the destinations are important things in tourism development. Tourism activities depends a lot on transportation and communication since the distance and time factors that impacts someone’s desire for a tourism traveling. Besides the transportation, some other things related to accessibilities are infrastructure covering roads, bridges, terminal, station, and airport. These infrastructures connected between one place to the other one.
Physical aspect in accessibility included roads, facilities in a certain distance, and the public transportation. Baud-Bovy & Lawson (1998) said that street network has two important roles in tourism activities, namely: a) as a tool of access, transport, tourists’ communication with the attraction, recreation, and facilities; b) as a way for sightseeing and finding a place. Thus, the planning and decision about sightseeing during the traveling has a quite important role to the quality of accessibility in support the tourism. Beside the physical aspect, the non physical aspect also has an important role in supporting the quality of accessibility in supporting tourism. This non physical aspect including the secure during the journey and the travel time from origin to the destination. (http://e-journal.uajy.ac.id/12082/3/MTA024512.pdf).

The development of transportation influenced the tourists’ flow and the accommodation’s growth. The technology of transportation also influenced the flexibility of traveling direction. If the transportation by train is linear, not so many turn way, it would be more variated by car. By aeroplanes, the tourists can travel and across a variety of natural obstacles in a shorter time.

Betsy Fay (1992:8) said, "transportation can include any method of moving a group of people from one point to the next". Based on this statement, transportation in a tour can be understood as any transportation mode that used to move a group of people (tourists) from one place to another destination.

Nuriata (2017:26) stated that transportation is an important facility or component in designing a tour package. The factors to be considered are: (a) Transportation Model chosen; (b) The condition and available facilities (seat capacity, Ground Service, On-board Service, transport type, speed); (c) Price; (d) Time, related to travel schedule and travel time; (e) Location and topography (departure and destination point, travel distance, route; (f) accessibility; (g) Adequate. Referring to theory The Elements of A Tour (1992:8), some transportation mode
that usually used in a tour travel are: (a) Bus/motorcoach; (b) Minibus/van/minicoach; (c) Air Transportation (regular/scheduled); (d) Air Transportation (rental/carter); (e) Train; (f) Limousine; (g) Cruise.

**Methodology**

This research used qualitative method with observation explorative approach and analytical descriptive. Data gathered as primary data (field observation and interview) and secondary data (literature study). Triangulation had been done during the research as the character of qualitative research. The data gathered were analysed in scientific pattern, using relevant theories. The result of analysis then formulated as research conclusion about the potency of accessibility and transportation mode that support tourism in Natuna Islands.

**Result & discussion**

*The Readiness of Accessibilities and Transportation Mode*

**Figure 1**

Development Plan of Tourism Zoning Structure in Natuna Regency

Source: Government of Natuna Regency

From the data gathered about roads and streets since 2012, noted that the road construction is 833,90 km, consisted of 462,50 km of good condition roads, 305,80 km in fair condition,
115.75 km damaged road. Based on interview with Section Head of Transportation Safety in Department of Transportation, all of 15 districts in Natuna had been connected with the capital of the Regency. 8 (eight) of them are located in different island or 7 (seven) districts on the same island. Whilst accessibilities from external of Natuna Regency can be reached through air and sea transportation. In order to support the operational of those transportation, the Government of Natuna Regency had built a port named Penagi Ranai for ship (Ro-Ro type) and an international standard Selat Lampa Port.

Meanwhile, available airport is Raden Sadjad Airport, located in Ranai, East Bunguran District. This airport is available for domestic flight, but the main purpose of this airport is for the interests of the Indonesian Air Force. Therefore, the air base is managed by the Air Force Unit of Military.

Referring to the data from Department of Transportation, people chose to visit Natuna by sea transportation and flights. Regular schedule already available for sea transportation, by Bukit Raya Ship and Sabuk Nusantara Ship. Bukit Raya Ship goes to Selat Lampa Harbor, while Sabuk Nusantara Ship rests at 9 harbors at the islands around Natuna Regency. Air transportation for time being covering 3 airlines: Wings, Sriwijaya and Express Air, with one time flight per day, 3 or 4 days a week.

**Conclusion and recommendation**

**Conclusion**

1. Accessibility and transportation sector is available in Natuna Regency, but in limited. According to geographic condition, the suitable transportation mode for tourists to/from Natuna is by airfare. Access through sea lane is also available, but the ship and harbor have not meet the international tourism standard.
2. Infrastructure as the supporting facilities for accessibility is an important key in Natuna. To meet the international standard qualification, infrastructure is needed to support the accessibilities, both through air and sea. The concept of land transportation around the tourism area is also needed. There should be built some routes among tourism spots with a public transportation that suit with the tourists.

Recommendation

1. In accessibilities and transportation sector, it is urge to prepare the suit facilities for tourists, both for airfare and harbors for big ships / cruise. For air transportation, it is urge to add some more routes, operational days, and policy about the airfare price. Whilst land transportation (internal) need to be built with the special area for terminal of public transportation, and scheduled route system.

2. Considering the condition of Natuna that consisted of islands cluster, infrastructure is urge to be built to support the accessibility for tourists. The idea of separating civilian airport from military air base is needed to be done soon. As well as the construction of harbor that can accommodate big ships / cruises, and also for cargo. The urge also for the roads traffic among tourism destinations, as the facilities of transportation mode for tourists.
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The impact of Toll Road Development on the Importance of Inter-Regional Cooperation to Enhance Tourism Industry in Malang – Indonesia

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Abstract

This study was conducted in Malang Metropolitan Area, Indonesia. Malang Metropolitan Area is known as a potential area for the development of the tourism sector in East Java Province. This area includes Malang Regency, Malang City, and Batu City. Each region has different tourism potential, both in terms of destinations or tourism businesses. To improve transportation infrastructure, the government has built inter-provincial Toll Roads. The inter-provincial toll road is equipped with five exits which facilitate the transportation access to the Malang Metropolitan Area. Malang Metropolitan Area has been known as a congested area due to the large influx of tourists. For this reason, cooperation between regions is needed to develop the tourism sector. There are several models of cooperation to optimize the development of the tourism sector. The cooperation model is intergovernmental relations or G to G, cooperation with the private sector (G to B), or cooperation with the community (G to C). Through several models of cooperation, it is expected that the tourism sector can develop optimally and ultimately be able to increase regional income or state income.

Introduction

Malang Metropolitan Area is a mountainous area located in the East Java Province of Indonesia. Malang Metropolitan Area has several potential tourism objects to be developed. As an illustration, in 2018, around 14.1 million tourists visited the region. From 14.1 million tourists, 4.8 million tourists visited Malang City, 4.7 million tourists visited Batu City and 4.6 million tourists visited Malang Regency. Most domestic tourists visit on weekends or during
holidays, whether school holidays or work breaks. While foreign tourists visit as they wish, even though the number of foreign tourists is not as big as on Bali Island. In connection with a large number of tourists, especially on weekends and holidays, the Malang metropolitan area has experienced high congestion. This condition has made tourist disturbed and reduced tourist comfort. This also raises concerns about the reduced number of tourists due to the large disruption of transportation to tourist destinations.

Considering existing transportation conditions, the central government has built transportation infrastructure in the form of toll roads to facilitate the flow of traffic between provinces. This includes efforts to reduce congestion in the Malang Metropolitan Area. Currently, there are five sections of exits from the toll road. Section I for Pandaan-Purwodadi trip. Section II for Purwodadi-Lawang route. Section III for the Lawang-Karanglo route. Section IV for the Karanglo-Pakis route). While Section V for Pakis-Cemorokandang route. Another goal is to accelerate regional economic growth through the development of the tourism sector. The development of the tourism sector needs to be carried out through cooperation between regions to have an impact on improving people's welfare.

**Discussion**

The development of the tourism sector, especially in Malang, is based on the concept of culture as culture material and culture of immaterial (Purwasito, 2003; Hollway and Neil, 2006). Within the framework of cultural tourism development, high-value culture material includes the Current Site. The Sekaran site has links with the sites of the Kingdom of Singhasari, the Majapahit Kingdom which is very well known in the history of the archipelago. The government collaborates with local governments and community groups cultural activists need to preserve these sites and at the same time be developed into one of the leading tourist destinations. The Government of Malang Metropolitan Area has established cultural heritage buildings that were built from the colonial era to the
independence era. Besides, each local government continues to compete to build new tourist destinations as an effort to attract domestic tourists and foreign tourists. Malang Regency has and develops the potential base of tourist destinations such as archaeological sites, caves, beaches, waterfalls, and other natural attractions. Batu city develops the potential base of artificial tourist destinations such as East Java Park I and II, Songgoriti Recreation Park, Selektta, Angkot Museum and others.

Second, the results of cultural works in the form of immaterial culture, such as language, tradition, customs, moral values, ethics, ideas, religion, art, trust and others, are related to culture material (Dann and Giuli, 2009). Regarding immaterial culture, Malang Metropolitan Area has very interesting potential. As an illustration, in Malang City, every year an unfortunate festival has been held. This event is held in collaboration with cultural activists and local government. The festival features historically high artistic artworks, classical to modern performing arts, displays to commemorate the behaviour of past societies with unfortunate language styles, and other interesting displays. Similar events have been carried out in Malang Regency and Batu City. Malang Metropolitan Area also has distinctive types of culinary foods such as Malang city specialty meatballs, Malang Cwimie, Malang Cingur Salad, Malang Ronde-angsle, Orem Malang, Rawon Malang and others. Traditions, works, artworks, customs, and behaviour of the people of Malang Raya as an immaterial culture merge into one unit known as AREMA jargon. This shows that the development of immaterial culture as a form of tourism business should no longer be managed sectorally but through cooperation between regions.

Cooperation between regions is a study of intergovernmental relations (G to G) which has three approaches (BC Smith, 1985). First, law and administration approach which has more top-down characteristic by looking at the practice of intergovernmental relations from the central government perspective. This approach is more concerned with how inter-
governmental relations provide great benefits to national interests. So that instruments need to be developed to integrate a variety of regional interests with national interests. The main instrument in this approach is the control and influence of the central government on local government. Second, community politics approach is a bottom-up approach. This approach looks at the practices and phenomena of intergovernmental relations which are more focused on the struggle of the interests of the local community when dealing with the interests of the central government. The politics of society tend to fight for local autonomy which is manifested in local voice and local choice. The output of this approach is strong local-based governance reflected in the presence of dominant local values in the implementation of regional autonomy, the degree of power concentrated in the regions, the level of community integration, and the formal structure of local government. Cooperation between regions in the development of the tourism sector prioritizes this approach. Third, the inter-organizational politics approach that places the position of the central and regional governments more equal and matched as a relationship between organizations. This needs each other and works together to achieve their respective goals. The key word in this approach is networking because it understands organizational relationships between the central government and autonomous regions such as the type of network in organizational structure theory.

Cooperation between regions can also involve the role of the private sector (G to B) or the community (G to C). Private sector involvement in the provision of public services, including the development of the tourism sector. It is known as the residual enabling authority model that promotes business values by giving freedom to the role of private institutions. While local governments focus on matters that cannot be handled by private institutions, as revealed by Emanuel Savas (1987) and Starling Gover (1988). Within this framework, the policy formulation function remains with the local government, while the policy implementation function is handled by the private sector. The basis of the implementation of its functions is
an agreement between the two parties that is mutually beneficial. Whereas the G to C model, also known as a community-oriented enabler, is a model of governance and services that prioritize citizenship values. In the context of tourism sector development, this model is more suitable for regional governments where the characteristics of the community have strong kinship, socio-cultural and solidarity ties (Leach, 1996). It can also be said that this model is very appropriate to be implemented in the framework of implementing empowerment programs or community empowerment.

Conclusion

Development of Toll Road infrastructure in an area, including in tourist areas, needs to consider its impact comprehensively. The purpose of this development is to facilitate the flow of transportation. In turn, it will increase the number of tourists, the development of the economy, increasing regional income/government resources and public welfare. The realization of this expectation needs the support of cooperation between government/regions through the choice of G to G models by promoting bureaucratic values, G to B by promoting business values, or G to C by considering community values.
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Analysis of the coupling coordinated relationship between

tourism economy and ecological environment: A case study of Anhui province

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Abstract

This paper studies the coupling relationship between the tourism economy and ecological environment and the mechanism of coordinated development, in an attempt to provide a theoretical basis for the sustainable development of tourism. Based on the theoretical model, this paper establishes the evaluation index system of tourism economy and ecological environment system, And the index weight is calculated by information entropy weight(IEW), to make a comprehensive evaluation of each subsystem. After that, the coupling coordination model was used to analyze the dynamic coordination relationship between tourism economic system and ecological environment system in Anhui province from 2010 to 2016. The results show that: The degree of coupling coordination between
tourism economy and the ecological environment has improved from being barely coordinated to being well coordinated. The pattern of growth has changed from a tourism economy lagging to a tourism economy synchronically to the ecological environment in development. The tourism economy and the ecological environment share a positive interaction and harmonious development with coupling coordination.

**Keywords:** Tourism economic; Ecological environment; Coupling coordination degree

**Introduction**

Since the 21st century, tourism has become one of the most important and largest industries in the world economic activities. Against the backdrop of sluggish global economic growth, the growth rate of the global tourism economy is significantly higher than that of the worldwide economy, which has become an essential driving force for global economic recovery. In 2017, the total number of global tourists exceeded 11 billion for the first time, reaching 11.9 billion, and the global tourism revenue reached 5.3 trillion USD (WTCF 2018). China contributes 13.7% of the world's tourism revenue, reaching 1030 USD billion, China's tourism income contributes 11% to the national economy. It can be seen that tourism plays a vital role in social and economic development. In China, 27 provinces have identified tourism as the Strategic Pillar Industry or Advantage Pioneer Industry (Zhou et al., 2016).

Tourism economy can bring enormous economic and social benefits; it also hurts the ecological environment. For a long time, tourism is often referred to as "smoke-free industry" or "green industry" (Yan & Zhang, 2010), but in reality, tourism does some destructive effect on the environment, too. The one-sided pursuit of economic benefits of tourism will seriously affect the ecological and environmental quality of tourist destinations. For example, water pollution, air pollution, noise pollution, and damage to soil and vegetation caused by tourism activities.
Tourism is an industry which has a strong correlation with the ecological environment. The decline of ecological environment quality will inevitably affect the sustainable development of tourism. Tourism economic system and ecological environment system promote and conflict with each other. A right ecological environment is not only a rare tourism resource for tourism areas but also the fundamental guarantee for the survival and sustainable development of tourism. There is a very complicated mutual influence, interaction of interactive relationship between tourism economy and ecological environment. Eliminating the disharmonic factors between tourism economy and ecological environment is of great significance for enlarging the scale of the tourism economy, promoting ecological civilization construction, strengthening government decision-making, and improving people's life.

Through quantitative analysis and evaluation of the coupling and coordinating relationship between tourism economy and ecological environment in Anhui province, it is helpful to understand and grasp the development trend of the coupling coordination relationship between tourism economy and ecological environment in Anhui province. Moreover, the discussion from the two dimensions of time and space can accurately locate the coupling and coordination relationship between tourism economy and ecological environment in Anhui province, to provide the basis for making relevant, targeted decisions in Anhui province in the future.

**Literature review**

With the continuous improvement of the social material standard of living, mass tourism activities are more and more frequent, the scale of tourism is growing, and the relationship between tourism and the environment is getting closer. Tourism is inseparable from the environment, and deeply constrained by the environment, and in return, tourism hurts the environment, too. On the one hand, it makes the environment develop in the direction of tourism, and on the other hand, it continually pollutes and damages the environment, which
has brought some bad effects on the environment. There are both different and interdependent aspects between tourism and the environment. How to realize the coordinated and sustainable development of the two has become an important topic for many scholars to participate in the discussion and research. According to the different research progress, it can be roughly divided into three stages:

The first stage was from the 1920s to the early 1960s. This stage is mainly a general observation and description, which is primarily reflected in the influence of tourism activities on vegetation, soil, water, and other specific ecological and environmental factors. In this regard, American biologist Meinecke (1928) has done preliminary research. He initially explored the adverse effects of trampling on plant growth in California's Sequoia park tourism activities. Soon afterward, Lutz (1945) analyzed the harmful effects of tourism activities on soil composition, vegetation community, and other ecological and environmental factors, and proposed some solutions.

The second stage was from the 1960s to the mid-1990s. After world war ii, with social and economic recovery and development, large-scale tourism activities have gradually become popular, and the environmental problems of tourism have become increasingly prominent. In this context, tourism environmental problems have quickly become one of the hot spots of international tourism research. This stage mainly focuses on the capacity of tourism environment and the bearing capacity of the tourism environment, and etc. First proposed the concept of tourism environmental capacity, and believed that the number of tourists should be moderate in a certain period to ensure the environmental quality of tourist destinations, but he did not conduct in-depth analysis. By the 1970s, tourism and environmental scientists realized the importance of environmental capacity of tourism. Stankey (1982), for instance, warns that "the fact that there is so far little research on the ecological, physical, economic and perceived capacity of tourism environments is surprising. Since the 1980s, the research
on tourism environmental capacity has gradually shifted to a more specific tourism environmental carrying capacity. Pearce and Lindsay (1986) respectively discussed "the carrying capacity of tourism coast" and "the carrying capacity of national parks in the United States", which reflected the researchers' concern on the carrying capacity of tourism environment. With the in-depth development of tourism environmental problems, some influential works have appeared internationally, which represented by (Geoffrey Wall and Wright 1977). Also, in the book of "Ecology, Leisure and Tourism" (Edington, 1987) and some others in clearly pointed out the role of Ecology in the balance between human and environment. In the 1990s, studies on the relationship between tourism and the environment became more specific and diversified. For example, Cole (2003) explored the tourist trail, Stephen Smith (2006) proposed the positive effect of tourist activities on the ecological environment, and Lindberg (1997) advocated the development of ecological tourism.

The third stage is from the late 1990s to the present. As the environmental problems of tourism continue to heat up, in this stage, apart from discussing the suitability of tourism activities to the ecological environment, the influence of the ecological environment, especially climate, on tourism activities was also analyzed. Wackernagel (2000) first proposed the concept of tourism ecological footprint, and then Colin Hunter (2002) elaborated its positive role in sustainable tourism development based on the theory of tourism ecological footprint. In the meantime, some scholars such as Huybers (2003), Sarah (2007), Dubois (2011) and Karim (2014) also conducted a large number of empirical studies, believing that tourism activities are the main reasons for the deterioration of local water quality and air quality. Based on the concept of resource utilization intensity, Gossling (2015) believes that a large amount of resource consumption in tourism activities makes the ecological environment increasingly fragile. Similarly, the ecological environment will have a certain reaction to tourism activities. (Ying, 2013; Dann, 2013)
After years of development, the breadth and depth of research on the relationship between tourism economy and ecological environment have changed, and the research results are relatively rich. Previous studies have focused on the analysis of one-way influence between systems strategically, and few studies have been conducted on the coupling coordination relationship and its evaluation between the two systems. There is a lack of a conceptual model to explain the coupling relationship between the two systems, and empirical analysis cases are also insufficient. Given this, this paper constructs a conceptual model reflecting the relationship between tourism economy and ecological environment based on discussing the coupling interaction and coordinating development mechanism between the two and gives a mathematical model reflecting the comprehensive development level and coupling coordination degree of tourism economy and ecological environment system. Taking Anhui province, a hot tourist province in China, as the sample region, as well as discuss the comprehensive development level and coupling coordination of tourism economy and ecological environment system in Anhui province from 2010 to 2016, in order to provide a new explanation for the sustainable development theory of tourism and expand the ideas and methods of tourism research.

**Methods and framework**

**Theoretical framework**

Tourism is a typical environment-based industry. The ecological environment influences not only tourists' experience but also tourism economy's development, which would provide financial and technological support to urban environmental construction. Tourism economy's development and urban environmental construction are the basis of each other and can boost each other and develop in harmony with each other.
The ecological environment carries and influences tourism economy's development. Tourist attractions possess specific tourism environment capacity, beneath the threshold of which, the ecological environment playing a role of carrier in tourism economy's growth and boost it quickly and healthily; over the limit of which, tourism resources will be destroyed, tourists' experience will be influenced, and tourism will be declined gradually, that is tourism-kills-tourism phenomenon.

Tourism economy promotes and threatens the construction of the ecological environment. The former can provide financial support for the latter. The appeal of tourist attraction depends on the quality of its ecological environment, which can improve the drive for local ecological environment protection to a certain degree. The opposite side is that tourism activities will threaten the water, atmospheric, and land environment, as well as biodiversity to a certain degree. (Huybers, 2003; Sarah, 2007; Dubois, 2011; Karim, 2014).

Fig 3.1 Theoretical framework of the interaction between tourism economic system and ecological environment system. Source: (Zi Tang, 2015)

Based on the analysis above, it shows the theoretical model of the interaction relationship between tourism economy system and ecological environment system.

Methods
Evaluation model of tourism economy and ecological environment

The comprehensive development level of tourism economic system (S1) and ecological environmental system (S2) can be evaluated by linear weighting method. The specific formula is

\[ S_1 = \sum_{i=1}^{m} a_i x_i \]
\[ S_2 = \sum_{j=1}^{n} b_j y_j \]

Where \( S_1 \) and \( S_2 \) respectively are the integration value of tourism economy and ecological environment, \( a_i \) and \( b_j \) represents the weight of the \( i \)-th \((i=1,2,3...m)\) or \( j \)-th \((j=1,2,3...n)\) index of each index system. To ensure its objectivity, which can be calculated by information entropy weight (IEW). \( x_i \) and \( y_j \) represents the value of indicators, \( x_i \) and \( y_j \) are standardized of \( x_i \) and \( y_j \) respectively.

3.2.2 The coupling coordination degree model

Using the concept of coupling in physics, we can calculate the degree of coupling between tourism economy and the ecological environment. The specific formula is

\[ C = \left[ \frac{\left( S_1 \times S_2 \right)}{\prod (S_1 + S_2)^2} \right]^{1/2} \]

Where, \( C \) represents the degree of coupling between tourism economic and the ecological environment, and \( C \in [0,1] \). The smaller the \( C \) value is, the smaller the correlation between the tourism economy and the ecological environment will be. The aggregation of the two shows a negative emergent state and develops towards disorder; The bigger the \( C \) value is, the bigger the correlation between tourism economy and ecological environment will be, the aggregate shows a benign emergent state and develops in an orderly direction. But a single coupling
degree index may be distorted in some cases. For example, when the comprehensive evaluation value (S1 and S2) are very small, the coupling degree C may still be very high. This high coupling degree at a low level cannot truly reflect the overall "efficiency" and "synergy" effect of tourism economy and ecological environment. So, based on the relevant research results, a coupling coordination degree model reflecting the coordinated development level of tourism economy and the ecological environment was constructed:

\[
D = \sqrt{C \times T} \\
T = \alpha S_1 + \beta S_2
\]

Where D represents the degree of coupling coordination \(D \in [0,1]\), and; T indicates the overall level of tourism economy and the ecological environment; \(\alpha\) , \(\beta\) are the undetermined coefficients, and represent the contribution of tourism economy and the ecological environment, respectively. Because the development of tourism is as equally important as the environment quality, the values of \(\alpha\) and \(\beta\) is equivalent, i.e., \(\alpha = \beta = 0.5\). To intuitively explain the relationship between the tourism economy and ecological environment, the degree of coupling coordination can be classified see (Table 1):

Table 1: The coupling coordination development type of tourism economy and ecological environment

<table>
<thead>
<tr>
<th>Stage</th>
<th>D level</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disorder period</td>
<td>0-0.1</td>
<td>Extreme imbalance</td>
</tr>
<tr>
<td></td>
<td>S1(&gt;)S</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>S1(=)S</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>S1(&lt;)S</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>S1(&gt;)S</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>S1(=)S</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>S1(&lt;)S</td>
<td>2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>0.1-0.2</th>
<th>Seriously unbalanced</th>
</tr>
</thead>
<tbody>
<tr>
<td>S1(&gt;)S</td>
<td>2</td>
</tr>
<tr>
<td>S1(=)S</td>
<td>2</td>
</tr>
<tr>
<td>S1(&lt;)S</td>
<td>2</td>
</tr>
<tr>
<td>Interval</td>
<td>Description</td>
</tr>
<tr>
<td>-----------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>0.2-0.3</td>
<td>Moderately unbalanced</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>0.3-0.5</td>
<td>Slight imbalance</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>0.5-0.6</td>
<td>Barely balanced</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>0.6-0.7</td>
<td>Primary balanced</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>0.7-0.8</td>
<td>Moderately balanced</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>0.8-0.9</td>
<td>Favorably balanced</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>0.9-1.0</td>
<td>Superiorly balanced</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: (Li et al., 2012 and Liao 1999)

**Establishment of evaluation index system**

According to the connotation of the coupling relationship between tourism economy and ecological environment and the characteristics of coordinated development, following the
design principles of science, integrity, hierarchy, and operability, and combined with the existing research, an evaluation index system was established.

**Table 2: The evaluation index system of coordinative development between tourism economy and ecological environment in Anhui province**

<table>
<thead>
<tr>
<th>subsystem</th>
<th>First-class index</th>
<th>Second-class index</th>
<th>unit</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>TE subsystem</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TE development scale</td>
<td>Number of domestic tourists($x_1$)</td>
<td>10000 person-time</td>
<td>0.182</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of international tourists($x_2$)</td>
<td></td>
<td>0.081</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total number of star hotels($x_3$)</td>
<td>10000 person-time</td>
<td>0.063</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employees of the tourism industry($x_4$)</td>
<td>number person</td>
<td>0.054</td>
<td></td>
</tr>
<tr>
<td>TE benefit</td>
<td>Total tourism income($x_5$)</td>
<td>100 million yuan</td>
<td>0.156</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Foreign exchange income from tourism($x_6$)</td>
<td>USD 10,000</td>
<td>0.102</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Per capita consumption of domestic tourism($x_7$)</td>
<td>yuan</td>
<td>0.087</td>
<td></td>
</tr>
<tr>
<td>TE structure</td>
<td>Percent of total income from tourism in GDP($x_8$)</td>
<td>%</td>
<td>0.153</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Percent of total income from tourism in the tertiary industry</td>
<td>%</td>
<td>0.122</td>
<td></td>
</tr>
<tr>
<td>EE quality</td>
<td>Green coverage area($y_1$)</td>
<td>%</td>
<td>0.107</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The annual mean of inhalable particulate matter in the atmosphere($y_2$)</td>
<td>%</td>
<td>0.126</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Drinking water quality standard rate($y_3$)</td>
<td>%</td>
<td>0.092</td>
<td></td>
</tr>
<tr>
<td>EE pressure</td>
<td>Total industrial wastewater discharge($y_4$)</td>
<td>10000 tons</td>
<td>0.134</td>
<td></td>
</tr>
<tr>
<td></td>
<td>total amount of emission for industrial waste gases($y_5$)</td>
<td>Billion cubic meters</td>
<td>0.113</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total industrial solid waste($y_6$)</td>
<td>10000 tons</td>
<td>0.087</td>
<td></td>
</tr>
<tr>
<td>EE protection</td>
<td>Afforestation area($y_7$)</td>
<td>10000 Hectare</td>
<td>0.124</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nature reserve area($y_8$)</td>
<td>10000 Hectare</td>
<td>0.097</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Urban sewage treatment rate ($y_9$)</td>
<td>%</td>
<td>0.120</td>
<td></td>
</tr>
</tbody>
</table>

**Empirical results**

Through the evaluation model and coupling coordination degree model, $S_1$, $S_2$ and coupling coordination degree $D$ of Anhui province from 2010 to 2016 were calculated, the specific results are shown in Table 4.1, Fig 4.1 and Fig 4.2.
Table 4.1: The degree of coupling coordination between tourism economic and the environment in Anhui province

<table>
<thead>
<tr>
<th>Types</th>
<th>S1&lt;S2</th>
<th>S1&lt;S2</th>
<th>S1&gt;S2</th>
<th>S1&gt;S2</th>
<th>S1&gt;S2</th>
<th>S1&gt;S2</th>
</tr>
</thead>
<tbody>
<tr>
<td>S1</td>
<td>0.114</td>
<td>0.136</td>
<td>0.492</td>
<td>0.763</td>
<td>0.854</td>
<td>0.955</td>
</tr>
<tr>
<td>S2</td>
<td>0.521</td>
<td>0.316</td>
<td>0.35</td>
<td>0.459</td>
<td>0.565</td>
<td>0.543</td>
</tr>
</tbody>
</table>

Types S1<S2 S1<S2 S1>S2 S1>S2 S1>S2 S1>S2

T 0.3175 0.226 0.298 0.4755 0.664 0.6985 0.8035
C 0.768 0.917 0.985 0.999 0.989 0.975 0.982
D 0.494 0.455 0.542 0.689 0.810 0.825 0.888

<table>
<thead>
<tr>
<th>Level</th>
<th>Slight imbalance</th>
<th>Slight imbalance</th>
<th>Barely balanced</th>
<th>Primary balanced</th>
<th>Moderately balanced</th>
<th>Favorably balanced</th>
</tr>
</thead>
<tbody>
<tr>
<td>T</td>
<td>0.3175</td>
<td>0.226</td>
<td>0.298</td>
<td>0.4755</td>
<td>0.664</td>
<td>0.6985</td>
</tr>
<tr>
<td>C</td>
<td>0.768</td>
<td>0.917</td>
<td>0.985</td>
<td>0.999</td>
<td>0.989</td>
<td>0.975</td>
</tr>
<tr>
<td>D</td>
<td>0.494</td>
<td>0.455</td>
<td>0.542</td>
<td>0.689</td>
<td>0.810</td>
<td>0.825</td>
</tr>
</tbody>
</table>

Fig 4.1: Comprehensive development level of tourism economy and environment in Anhui province from 2010 to 2016
Fig 4.2: The degree of coupling coordination between tourism economic and environment in Anhui province from 2010 to 2016

Analysis of the evaluation of the tourism economy and ecological environment

Table 4.1 and Fig 4.1 indicated that the development level of the tourism economy in Anhui province is on the rise. The index of tourism economic development has increased from 0.114 in 2010 to 0.955 in 2016. The nine indicators of tourism economy all achieved positive growth, among which the total number of tourists increased from 155 million to 527 million, with an average annual growth rate of 22.6%. Total tourism revenue increased from 109.48 billion yuan to 476.36 billion yuan, which is an increase of nearly 3.35 times, and its share in GDP rose from 11.29% to 19.8%. This shows that Anhui's tourism economy is developing well, and tourism has become an important pillar industry. Compared with the tourism economy, the ecological environment presents a fluctuating and slowly rising trend. The eco-environmental development index decreased rapidly from 0.521 in 2010 to 0.316 in 2011 and then showed a slowly rising trend. It increased to 0.652 in 2016, less than 0.7, indicating that the eco-environmental index was generally not high. Because with the rapid rise of the economy, the level of industrialization and urbanization is continually improving, coupled with the vulnerability of the ecological environment, environmental pressure is increasingly high.
Generally speaking, the comprehensive development index of Anhui tourism economy and ecological environment shows an upward trend. From the comparison of the two, the tourism economic development index lagged behind the eco-environmental development index in 2010-2013, and in 2013-2016, the two were the exact opposite. This shows that compared with the development of the tourism economy, Anhui province should pay more attention to the protection and construction of ecological environment in the future.

**Analysis of the coupling coordination degree**

Table 4.1 and Fig 4.2 indicated that the coupling degree between the tourism economy and ecological environment in Anhui province shows a fluctuating and rising trend on the whole, from 0.768 in 2010 to 0.982 in 2016. Since 2012, due to the rapid development of the tourism economy, tourism economy and ecological environment have been highly integrated from 2012 to 2014. After that, due to the pressure of the ecological environment, the coupling degree decreased a little. Table 4.1 and Fig 4.2 also indicated that the degree of coupling coordination between tourism economy and ecological environment in Anhui province shows a steady upward trend on the whole, from 0.494 in 2010 to 0.888 in 2016, coupling coordination level increases from Slight imbalance to Favorably balanced. In 2011, the ecological environment development index decreased significantly, the coupling coordination degree also fell, but the coupling coordination level is still Slight imbalance, 2012 transition into Barely balanced, 2013 as the Primary balanced, 2014 as Moderately balanced, it reached Favorably balanced between 2015 to 2016. It can be seen that the coupling coordination relationship has been gradually improved since 2012.

Although the coupling degree and the coupling coordination degree of tourism economy and ecological environment in Anhui province fluctuate, the two show an upward trend on the whole and have a good level. With the acceleration of industrialization and urbanization and the sustained and rapid development of the tourism economy, the ecological environment will
face more and more pressure, Anhui province should increase investment in ecological environment management and protection, accelerate the pace of ecological environment construction reform and innovation, and further promote the sustainable development of the tourism economy and ecological environment system.

Conclusion

Taking Anhui province as an example, this paper calculates the coupling coordination degree between tourism economy and ecological environment system in Anhui province from 2010 to 2016 by constructing the evaluation index system of tourism economy and ecological environment system and using the coupling and coordination model. The overall development level of tourism economy and ecological environment system in Anhui province is on the rise and has a good level. However; there is still room for further improvement, especially the level of ecological environment development. With the acceleration of industrialization and urbanization and the rapid development of the tourism economy, the pressure of the ecological environment will be further increased. The construction of ecological civilization should be integrated into the development of the tourism economy, which is fundamental to realize the coordinated and sustainable development of the tourism economy and ecological environment in Anhui province.
Reference


The green certification influence on hotel green practices: a case study on the green hotel award in Macau

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Abstract

This study examined the implementation of green practices in award-winning hotels and the effect of the green certification towards the hotel green practices via qualitative semi-structured interview and content analysis. This study summarized that there are still significant differences in implementing green practices among different hotels. “Energy saving”, “Saving water” and “Waste management” are the most popular activities of implementing green practices in award-winning hotels. Very few award-winning hotels implemented the activity of green practices, such as “Staff training”. This study suggested that the green certification possessed both positive and negative effects on hotels’ green practices. The positive influence of the green certification on hotels’ green practices is far greater than the negative influence. Therefore, in order to promote the implementation of hotel green practices, hotel managers could take actions for improving the efficiency of green practices based on the findings of this research.

Key words: Green certifications, green practices, sustainable development, Macau green hotel award
Introduction

The hotel industry consumes huge amounts of energy, fuel, water and other nonrenewable resources due to its specific operating characteristic. According to Rada (1996), hotels have a greater negative impact on environment than other buildings with similar size. Manaktola and Jauhari (2007) also agreed that environment is the most important receiver of negative effects of hotel operations. As stated by Bohadanowice (2006), hotels belong to resource-intensive enterprises and the waste caused by hotels have significant impacts on the environment. As of Feb 2019, there are 120 hotels offering 40,145 hotel rooms in Macau. The statistic concerning annual visitation are also impressive with 35.8 million people visiting Macau in 2018 (Macau Tourism Data Plus, 2019). Macau is witnessing a high pressure on the environment due to tourism growth and the development of hospitality industry. Sustainable development becomes a vitally important issue in recent years due to the harmful impacts on the world’s natural resources caused by economic development (Wang, Wu, Qiao & Song, 2018). The basic concepts and principles of sustainable development were initially determined from the 1960s to the 1990s. The publication of Silent Spring in 1962 opened a new era of ecological development and environmental protection. The World Commission on Environment and Development published a report named Our Common Future in 1987, which formally proposed the concept of sustainable development. Our Common Future defined sustainable development as the development is not only to meet the needs of contemporary people, but also not against the ability of the development for future generations to meet their own needs (WCED, 1987).

In 1992, the United Nations Conference on Environmental and Development (UNCED) was hold in Rio de Janeiro of Brazil, 102 heads of states signed up Agenda 21 and put forward that sustainable development consists of economic, social and ecological sustainable development.
As Fig.1 showed, sustainable development includes three dimensions of development: sustainability of economic development, sustainability of social development and sustainability of ecological development. Sustainable development can be achieved by realizing the coordinated development of these three dimensions. (see Fig.1).

**Fig. 1.** The theoretical framework of sustainable development

Macau’s hospitality industry has advanced on sustainable development in recent years, but hotels still struggle with the most effective way to promote their green status (Peiro-Signes, Segarra-Ona, Verma, Mondejar-Jimenez, & Vargas-Vargas, 2014). Black and Crabtree (2007) pointed out that one mechanism for such notice is a third-party declaration, and thus formal certification is slowly becoming a common approach for hotels to demonstrate their commitment to sustainability. The Macau Green Hotel Award is one kind of green certification, which has been launched by the Macau Environmental Protection Bureau since 2007 to encourage energy-saving behaviors in the hotel industry (King, Wan, Hup, Chan, Lan, & Huang, 2017). Some excellent achievements have been realized under the Macau Green Hotel Award

**Environment Society**

**Economy**

Environmental economy

Social Economy

Social environment

Sustainability

system, hotels in Macau have made significant efforts to implementing green practices in recent years, a total of 71.4% of the hotels have formulated and implemented the
environmental protection programs (Wang, Wu, Qiao, & Song, 2018). In general, hotels are keen to implement green practices for winning the Macau Green Hotel Award, which shows the Macau Green Hotel Award has brought some impacts to hotels’ green practices.

Up to now few researches have focused on hotel managers’ perceptions towards green certifications and its influences on hotels’ green practices, which are noteworthy omissions, since managers are the major decision-making force in companies. This study supplements the gap in the research field and examines the impact of the Macau Green Hotel Award on hotels’ green practices from the perspective of hotel managers. There are three objectives of this research, which are having a better understanding on the Macau Green Hotel Award based on hotel managers’ perspectives, identifying the two-sided impact of the Macau Green Hotel Award on hotels’ green practices, and providing recommendations and suggestions to hotel managers to improve hotels’ green practices.

**Literature review**

**Green certifications and the Macau Green Hotel Award**

According to Zimmerman (2005), green certifications verify that the product or the service meets the specific criteria, they provide the third-party validation, which is a way to determine green qualifications of the product or the service. Black and Crabtree (2007) believed that green certifications provide hotels an opportunity to showcase their environmental commitments, and communicate their status as ‘frontrunners’ of the hospitality industry. Strick and Fenich (2013) stated that there are many green certifications relevant to the hospitality industry, such as Audubon Green Leaf Eco-Rating Program, Green Key, Eco Grown Hospitality, Green Business Bureau, Green Globe International, Green Hotel Association and Green Label. As concluded by Geerts (2014), the green certification has three objectives in the hospitality industry: Firstly, green certifications promote the
implementation of green practices in hotels; Secondly, green certifications have the potential to enhance the profitability of certified member hotels; Thirdly, green certifications provide potential guests with more accurate information about the green practices of hotels during booking processes.

The Macau Green Hotel Award (the Award) is held annually since 2007, which aims to promote the implementation of environmental management in the local hotel industry and support hotels’ efforts in environmental protection (Environmental Protection Bureau, 2018). The assessment criteria for the Award are set according to Green Leadership and Innovation (GLI), Green Program and Performance (GPP), and Partner Synergy (PS) these three areas. According to Wang, Wu, Qiao and Song (2018), GLI, GPP and PS are regarded as three indices at the upper level, the GLI includes five lower-level indices that hotels can save energy through operation; the GPP contains nine lower-level indices and hotels’ implementation requires the installation of some devices; the PS includes three lower-level indices that require cooperation with partners. Hotels will gain a lot of benefits after winning the Award, such as reducing operating costs, enhancing the green image of hotels and increasing the visitors’ recognition of the hotel.

In addition, the award-wining hotel could get prepared for the latest environmental requirements and regulations published by the Macau government and contribute towards environmental protection work in Macau (Environmental Protection Bureau, 2018). Due to economic realities and government policies, an increasing number of hotels are formally adopting certified green practices such as the Macau Green Hotel Award (Segarra-Ona, Peiro Signes, Verma, & Miret-Pastor, 2012). Therefore, more and more hotels in Macau start to implement green practices actively for winning the Award. The total number of award-winning hotels has increased to fifty-one by 2017, accounting for almost half of Macau’s hotels (ibid).
Green practices in hotels

Green practices in hotels means that hotels strive to eliminate negative environmental impacts by reducing resource consumption and changing practices so that their waste can be used as raw materials by others (Taleb, 2005). Yi, Li and Jai (2016) believed that the main purposes of hotels to implement green practices are not only to reduce the negative impact of hotels on the environment, but also to reduce operating costs caused by wasting of resources. Green practices mainly focus on three areas: energy conservation programs, waste reduction programs and water conservation programs (Liu & Sanhaji, 2010). The most common green practices in hotels include energy saving, saving water, waste management, noise control, odour control, light pollution management, transportation management (Eldemerdash and Mohamed, 2013).

This comprises offering towel reuse programs, using refillable dispenser of shampoo, water-conserving retrofits for showers, using cards that turn power to the room on and off, using compact fluorescents in guestrooms and in public spaces, recycling paper and cardboard, tracking energy and water consumption on a monthly basis (American Hotel & Lodging Association, 2011).

According to Hsiao, Chuang, Kuo and Yu (2014), implementing green practices in hotel is an irreversible trend, which are able to keep balance between consumption and environment protection. Verma and Chandra (2016) also agreed that green practices have grown from an emerging trend to becoming a vast fixture within the hospitality industry. Ryan (2002) stated that hotels can not only increase profitability, but also become a source of social change and leadership through green practices. Withiam (2011) believed that the green practice is the top priority for all hotels worldwide. As concluded by Eldemerdash and Mohamed (2013), there are many benefits to implementing green practices in hotels. Firstly, green practices demonstrate hotels’ commitments to environmental responsibility, which helps to establish
trust between hotels and customers; Secondly, green practices help to protect or enhance the natural beauty that draws customers to hotels; Thirdly, green practice can reduce operating costs of hotels due to reducing energy and water waste; Fourthly, implementing green practices are important for the health of the environment. In recent years, green practices have been recognized and supported by many hotels because of benefits of green practices (Yi, Li & Jai, 2016). As stated by Chan (2008), the hospitality industry is implementing green practices, whether for the sake of the environment, for economic reasons, or for building a positive image. With the green movement in full swing, the hotel in Macau is making many changes in green practices to keep up with green certification standards (Strick & Fenich, 2013).

Wang, Wu, Qiao and Song (2018) conducted a study to assess green practices of the hospitality industry in Macau. The results of their study show that the hotel in Macau has made important efforts to improve the green practice in recent years, but there is an apparent gap in green practices among different hotels.

**The green certification influence on the green practice**

According to Geerts (2014), the green certification has three objectives in the hospitality industry, one of the objective is that green certifications promote the implementation of green practices in hotels. Peiro-Signes, Segarra-Ona, Verma, Mondejar-Jimenez and Vargas-Vargas (2014) conducted a research in Spain to analysis the impact on hotels of the green certification from the customers’ perspective. They founded that green certifications bring distinct market advantages to the hotel, so the hotel implements green practices actively. Perkowsky (2015) noted that achieving LEED certification gives hotels competitive advantages and USGBC’s LEED certification promotes hotels to become green hotels actively. Gilmore, Fuller and Jo (2014) argued that IGBA standards could effectively address
the unique challenges to implementing behavioral in the pursuit of environmental sustainability through performing a trial certification of one hotel.

The green certification also has important impacts on green practices of other industries and fields. González, Sarkis and Adenso-Díaz (2008) analyzed the existence of differences in the implementation of green practices between companies with some form of certified environmental management system and without any such systems. They founded that companies with certified EMS were making additional environmental demands on suppliers of companies. As stated by Testa, Iraldo, Frey and Daddi (2012), public authorities certified by ISO14001 are more likely to develop GPP (green public procurement) practices according to the evidence from an Italian survey. Potoski and Prakash (2005) noted that green certifications have become widespread tools for governments and non-governmental actors looking to improve industry’s environment and green practices. Their analysis of approximately 3700 US facilities shows that ISO14001 could increase the level of implementing green practices in facilities.

According to the literature review, there are only few articles explore the impact of green certifications on hotels’ green practices, and many questions are unresolved. The research about the impact of the Macau Green Hotel Award on hotels’ green practices in Macau has been little studied. Therefore, this study aimed to analyze the two-sided impact of the Macau Green Hotel Award on hotels’ green practices from environment, society and economy these three dimensions, based on the theory of sustainable development.

**Research design**

This qualitative research project is conducted in Macau and using case study as the primary research technique. It is really appropriate for using this method because case study involves detailed and intensive analysis with a view to determining issues and making suggestions
(Bryman & Bell, 2003). Tellis (1997) stated that by using case study method, researchers could access to details from the perspective of participants by utilizing multiple data sources. Thus, this study employed qualitative method by using semi-structured interview and content analysis. Two personal interviews were conducted in April 2019. The selections of the samples were based on convenient samples and those managers from each award-winning hotel are selected as the interviewees of this study. One sample interviewee is a senior officer of Crowne Plaza Macau, another sample interviewee is the general manager of the City of Dreams. Those participants mentioned before were interviewed face-to-face using an interview protocol. A Semi-structured questionnaire with open-ended questions was adopted in this study during the interview. The purpose of the semi-structured interview was to solicit views on how the Macau Green Hotel Award affects hotels’ green practices from the perspective of hotels’ managers.

The questions were formed based on the literature review and questions of the questionnaire contained two aspects: the green practices implemented in hotels; the impacts of the Award bring on hotels’ green practices. To collect the interview answers, the entire process was recorded. After recording, grounded analysis (Birks & Mills, 2015) using QSR NVivo software was adopted in the data analysis phase to extract the findings from the raw data. Qualitative data help to explain the quantitative results and give voices to interviewers for supplementing the information which are not directly said in quantitative research.

In addition to semi-structured interviews, we made an internet search of each of the selected hotels’ annual reports in 2018 from official websites. Data were mostly textural data from the hotels’ annual reports. We looked into the annual report and see if there were any content about green certifications or green practices. We adopted Wang, Wu, Qiao and Song (2018) as theoretical framework for this study. According to Wang, Wu, Qiao and Song’s framework of green practices, and the evaluation criteria of the Macau Green Hotel Award, we put the
collected data into 3 categories with 14 classes of the green practice: “Green Leadership and Innovation”, “Green Program and Performance”, and “Partner Synergy”. A qualitative approach was used to analyze hotels’ annual reports through content analysis, using QSR NVivo software. Content analysis allowed researchers to investigate the texts without any influences or directions from any theories or concepts, and it was thus open to discussion regarding what was revealed from this research (Jennings, 2001).

**Results**

**Findings on interview results**

One question that was directed to interviewees was “Could you please introduce the green practices that your hotel has implemented?” This question identified the implementation of the hotel green practices. The implementation of green practices was categorized into 3 dimensions with 14 salient points according to Wang, Wu, Qiao and Song’s research and the evaluation criteria of the Macau Green Hotel Award. The findings of the interviews were presented in table 1.

According to table 1, there were some similarities and differences in the implementation of green practices between A and B. The most popular activities of green practice were “Energy saving”, “Saving water” and “Light pollution management”. Both of A and B did well in these three activities of the green practice. There were no hotel managers that provided green practices on “Environmental programs”, “Staff training”, “Obeying laws and regulations”, “Transportation management”, “Green suppliers”, and “Attending green activities”. There were three activities of green practices that A had attended, while B had not. These three activities of green practices were “Working group”, “Noise control” and “Motivating green practices”. B participated in “Waste management” and “Odor control”, while A had not.
Table 1

Implementation of green practices from interviews.

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Salient points/activities</th>
<th>Award-winning hotels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green Leadership and</td>
<td>GL1: the preparation and implementation of environmental policies and environmental</td>
<td>A</td>
</tr>
<tr>
<td>Innovation (GLI)</td>
<td>programs (environmental programs)</td>
<td>B</td>
</tr>
<tr>
<td></td>
<td>GL2: the establishment of the environmental protection working group (working group)</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>GL3: encouragement of staff’s proposals on environmental programs, and training of energy</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>conservation to staff members (staff training)</td>
<td>√</td>
</tr>
<tr>
<td>Green Program and</td>
<td>GPP1: obeying environmental laws and regulations (obeying laws and regulations)</td>
<td>√</td>
</tr>
<tr>
<td>Performance (GPP)</td>
<td>GPP2: energy saving/reducing carbon auditing (energy saving)</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>GPP3: saving water and controlling sewage (saving water)</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>GPP4: waste management</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>GPP5: noise control</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>GPP6: odor control</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>GPP7: transportation management</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>GPP8: light pollution management</td>
<td>√</td>
</tr>
<tr>
<td>Partner Synergy</td>
<td>PS1: the reward to motivate guests to adopt green practices (motivating green practices)</td>
<td>√</td>
</tr>
</tbody>
</table>

(PS) PS2: mechanisms for suppliers and contractors to adopt environmental strategies (green suppliers)
PS3: participation in local activities of energy conservation (attending green activities)
Another question that was directed to interviewees was, “What influences does the Macau Green Hotel Award bring to the operation of the hotel?” This question identified the green certification effects and impacts on the green hotel practices. The findings of the interviews were presented in Table 2.

The responses of this question could be classified into 1) Promote the implementation of green practices, 2) Reduce costs of resource consumption, 3) Increase profitability, 4) Improve image, and 5) Improve the concentration on CSR, for the positive impact of the green certification to the hotel green practices, for the negative impact, the responses can be classified into 1) Increase costs of environmental protection facilities, 2) Waste of human resources, and 3) Increase workload of employees.

<table>
<thead>
<tr>
<th>Impacts</th>
<th>Dimensions</th>
<th>Salient points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive</td>
<td>Environment</td>
<td>Promote the implementation of green practices</td>
</tr>
<tr>
<td></td>
<td>Economy</td>
<td>Reduce costs of resource consumption</td>
</tr>
<tr>
<td></td>
<td>Society</td>
<td>Increase profitability</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Improve image</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Improve the concentration on CSR</td>
</tr>
<tr>
<td>Negative</td>
<td>Environment</td>
<td>Increase costs of environmental protection facilities</td>
</tr>
<tr>
<td></td>
<td>Economy</td>
<td>Waste of human resources</td>
</tr>
<tr>
<td></td>
<td>Society</td>
<td>Increase workload of employees</td>
</tr>
</tbody>
</table>
Findings on content analysis

Table 3 showed the results obtained from annual reports of IHG and Melco in 2018, which are the companies of A and B respectively. The most popular activities of green practice were “Environmental programs”, “Working group”, “Energy saving”, “Saving water”, “Waste management” and “Green suppliers”. Both of A and B implemented these six activities of the green practice. For “environmental programs”, the business of A includes a range of standards, policies and programs that helps them have a positive impact on the environment. B has developed policies on efficient use of resources and minimizing the issuer’s significant impact on the environment and natural resources. Regarding “Working group”, A has a special committee to review and advise the Board on the Group’s corporate responsibility objectives and strategy, including its impact on the environment, social, community and human rights issues, its approach to sustainable development. B established the taskforce of the environmental, social and governance (ESG). For “Green suppliers”, A engaged with suppliers to ensure that suppliers take care of the environment. B regularly reviewed supplier environmental performance. suppliers who repeatedly fail to meet relevant laws and regulations will be terminated in due course.

Regarding to “Energy saving”, “Saving water” and “Waste management”, Melco (2018) indicated that 100% of the electricity in B comes from renewable sources, B used a variety of methods to save energy, such as rolling out energy-efficient LED lighting for both exterior and interior illumination, installing photo-sensors in outdoor lights and staff lift lobbies, installing solar photovoltaic panels. B has installed state-of-the-art equipment to conserve water. In 2018, B started working on a plan to eliminate all problematic and unnecessary plastic items. In addition, B reused organic waste, reduced associated CO2 emissions and costs by composting. IHG (2018) showed: “Key to helping us reduce our environmental impact is our digital sustainability platform, the IHG Green Engage TM system. A global
standard across the Group, it helps hotels manage and report their energy, carbon, water and waste use through more than 200 ‘Green Solutions’ and implementation plans, driving profitability for owners, whilst minimizing environmental impact” (p.24).

There were no hotels that implemented green practices on “Staff training”, “Noise control”, “Odor control”, “Light pollution management” and “Motivating green practices”. There were three activities of green practices that B had attended, while A had not. These three activities of green practices were “Obeying laws and regulations”, “Transportation management” and “Attending green activities”. For “Obeying laws and regulations”, Melco (2018) reported:

“Compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions discharges into water and land, and generation of hazardous and non-hazardous waste” (p.60). Regarding to “transportation management”, Melco (2018) indicated: “In launching Macau’s largest fleet of twenty zero-emission electric buses in September 2018, we celebrated not only reducing greenhouse gas emissions, but also an improvement in air quality and the health of our staff and local communities” (p.55). For “Attending green activities”, Melco (2018) showed: “Our resorts in Macau recently joined the ‘Clean the World’ Asia initiative, recycling slightly used soaps into as good as new soap bars that are donated to local and regional communities in need” (p.52).
### Table 3

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Salient points/activities</th>
<th>Award-winning hotels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green Leadership and Innovation (GLI)</td>
<td>GLI1: the preparation and implementation of environmental policies and environmental programs (environmental programs)</td>
<td>✓ ✓</td>
</tr>
<tr>
<td></td>
<td>GLI2: the establishment of the environmental protection working group (working group)</td>
<td>✓ ✓</td>
</tr>
<tr>
<td></td>
<td>GLI3: encouragement of staff’s proposals on environmental programs, and training of energy conservation to staff members (staff training)</td>
<td></td>
</tr>
<tr>
<td>Green Program and Performance (GPP)</td>
<td>GPP1: obeying environmental laws and regulations (obeying laws and regulations)</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>GPP2: energy saving/reducing carbon auditing (energy saving)</td>
<td>✓ ✓</td>
</tr>
<tr>
<td></td>
<td>GPP3: saving water and controlling sewage (saving water)</td>
<td>✓ ✓</td>
</tr>
<tr>
<td></td>
<td>GPP4: waste management</td>
<td>✓ ✓</td>
</tr>
<tr>
<td></td>
<td>GPP5: noise control</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>GPP6: odor control</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>GPP7: transportation management</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>GPP8: light pollution management</td>
<td>✓</td>
</tr>
<tr>
<td>Partner Synergy (PS)</td>
<td>PS1: the reward to motivate guests to adopt green practices (motivating green practices)</td>
<td>✓ ✓</td>
</tr>
<tr>
<td></td>
<td>PS2: mechanisms for suppliers and contractors to adopt environmental strategies (green suppliers)</td>
<td>✓ ✓</td>
</tr>
<tr>
<td></td>
<td>PS3: participation in local activities of energy conservation (attending green activities)</td>
<td>✓</td>
</tr>
</tbody>
</table>

### Discussion and conclusion

The study attempts to provide the implementation of green practices in award-winning hotels and the effect of the green certification towards the hotel green practices. Through comparing interviews and annual reports on the results of implementing green practices, it shows that the implementation of the hotel green practices differs in interviews and annual reports. However, “Energy saving”, “Saving water” and “Waste management” these three activities of the green practice are consistent in the results of interviews and annual reports (See Table 1 and 3).
According to (DSPA, 2012), all the 5-star hotels in Macau do installed water-saving showerheads to reduce water consumption, and 96.4% of hotels in Macau use energy-saving lightings. Both hotels did well in “Energy saving”, “Saving water” and “Waste management”. The interview and the annual report sources both show that there are no hotels to implement “Staff training” this activity of green practices (See Table 1 and 3). As noted by Wang, Wu, Qiao and Song (2018), though it is very meaningful for hotels to provide training for their staffs to help them to accomplish their daily work in an energy-efficient manner, only 32.1% of hotels in Macau have such staff trainings.

Through comparing the implementation of green practices between A and B, it reveals that there are still significant differences in green practices between different hotels. Combining the results of interviews and annual reports, it can be seen that B is better than A in the implementation of green practice. The reason might be related to the size of hotels. As stated by Wang, Wu, Qiao and Song (2018), high-star hotels do better in implementing green practices than low-star hotel, the likely reason is that high-star hotels have higher levels of management standards and a stronger environmental awareness. Mainly reflected in the following aspects: “Obeying laws and regulations”, “Transportation management”, and “Attending green activities” (See Table 3). For example, B obeyed the laws and regulations related to the environment, it launched twenty zero-emission electric buses and joined the “Clean the World” Asia initiative (Melco, 2018).

This study further identifies the effects of the green certification toward the hotel green practices. It reflected that the green certification has a double-sided nature, which not only has a positive impact on hotels’ green practices, but also has a negative side. The results seemed that the positive influence of the green certification on hotels’ green practices is far greater than the negative influence. The positive impacts include promote the implementation
of green practices, reduce costs of resource consumption, increase profitability, improve image and improve the concentration on CSR. This was consistent with Geerts (2014) claiming that the green certification promotes the voluntary implementation of green practices in hotels, moreover, the award-winning hotels can be recognized by more customers because of the green certification which has the potential to enhance the profitability of award-winning hotels. The negative impacts include increase costs of environmental protection facilities, waste of human resources and increase workload of employees.

This study makes two important contributions. Firstly, from the green practice perspective, this enhances the green practice literature by confirming the implementation of green practices in award-winning hotels and the effect of the green certification towards the hotel green practices. This study confirms that “Energy saving”, “Saving water” and “Waste management” are the most popular activities of implementing green practices in these two hotels. In addition, “Staff training” is the activity of green practices that has not been implemented by A and B. Furthermore, this study also identifies the positive and negative effects of the green certification toward the hotel green practices. The positive impacts include promote the implementation of green practices, reduce costs of resource consumption, increase profitability, improve image and improve the concentration on CSR. The negative impacts include increase costs of environmental protection facilities, waste of human resources and increase workload of employees.

Secondly, from hotel managers’ perspective, hotel managers can gain a deeper understanding of the importance of obtaining green certifications and implementing green practices from this research. The award-winning hotels have made significant efforts to implement green practices in recent years, but hotels that are unaware of their impact on the environment could still avoid their responsibility toward environmental protection (King, Y., Wan, P., Hup, S., Chan, J., Lan, H., & Huang, W., 2017). Therefore, there are still significant differences in
green practices between different star-level hotels. According to the semi-structured interviews with hotel managers and the content analysis of hotel annual reports, the ignored activities can be found out in hotels during their green practice process, such as “Staff training”. Therefore, hotel managers could strengthen “Staff training” during green practices implementation in the future. The value of this study is that it will be useful to help hotel managers to take actions for improving the efficiency of green practices.

In conclusion, this study confirms that the implementation of green practices in award-winning hotels and the effect of the green certification towards the hotel green practices. This study summarized that there are still significant differences in implementing green practices between different hotels. “Energy saving”, “Saving water” and “Waste management” are the most popular activities of implementing green practices in award-winning hotels. Very few award-winning hotels implemented the activity of green practices, such as “Staff training”.

Furthermore, this study identifies the positive and negative effects of the green certification towards the hotel green practices. The positive impacts include promote the implementation of green practices, reduce costs of resource consumption, increase profitability, improve image and improve the concentration on CSR. The negative impacts include increase costs of environmental protection facilities, waste of human resources and increase workload of employees.

**Research limitations and future research**

This study consists of four limitations that deserves further investigations. Firstly, this study is qualitative in nature, which is based on the semi-structure interviews and annual reports of hotels in 2018 only. Future studies could be required to use combination of qualitative and quantitative research methods. Secondly, the sample size of this study is only two. In addition, the interviewees are managers from hotels. Many stakeholders, such as customers,
frontline employees and citizens are not included in this study. Impacts of the green certification on the hotel green practices might not be fully identified due to the limited data. Future studies could incorporate a large sample size with more diversity of stakeholders. Thirdly, this study is to explore the hotels that have won the Macau Green Hotel Award, so the results might not represent the impact of other green certifications on the hotel green practices. Future researches might explore the impact of other green certifications, such as Green Key, Eco Grown Hospitality, Hotel Association, and Green Label. Fourthly, this study is preliminary research regarding the effects of the green certifications towards the hotel green practices. More indepth analysis might be included, such as the direct and indirect impact of green certifications on green hotel practices, and the intervening variable plays a role between green certifications and hotel green practices.
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Publishing. Wallingford.


Sustainable tourism development on world heritage sites in Kathmandu, Nepal

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Abstract

The main purpose of this paper is to analyse the input of local and governing agencies for the durability of this site while maintaining it as a major tourist attraction. It also deals with the suggestions to intact these sites socially, culturally and economically without losing the authenticity and integrity of these places. Furthermore, it evaluates the process of redevelopment of these sites concerning tourism to gain maximum benefits from visitors and maintaining the sustainability of both development and tourism. Moreover, this Proposition deals with the implementation of the theoretical concepts of sustainable tourism development for the heritage sites of Kathmandu valley.

Keywords: sustainability, tourism, development, world heritage, Kathmandu Nepal

Introduction

As stated by the statistics of 2017 by Nepal Tourism Board, 70.3% of tourist visit Nepal for observing religious and heritage sites. In the year 2018 Nepal witnessed the growth of 24% in the total no of tourist.(Ministry of Culture, 2018) Out of the ten world heritage sites listed by UNESCO, 7 of them are situated inside and around the Kathmandu valley. These seven heritage sites in Kathmandu valley have great significance in historical, architectural and religious values. These monuments and sites were majorly or partially devasted by the earthquake of 2015, and their restoration is still in progress. Despite the destruction, the
number of tourists visiting these areas is growing per year (Government of Nepal Ministry of Culture, 2017).

After the agreement in 1972 of the Convention Concerning the Protection of World Natural and Cultural Heritage, some 450 sites all over the world have been formally selected as World Heritage Sites. These sites, because of their special historical, cultural, scientific, or aesthetic qualities, have universal value (Drost, 1996). The purpose of this convention was to ensure the identification, protection, conservation, presentation and transmission to the future generations of the cultural and natural heritage of outstanding universal values (UNESCO, 1972). Travel and tourism are one of the largest economic sectors; it is also a favourite activity shared and loved by most people. As it is supporting one in 10 jobs (319 million) worldwide and generating 10.4% of world GDP. In 2018, the Travel & Tourism industry experienced 3.9% growth, compared to the global economy (3.2%) (WTTC, 2019).

For UNESCO world heritage sites, tourism is regarded as both opportunity and threat. To be recognized as world heritage sites makes the destination to reinvent itself, to innovate, to improve resources and product allocated for tourism offer, however it does not equip itself with an adequate or updated tourism management plan, which considers the changes occurred by the UNESCO recognition (De Ascaniis, Gravari-Barbas, & Cantoni, 2018). According to the Bruntland report (World Commission on & Development, 1987), sustainable tourism is a form of tourism which meets the needs of tourists, the tourism industry, and the host communities today without compromising the ability of future generations to meet their own needs.

**Literature review**

**UNESCO world heritage sites in Nepal**
UNESCO has recognised ten sites as world heritage sites in Nepal. Among these, 7 of them are situated within the Kathmandu valley. The Kathmandu Valley World Heritage property is inscribed as seven Monument Zones. These monument zones are the Durbar squares or urban centres with their palaces, temples and public spaces of the three cities of Kathmandu, Patan and Bhaktapur, and the religious ensembles of Swayambhu, Baudhanath, Pashupati and Changu Narayan. The religious ensemble of Swayambhu includes the oldest Buddhist monument (a stupa) in the Valley; that of Baudhanath includes the largest stupa in Nepal; Pashupati has an extensive Hindu temple precinct, and Changu Narayan comprises a traditional Newari settlement, and a Hindu temple complex with one of the earliest inscriptions in the Valley of the fifth century AD (UNESCO, 2019).

**Swayambhunath Stupa**

Also known as “Monkey Temple”, it is situated at a hilltop 3 km to the west of Kathmandu, built in the 13th century it has religious importance to both Buddhist and Hindu (NTB, 2018).

*Figure 1* Swayambhunath Stupa source: (Láscar, 2014)
**Pashupatinath**

Built in the 5th century, this temple is dedicated to Lord Shiva of Hinduism. The main pagoda style temple has a gilded roof, four sides covered in silver, and wood carvings of the finest quality (NTB, 2018).

![Pashupatinath Temple](contributors, 2018)

**Bouddhanath**

The 36-meter-high stupa of Boudhanath is one of the largest stupas in South Asia. With countless monasteries surrounding it, Boudhanath is the centre of Tibetan Buddhism in Nepal (NTB, 2018).
Changunarayan Temple

The oldest Hindu temple of Kathmandu situated 12km away from the city is two tired pagoda style temple. Statues of Mythical beasts and cravings of Tantric deities are the major attraction of this destination (LonelyPlanet, 2019).
Figure 4 Changunarayan Temple Source: (Krasowski, 2009)

**Palace Squares**

There are three palace squares listed in UNESCO world heritage sites within the Kathmandu valley. In general, these three palace squares belonged to the three Newar kingdoms situated in the Valley before the unification. These squares represent the plazas and area opposite to the old royal palaces (contributors, 2019). Namely: Kathmandu Durbar Square; Bhaktapur Durbar Square; Patan Durbar Square. These heritages are major destinations for tourists visiting Nepal and contribute to macro-economic constancy of the country. Despite the importance of these cultural and built heritages, suitable attention has not been given by the government towards their conservation. There are regulatory bodies which have not complied with. Many organisations and individuals are working towards conservation, but they are far from achieving desired results (Maharjan, 2012).
According to the manual on managing tourism on world heritage sites (Pedersen, 2002), tourism can impact on environmental, economic and cultural aspects of the heritage sites. Environmental problems like soil erosion and water contamination may occur around the site. Pollution is another major problem. Economic benefits may be directed towards the residents rather than on conservation. It further describes that all the time, the expectations of tourists and the locals may not match. Heritage in developing nations faces various risks and challenges. They may be war and chances of political conflict, over tourism, unplanned development and management, and urbanisation. Even though getting listed in UNESCO world heritage sites, some of them are enlisted under the sites in danger, whereas some have been removed from this list due to the human-induced pressure and unplanned management (Timothy & Nyaupane, 2009).

Tourism is a double-edged sword, which may offer the economic benefits from the sales of local products and services but are also threats to the authenticity or the overall environment of the destinations. World heritage sites around the world are different in many aspects from one another, so it is difficult for UNESCO to build a standard set of rules, regulation and management plans for each enlisted site (Harrison & Hitchcock, 2005). Being enlisted in the world heritage sites brings the responsibility to preserve these sites. Unable to meet the obligation to protect this site will place them under the list of heritage sites in danger. To monitor the efforts of protection of these sites, UNESCO has amended some operational guidelines to preserve them for the irreversible damage. Two approaches, namely education and regulation, are used for the sustainable tourism development of world heritage sites (Drost, 1996).

All the seven heritage sites of Kathmandu valley suffered extensive damage from the earthquake of 2015. The important monuments within the world heritage sites have been damaged which will be reconstructed with the Nepalese tradition of cyclical renewal. For
this, the Government of Nepal, Department of Archaeology has already prepared and has been implementing the post-earthquake conservation guidelines 2015 for conservation, reconstruction and rehabilitation of the affected monuments. This guideline will ensure that the rebuilt monuments will maintain their quality, authenticity and integrity (Government of Nepal Ministry of Culture, 2017).

Discussion and conclusion

UNESCO world heritage sites are an attraction for tourist and beneficiary sites for local government and people. As tourism is a major source of income for many years for the locals living around the world heritage sites. The earthquake of 2015 has devoted the monuments of this site and affected the overall environment and the economy of the people depending directly or indirectly over these sites. The rehabilitation of this site is still in process and may take several more years for completion. Besides the damage occurred due to the earthquake, we cannot
overlook the negative impact that was caused by tourism as it has been a tourism destination for many years in the past.

As this is a conceptual paper, the recommendations are based on previous theories and literature. For generating higher revenue, the entry tickets to these sites were sold without calculating the carrying capacities of these sites, which lead to the over tourism. This causes other problems like littering, visuals and environmental pollution, disturbance of the day to day and cultural rites and rituals of the locals. During this rehabilitation phase, the guidelines of sustainable tourism for these heritage sites should be formed. As mentioned in the literature review, education and regulation approach should be used to develop sustainable tourism. The locals, as well as tourist, should be educated about the vulnerability of these monuments and their worth for the future generation. The significance of viability of environmental, economic and cultural aspect should be taught to the tourist. This can be achieved by having a briefing before entering these protected sites, handing over the manuals and by giving short training about their responsibility towards these sites as they possess universal importance.

Strict rules and regulations should be made and implemented about the activities of locals and tourist within these sites. UNESCO’s manuals and governmental manuals should be followed to maintain the standard of this area. As it is a developing nation and has political instability, the participation of local municipality and the public committee should maintain and implement these regulations strictly.
References


Does ecotourism contribute to a sustainable tourist destination development, or is it just a marketing hoax? Analyzing twenty-five years contested journey of ecotourism through a meta-analysis of tourism journal publications

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Abstract
This study conducts a content analysis of ecotourism articles published in nine top-tier tourism journals. 470 articles are selected and analyzed. Thematic and summative content analyses are employed to examine the content of publications. The results indicate that over the years, researchers examined numerous research agendas in ecotourism. Despite fluctuations over the years, the overall publication trend shows an increase. 41% of ecotourism studies are conducted in the developing countries (Asia taking the lead followed by Africa and Latin America), while more than 70% of authors belong to developed nations. While being successful in small-scale, so far ecotourism fails to attain theoretical oracles it advocates from a broader perspective. This study provides up-to-date insight and highlights the main themes and trends of ecotourism research of the last twenty-five years. The findings are important for future researchers interested in ecotourism by providing an understanding of the paradigm shifts in this field of study. Based on what has been learned so far, the study indicated issues that merit a closer look in future ecotourism research.

Key words: Content analysis; Ecotourism research; Local communities; Systematic review; Trends
Introduction

Exactly a decade has passed since the release of Weaver’s and Lawton’s (2007) work titled ‘Twenty years on: The state of contemporary ecotourism research.’ Nevertheless, a lot has happened since then calling for the performance of up-to-date systematic review to inform ecotourism stakeholders about the latest developments of the sector. The term ecotourism has become a buzzword and gained popularity both in scholastic discourse and the international tourism market as a model of sustainable development since its introduction into academia in the 1980s (Butcher, 2006; Wight, 1993; Prosser, 1994; Diamantis, 1999; Weaver & Lawton, 2007). This is in part due to the contribution of tourism research (McKercher, 2010; Weaver & Lawton, 2007) and the displeasure towards mass tourism products and growing environmental awareness (Hawkins, 1994; Prosser, 1994, Doan, 2000; Geldenhuys, 2004). Hawkins and Khan (1998) further suggested that the need for sustainable tourism development, the demand from the developed world’s consumers to consume nature-based experiences, and the developing world’s growing determination towards the sustainable use of natural resources also contributed to the growth of ecotourism. Conventional mass tourism development approaches did face and are still facing opposition and criticism from the academia and environmental advocates due to detrimental impacts onto the host community and environment (Orams, 1995; Diamantis, 1999; de Hass, 2002; Dowling & Fennell, 2003; Hetzer, 1997 cited in Fennell, 2003; Hall & Lew, 2009). Mass tourism development approaches are epitomized of ecological damage and inappropriate use of natural resources (Nelson, 1994; Parks et al., 2009; Zapata et al., 2011; Chan & Bhatta, 2013). Hence, eco-development approaches such as alternative tourism, ecotourism, and soft tourism were introduced as options to ensure sustainable natural resource consumption (de Hass, 2002; Hall, 2004; Wearing & Neil, 2009). Among those alternatives, ecotourism has often been portrayed as a viable option to mass tourism since it promotes a small-scale, locally owned,
authentic, participative, and sustainable tourism (Bjork, 2007; Parks et al., 2009). Moreover, it has been promoted by governments and environmentalists alike to create local jobs, generate income, protect the ecosystem, and raise socio-cultural awareness (Pforr, 2001).

Various international events such as the declaration of International Year of Ecotourism (IYE) by the United Nations (UN) and the establishment of a peer-reviewed *Journal of Ecotourism* in 2002 indicate the growing importance of ecotourism in recent decades. In addition, Barna, Epure, and Vasilescu (2011) noted ecotourism’s global emphasis given its crucial roles are highlighted in several international agreements including the UN Commission on Sustainable Development (1999), the UN World Tourism Organization (UNWTO) Code of Ethics (1999), the Guidelines on Biodiversity and Tourism Development Issue by Center for Biological Diversity (CBD, 2003), the Quebec Declaration on Ecotourism (2002), and the World Summit on Sustainable Development (2002). Furthermore, research on travel, tourism, and hospitality has given enormous consideration and has played a significant role in the advancement of ecotourism over the past two decades (Weaver & Lawton, 2007).

In line with this, McKercher (2010) noted that “ecotourism arguably would not exist, and certainly would not exist in the form it is now, without the active involvement of the academic community” (p. 15).

According to McKercher (2010), ecotourism and research on the industry have developed in three typical phases. Accordingly, during the New Dawn phase, the first phase, ecotourism was received with idealism, hyperbole, and hope. However, Crisis of Legitimacy evolved as the next stage highlighting ecotourism’s failures in attaining its social, economic, and ecological goals. The last phase of ecotourism development, known as maturity is the stage characterized by a realistic understanding of what ecotourism can do, cannot do, and how exactly its idealistic claims can be measured.
A proper development of ecotourism has substantial implications in relation to a tourist destination. On the one hand, ecotourism can help to ensure sustainable destination development and management (Doan, 2000; Stronza, 2007; Black & Peprah, 2017; Masud, Aldakhil, Nassani & Azam, 2017; Mayaka et al., 2018; Palmer & Chuamuangphan, 2018). On the other hand, it can serve as a tool to promote environmentally responsible behavior (Chan & Baum, 2007; Lee, Hsu, Han & Kim, 2010; Rivera & Croes, 2010; Perera, Vlosky & Wahala, 2012; Thapa & Lee, 2017; Lee & Jan, 2018). Nonetheless, it is hardly possible to understand the evolution, advancement and important research themes without having systematically synthesized accounts of the ecotourism journey. Since the advent of ecotourism, several studies have been conducted and research outcomes were published in various tourism journals. However, currently, there is a lack of a compiled and synthesized account that offers the latest developments and trends of ecotourism research in terms of thematic areas, methodological applications, and research context. The only exceptions are the works of Weaver and Lawton (2007) and Wardle, Buckley, Shakeela, and Castley (2018). Weaver and Lawton (2007) assessed the extent of academic literature engagement in examining the ecotourism phenomenon to help achieve its objectives. The study of Weaver and Lawton (2007) detected three fundamental themes including (1) near consensus on the core criteria of ecotourism and the segmentation of ecotourism based on parameters such as products, venues, activities and markets, (2) the effort to understand the multiple impacts of ecotourism (economic, environmental and socio-cultural) and (3) the ‘North-South’ divide in relation to ecotourism research venue and authorship of ecotourism literature. According to Weaver and Lawton (2007), despite increasing research outcomes, the ecotourism literature is characterized by a deep fragmentation implying the sector’s relative state of adolescence. The work of Wardle et al. (2018) focuses on ecotourism’s contribution to conservation and points out that the conservational impact of ecotourism is unclear on a larger scale despite success.
stories at the micro level. The comment made by Line and Runyan (2012) explains the importance of periodical review to a field of study in order to have an up-to-date archive of knowledge evolution. Even though the aforesaid studies offer crucial insights, there is still a paucity of comprehensive ecotourism publication meta-analysis that informs the latest developments of ecotourism scholarship. Even though the work of Weaver and Lawton (2007) explains the state of contemporary ecotourism research in terms of unraveling the core values of ecotourism, the impacts of ecotourism and ecotourism research venues vis-à-vis ecotourism authorship, it overlooked crucial developments such as publication trend, research approach employed, detailed research themes, the geographic distribution of research outputs, and information about ecotourism research contribution university wise. On the other hand, the study of Wardle et al. (2018) only focuses on examining the conservational roles of ecotourism on some few research outcomes (70 research articles). Therefore, presently there is a need to undertake a comprehensive and systematic meta-analysis, which contributes to the current literature gap. Towards that end, the present study analyzes ecotourism studies published between 1993 and 2018 with the aim:

1. To identify the themes of ecotourism studies;
2. To examine previous studies in terms of research methods employed, study contexts, and publication trends; and
3. To explore countrywide contributions of ecotourism research to date and
4. To suggest overlooked, yet important research areas for future investigations.

2. LITERATURE REVIEW

Ecotourism, a concept within the umbrella of sustainable tourism, has continued to be an important topic of academic research since its emergence. Numerous destinations and regions continue to develop and market eco-friendly and nature related products (McKercher, 2010) and the global appeal for ecotourism has shown a substantial growth as well (Weaver &
Lawton, 2007; Walter, 2013). Meanwhile, the meaning of ecotourism continues to dominate debate among scholars (Hawkins & Khan, 1998; Wearing & Neil, 1999; Bjork, 2000; Page & Dowling, 2002; Donohoe & Needham, 2006; Raju, 2009; Walter, 2013; Deng & Li, 2015; Buckley, 2016). The absence of a succinct and binding definition of ecotourism creates a vacuum in accurately operationalizing ecotourism and stimulates the issue of greenwashing (Weaver & Lawton, 2007). Aware of this, several researchers conducted a review of numerous ecotourism descriptions and have tried to explore central themes integral to various explanations.

In that respect, a review of ecotourism definitions by Fennell (2001) extracted shared concepts such as conservation, ethics, sustainability, education, and community were concepts shared across definitions. Similarly, Donohoe and Needham (2006) identified a set of recurring themes across ecotourism definitions including nature-based, conservation, education, sustainability, and ethics/responsibility/awareness. According to Weaver and Lawton’s (2007) study, common concepts found in various ecotourism descriptions can be categorized into three. The first concept is related to the types of attractions, which are predominantly nature-based. The second category focuses on visitors’ responsible behavior in their interaction with communities and the natural environment. The third and the last concept highlights the development and management of ecotourism attractions which requires the adherence to ecological, socio-cultural, and economic sustainability. Moreover, a review of ecotourism policy and planning documents in North America conducted by Edwards, Mclaughlin, and Ham (2003) outlined three core characteristics of ecotourism definitions. These are (1) ecotourism as a positive force for environmental conservation and education, (2) ecotourism as a tool to improve communities’ livelihood, and (3) ecotourism as an avenue of creating environmental awareness both among tourists and residents. The
outcomes of the above aggregated or summarized reviews contribute to developing a comprehensive definition of ecotourism.

As Weaver and Lawton (2007) suggested, reaching an agreement over the terms of reference, principles, and dimensions is an important indicator of maturation in any field of study. Therefore, it is appreciable that the definition and conceptualization of ecotourism remains as a recurrent research agenda over the past three decades (e.g., Orams, 1995; Sirakaya, Sasidharan & Sönmez, 1999; Björk, 2000; Fennell, 2001; Edwards, McLaughlin, & Ham, 2000; Weaver & Lawton, 2007; Honey, 2008; Wu et al., 2010; Donohoe, 2011). However, since ecotourism is a social phenomenon, it is problematic to craft a single definition that properly fits into different contexts. Moreover, the presence of diverse actors in the industry with competing and conflicting interests contributes to the proliferation of confusing ecotourism definitions.

As a result, the general understanding of ecotourism both in research and in the industry is diverse and contrary at times. Even within the academia itself, there are conflicting schools of thought surrounding ecotourism. Numerous scholars (e.g., Buckley, 1994; Hawkins & Khan, 1998; Wearing & Neil, 1999; Che, 2006; Honey, 2008; Svoronou & Holden, 2005; Ormsby & Mannle, 2006; Pegas & Castley, 2014; Snyman, 2014; Jamaliah & Powell, 2018; Shoo & Songorwa, 2013; Cobbinah, Amenuvor, Black & Peprah, 2017; Masud, Aldakhil, Nassani & Azam, 2017; Mayaka et al., 2018) advocate ecotourism as a tool for sustainable development options and environmental and cultural conservation. In contrast, another camp of researchers (e.g., Lindberg, 1994; Wall, 1997; Landell-Mills & Porras, 2002; Kinnaird & O’Brien, 1996; Wheeller, 2005; Sharpley, 2006; Southgate, 2006; Manyara & Jones, 2007; McKercher, 2010; Butcher, 2011; Ondicho, 2012; Chan & Bhatta, 2013; Wardle, Buckley, Shakeela & Castley, 2018) challenged the effectiveness of ecotourism in attaining its multifaceted agendas. In this regard, a recent meta-analysis by Wardle et al. (2018), which examines
ecotourism’s contribution to conservation uncovered that even though there are successful cases in different parts of the world, on the larger scale, however, the conservational impact of ecotourism remains unclear. The anti-ecotourism camp believes that ecotourism instead encourages travel to pristine and fragile ecosystems and it can be a vanguard to mass tourism. Furthermore, literature criticizes that ecotourism is an elite-oriented tourism activity inaccessible to regular tourists and it can be easily hijacked by the tourism industry just as a marketing ploy. Eventually, there is another school of thought that appreciates the positive impacts of ecotourism, provided it is well, planned, developed and managed. Higham and Carr (2003) and Clifton and Benson (2006) noted that the very existence of numerous ecotourism definitions add complexity to understanding the term and hamper its development due to lack of common reference point. Although scrutinizing definitions of ecotourism is necessary to understand its fundamental dimensions, this study goes further and intends to archive ecotourism studies through content analysis to capture the leading themes and portray a clear picture towards the conceptualization of ecotourism from the themes that emerge.

As far as the current study is concerned, the pioneering ecotourism description of Ceballos-Lascurain (1987) is adopted as a working definition to capture ecotourism research publications. According to Ceballos-Lascurain ecotourism is understood as:

*Traveling to relatively undisturbed or uncontaminated natural areas with a specific objective of studying, admiring, and enjoying the scenery and its wild plants and animals, as well as any existing cultural manifestations (both past and present) found in these areas* (Ceballos-Lascurain, 1987, p. 14).

Despite being criticized for overseeing the economic and conservational impacts of ecotourism, the definition provided by Ceballos-Lascurain serves as the foundation for numerous succeeding definitions. Given it is one of the earliest ecotourism definitions, the
current study makes use of Ceballos-Lascurain’s definition to gather distant ecotourism research outputs.

**Demystifying the lingering contradiction towards the successes/failures of ecotourism**

There are two opposing views within the current ecotourism literature regarding the success and failure of ecotourism. On the one hand, ecotourism is sternly criticized for not accomplishing the purpose it subscribes (Cater, 2006; McKercher, 2010; Sharpley, 2006; Wheeller, 2005). On the other hand, it is championed as a sustainable development tool that can hit the dual aims of economic development and environmental conservation (Barkin, 1996; Gale & Hill, 2009; Honey, 2008; Khan, 1997; Snyman, 2014; Stronza & Gordillo, 2008; Wearing & Neil, 1999).

In support of the first camp, scholars such as Ondicho (2012) in Kenya and Chan and Bhatta (2013) in Nepal revealed that ecotourism led to the manipulation of communities and facilitated the exploitation of local ecotourism resources by external operators. This, in turn, reinforced dependency and promoted neo-colonialism (Southgate, 2006; Manyara & Jones, 2007). The authors mentioned that political rifts within ethnic groups and clans, poor community engagement, top-down development approach and a lack of collaboration between public and private sectors are responsible to the failure of ecotourism projects (Akama, 1999; Akama & Kieti, 2007; Chan & Bhatta, 2013; Manyara & Jones, 2007; Ondicho, 2000; 2012; Sindiga, 1999; Southgate, 2006).

Another study in Tanzania, one of the finest ecotourism destinations in Africa, by Muganda, Sirima and Ezra (2013) pointed out that ecotourism did little to the country’s economic development and biodiversity conservation efforts due to lack of adequate infrastructure, insufficient marketing and promotion, lack of clear policy regulations and guidelines on the proper implementation of ecotourism. Dominated by the Yellowstone development model
(Honey, 2008) which perceives communities as a threat to conservation (Butcher, 2005), ecotourism in Tanzania caused community displacement and marginalization (Mgonja, Sirima & Mkumbo, 2015; Shoo & Songorwa, 2013; Sirima & Backman, 2013). Perceived as a panacea to conservation and poverty alleviation for the previous 30 years by conservationists, tourism academia and practitioners, ecotourism also revealed mixed results in Botswana (Mbaiwa, 2015b). Even though ecotourism brought successes through creating employment opportunities and economic benefits leading to positive attitudes towards ecotourism and conservation, it failed to achieve sustainable development due to lack of entrepreneurship, and managerial and marketing skills of local communities in Botswana (Mbaiwa, 2015a). Khanal and Babar (2007) also disclosed that the overall impact of ecotourism is futile within six Greater Mekong Sub-region (GMS) countries because of top-down planning and development approach that overrides community participation in ecotourism development. Backman’s and Munanura’s (2015) review of 30 years journey of ecotourism in Africa unveiled that the development of ecotourism in Africa is in different phases of refinement with some successes, but many failures due to numerous factors such as security threats, poor infrastructure, limited product variety, financial constraints, inadequate entrepreneurial skills, systemic corruption, and top-down management approach.

In contrast, other studies suggest that ecotourism could offer a long-term solution to lessen poverty and contributes towards environmental conservation although it cannot be a panacea to all mass tourism triggered problems (Honey, 2008; Wearing & Neil, 2009). Given ecotourism is properly developed and managed with the involvement of relevant stakeholders, it can substantially contribute to the dual Millennium Development Goals of environmental conservation and poverty eradication (Noakes & Carlsen, 2013). As a result, scholars of this continuum argue that ecotourism contributes socially and ecologically (Doan, 2000; Wunder, 2000; Higham & Carr, 2003b; Nyaupane & Thapa, 2004; Geldenhuys, 2004;
Stronza & Gordillo, 2008; Coria & Calfucura, 2012; Mayer, 2014) as well as economically (Lindberg et al., 1996; Wunder, 2000; Chan & Baum, 2007; Stronza & Gordillo, 2008; Stronza, 2009; Lepper & Schroenn, 2010; Hunt et al., 2015; Mayer, 2014; Tran & Walter, 2014).

In this respect, a study conducted by Stronza and Gordillo (2008) in three Amazonian regions of Ecuador, Peru and Bolivia unfolds that ecotourism benefits local communities in various forms such as gaining new leadership and administrative skills heightened self-esteem and extended networks of support. Former hunters and poachers were employed as local guides and scouts in the ecotourism businesses. Because of this, wildlife deterioration and disturbance immensely reduced. Local farmers, artisans, and fishers also continue to get additional income by providing their products to the local ecotourism markets. In doing so, ecotourism unites conservation, communities and raises ecological awareness and enhances a sense of community stewardship. Similar research by Snyman (2014) that investigated the impact of ecotourism on rural household incomes and social welfare in six Southern African countries evidenced that ecotourism brings direct economic and financial benefits to rural areas where there are few alternative income generating options despite contributions differ across places and ecotourism actors (2014). According to Snyman (2014), ecotourism reduces absolute poverty and delivers positive long-term opportunities by providing secure and steady household incomes and provision of employment opportunities. The findings of Tran and Walter (2014) in Northern Vietnam also demonstrated that ecotourism led to an equitable division of labor, increased income, self-confidence, community involvement, and new leadership roles, especially for women.

There are also other practical cases in several countries (e.g. gorilla conservation project in Uganda, Puerto Princesa Subterranean National Park, in the Philippines and Southern Cambodian Mountains conservation project in Cambodia) where ecotourism contributes
significantly to environmental protection and poverty reduction (Noakes & Carlsen, 2013). These projects promote community participation in different ways, improve community well-being and provide incentives for wildlife protection, which in turn minimizes exploitation of natural resources.

Even though the existing ecotourism literature remains deeply divided, the concept of ecotourism often has been syndicated with sustainable development, especially in the developing world (Mitchell & Ashley, 2010; Butcher, 2011; Snyman, 2014; Iorio & Corsale, 2014). As a result, countries in Latin America (e.g. Belize, Costa Rica, Ecuador and Peru), Africa (e.g. Kenya, Tanzania, South Africa and Botswana) and Asia (e.g. Nepal, Taiwan, Cambodia and Laos) paid more attention to ecotourism (Wearing & Neil, 1999; Honey, 2008; Luck & Kirstges, 2003; Buckley, 2003a; 2003b). Therefore, in the light of the above discussion, what the various ecotourism stakeholders should take into account in their efforts of developing a successful ecotourism project is, to adopt a type of development model that considers long-term sustainability frameworks in the overall planning and development process (Ambe et al., 2010; Bien, 2010; Okazaki, 2008; Scheyvens, 1999; Snyman, 2014). In conclusion, from the existing literature we can understand that despite there are several successful examples in different parts of the globe, the bigger picture portrays that overall ecotourism does fail to produce the promises it frequently made in terms of ensuring economic development while maintaining the sustainability of ecological biodiversity, especially in developing countries.

**Methodology**

Different research objectives entail different research designs and analysis techniques (Guest, Namey, & Mitchell, 2012; Creswell, 2013). This study utilizes summative and thematic content analyses. The researcher employed Microsoft excel to execute the summative analysis. Content analysis generally focuses on collecting, categorizing, analyzing, and
compiling data (mostly non-numeric) systematically to make valid inferences (Mohammed et al., 2015). Content analysis provides a synthesized understanding of the phenomenon under investigation (Downe-Wamboldt, 1992). As a result, content analysis is used to extract, comprehend, organize, synthesize, and capture relevant information contained in selected accounts. Previous content analysis studies (e.g., Mohammed et al., 2015; Weaver & Lawton, 2007; Line & Runyan, 2012; Tsang & Hsu, 2011) are referred to ensure methodological validity. This study uses summative content analysis to count and compare keywords or content, and interpret underlying implications (Hsieh & Shannon, 2005, p. 1277), and thematic analysis to identify, analyze and report patterns (themes) detected across publications (Braun & Clarke, 2006). Before proceeding to filter themes and extracting other relevant indicators, the researcher develops an inventory consisting of the whole list of publications (see the snapshot of the inventory in Figure 1).

The Annals of Tourism Research (ATR), Journal of Travel Research (JTR), Tourism Management (TM), International Journal of Tourism Research (IJTR), Journal of Sustainable Tourism (JOST), Current Issues in Tourism (CIT), Tourism Recreation Research (TRR), and Asia Pacific Journal of Tourism Research (APJTR) are included because of their perceived quality standard and the Journal of Ecotourism (JE) is included due to its topical pertinence to the study. Keywords such as ecotourism, ecotourist(s), community-based ecotourism, community-based tourism, nature-based tourism, ecological tourism, and protected area tourism were used to search for relevant research articles in each journal. Furthermore, terms such as responsible tourism and small-scale tourism are used to capture articles dealing with ecotourism research but perhaps not explicitly name it. Book reviews, research notes, personal notes and reports, short communications, rejoinders, corrigenda, conference proceedings, theses and dissertations, books, and book chapters are excluded. Relevant information contained in each article was compiled into various forms such as publication
trends, leading themes identified, number of publication per journal and methodology employed, and so forth to address study objectives. 1993 was taken as a starting point because it is the year that marks the appearance of the first ecotourism publications in the chosen journals.

Results and discussions

Publications per journal

As far as the number of publications per journal is concerned, Journal of Ecotourism, 107 (22.8%), Journal of Sustainable Tourism 97 (20.6%) and the Asia Pacific Journal of Tourism Research, 88 (18.7%) possess the highest number of articles respectively (see Table 1).
Therefore, these three journals are major outlets of ecotourism research outputs. Contrary to the Journal of Ecotourism and the Journal of Sustainable Tourism, the International Journal of Tourism Research, the Journal of Tourism Recreation Research and the Journal of Travel Research have the lowest number of publications by journal with 12 (2.6%), nine 16 (3.4%), and 21 (4.5%) research articles, respectively.

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<tr>
<th>No.</th>
<th>Journal</th>
<th>Number of publications</th>
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<tr>
<td>1</td>
<td>Journal of Ecotourism (JET)</td>
<td>115 (24.47%)</td>
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<tr>
<td>2</td>
<td>Journal of Sustainable Tourism (JOST)</td>
<td>89 (18.93%)</td>
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<tr>
<td>3</td>
<td>Asia Pacific Journal of Tourism Research (APJTR)</td>
<td>88 (18.7)</td>
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<td>4</td>
<td>Tourism Management (TM)</td>
<td>57 (12.1%)</td>
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<td>5</td>
<td>Annals of Tourism Research (ATR)</td>
<td>37 (7.9%)</td>
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<tr>
<td>6</td>
<td>Current issues in Tourism (CIT)</td>
<td>35 (7.4%)</td>
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<tr>
<td>7</td>
<td>Journal of Travel Research (JTR)</td>
<td>21 (4.5%)</td>
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<tr>
<td>8</td>
<td>Tourism Recreation Research (TRR)</td>
<td>16 (3.4%)</td>
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<tr>
<td>9</td>
<td>International Journal of Tourism Research (IJTR)</td>
<td>12 (2.6%)</td>
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<td></td>
<td><strong>Total</strong></td>
<td><strong>470 (100.0)</strong></td>
</tr>
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Table 1 Number of publications by Journal

4.2. Publication trend over the years

As Figure 2 shows, the first ecotourism articles were published in 1993 (three articles in the Journal of Tourism Management and one article in the Journal of Tourism Research). Over the years the number of articles fluctuated, reaching a peak in 2006 with a total of 28 articles. According to Weaver and Lawton (2007), the declaration of 2002 as the International Year of Ecotourism (IYE) by as UN and the establishment of the peer-reviewed Journal of Ecotourism in 2002 contributed to this swift growth of research publications on ecotourism. However, as it can be seen in Figure 2, after showing a sharp decrease in 2007, a gradual increase was witnessed until 2011, followed by a slow decrease until 2014. This decrease
might suggest the stagnation of ecotourism as a field of academic inquiry and losing of its academic appeal unlike in previous decades. Nonetheless, in recent years, a striking publication increase in a wide range of research topics is witnessed (see Figure 1).

![Publication trends over the years](attachment:publication_trends.png)

**Figure 2: Publication trends over the years**

By segregating the whole publications into three periods (1) 1993-1999, (2) 2000-2010 and (3) 2011-2018, based on emerging themes, interesting trends loom (see Figure 3). Ecotourism researchers in the first phase focused on conceptualizing ecotourism, examining conceptual frameworks of ecotourism (e.g. Buckley, 1994; Orams, 1995; Ayala, 1995; Blamey, 1997; Sirakaya, 1997; Sirakaya & McLellan, 1998; Sirakaya, Sasidharan & Sönmez, 1999) and advocating ecotourism as an alternative tourism development (e.g. Valentine, 1993; Ross & Wall, 1999a; Wight, 1993; Tisdell, 1996; Lee, Lee & Han, 1998). The second stage reveals a blend of modest criticisms, challenge and acclamation of ecotourism as well as
sophistication, repetitions and diversifications of research ideas (e.g. Wearing, Cynn, Ponting & McDonald, 2002; Fennell & Nowaczek, 2003; Weaver, 2005; Tsaur, Lin & Lin, 2006; Nyaupane & Thapa, 2004; Lai & Shafer, 2005; Duffy, 2006; Spenceley, 2005; Higham & Dickey, 2007; Buckley, 2009; Doan, 2000). In the final phase, scholars focused more on evaluating the effectiveness of ecotourism in attaining its environmental (Mbaiwa, 2015; Boley & Green, 2016; Hunt, Durham, Driscoll & Honey, 2015; KC, Paudyal & Neupane, 2018; Wardle et al., 2018), economic (Das & Hussain, 2016; Hunt et al., 2015; Mbaiwa, 2015; Snyman, 2016; Gunter, Ceddia & Tröster, 2017; KC, Paudyal & Neupane, 2018) and socio-cultural (Hunt et al., 2015; Snyman, 2016; Mbaiwa, 2015; Snyman, 2017; KC, Paudyal & Neupane, 2018) objectives. In this phase, researchers highlighted failed cases of ecotourism projects (Stone & Stone, 2011; Ondicho, 2012; Sirima & Backman, 2013; Chan & Bhatta, 2013; Muganda, Sirima & Ezra, 2013; Mgonja, Sirima & Mkumbo, 2015; Backman & Munanura, 2015) along with some successful efforts (Coria & Calfucura, 2012; Mayer, 2014; Hunt et al., 2014; Tran & Walter, 2014; Snyman, 2014; Jamaliah & Powell, 2018; Mondino & Beery, 2018). Fresh research ideas such as ecotourism and climate change, luxury ecotourism, urban ecotourism, multiple stakeholder management in ecotourism, ecotourism and land ownership, ecotourism clustering, ecotourism, and social media, ecotourism, and technology usage, ecotourism and eco-certification, ecotourism and youth participation gain momentum in the ecotourism research domain. This latest phase of the ecotourism research era is also featured by increased and diversification of research agendas in the ecotourism scholarship.
**Figure 3:** Trends of ecotourism research paradigm

**Leading themes**

Table 2 shows leading themes that frequently emerge across publications. Ecotourism research in association with local communities in terms of residents’ participation, empowerment, attitude, capacity building, benefits, and costs is the leading theme constituting 14.8% of the entire published articles. This is in line with Garrod (2002), Krüger’s (2005) and Bucher (2006) findings. Garrod (2002) gathered expert opinions on how ecotourism might be best explained using a Delphi technique, and ecotourism was referred in relation to local communities in 81% of the collected definitions. On the other hand, Krüger (2005) examined 251 case studies on ecotourism across the globe from previous studies to explore the reasons behind the success and failure of ecotourism projects. Interestingly, a lack
of local community involvement was the second most important reason for the failure of ecotourism projects, after poor planning. In his critical analysis of developmental implications of ecotourism, Bucher (2006) noted the diminished chance of ecotourism to achieve its goals despite being advocated as a sustainable development model for the rural developing world. According to Stem, Lassoie, Lee and Deshler (2003) and Spenceley and Goodwin (2007), ecotourism brings economic benefits to communities thereby promoting pro-conservation practices. A study conducted by Hunta and colleagues (2014) in Costa Rica demonstrated that ecotourism has high economic value, and locals perceived it as a better paying job compared to other economic activities in the area. Researchers such as Scheyvens (1999), Scheyvens (2000), Ramos and Prideaux (2014), Zhang and Lei (2012), Reimer and Walter (2013), and Liu and colleagues (2014) conducted research on ecotourism and its role in empowering communities. Furthermore, Nault and Stapleton (2011), Serenari, Peterson, Wallace, and Stowhas (2017), Schweinsberg, Darcy and Wearing (2018), Mendoza-Ramos and Prideaux (2018) examined ecotourism in relation to local communities.
Table 2 Major themes identified

<table>
<thead>
<tr>
<th>No.</th>
<th>Main themes</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ecotourism and local communities (Perception, participation, and empowerment, capacity building)</td>
<td>70 (14.8%)</td>
</tr>
<tr>
<td>2</td>
<td>Ecotourism development (planning and management)</td>
<td>65 (13.9%)</td>
</tr>
<tr>
<td>3</td>
<td>Ecotourists vs. other tourists (such as motivation, perception, behavior, willingness to pay)</td>
<td>40 (8.6%)</td>
</tr>
<tr>
<td>4</td>
<td>Ecotourism and biodiversity conservation</td>
<td>36 (7.7%)</td>
</tr>
<tr>
<td>5</td>
<td>Ecotourism impact (economic and socio-cultural)</td>
<td>31 (6.7%)</td>
</tr>
<tr>
<td>6</td>
<td>Ecotourism evaluation and certification</td>
<td>29 (6.2%)</td>
</tr>
<tr>
<td>7</td>
<td>Conceptual definition and redefinition of ecotourism</td>
<td>25 (5.3%)</td>
</tr>
<tr>
<td>8</td>
<td>Ecotourism experience and consumer perception</td>
<td>23 (4.8%)</td>
</tr>
<tr>
<td>9</td>
<td>Market segmentation and marketing of ecotourism (using different techniques)</td>
<td>16 (3.4%)</td>
</tr>
<tr>
<td>10</td>
<td>Service quality in ecotourism and tourist satisfaction</td>
<td>14 (2.9%)</td>
</tr>
<tr>
<td>11</td>
<td>Interpretation and local guides in ecotourism</td>
<td>12 (2.5%)</td>
</tr>
<tr>
<td>12</td>
<td>Ethical consumerism in ecotourism</td>
<td>11 (2.3%)</td>
</tr>
<tr>
<td>13</td>
<td>Scale of ecotourism development (small vs. large scale)</td>
<td>11 (2.3%)</td>
</tr>
<tr>
<td>14</td>
<td>Ecotourism development challenges</td>
<td>10 (2.1%)</td>
</tr>
<tr>
<td>15</td>
<td>Collaboration and partnership in ecotourism</td>
<td>9 (2%)</td>
</tr>
<tr>
<td>16</td>
<td>Other themes*</td>
<td>66 (14%)</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>470 (100%)</td>
</tr>
</tbody>
</table>

*Other themes* include social capital and ecotourism, ecotourism in urban settings, ecotourism research and analysis, luxury ecotourism, ecotourism and socialism, classification of ecotourism, consumptive ecotourism, ecotourism and education, ecotourism and land ownership, ecotourism and social media, ecotourism and eco-certification, ecotourism and youth participation and so forth.

Ecotourism development, both from planning and management perspectives, is the second most often recurring theme (e.g., Chaminuka et al., 2012; Lee, Lawton & Weaver, 2012; Timothy & White, 1999; Sakata & Prideaux, 2013) consisting of 13.9% of all publications. For instance, Lee, Lee, and Han (1998), Vincent and Thompson (2002), Lumsdon and Swift (1998), Nianyong and Zhuge (2001), Higgins-Desbiolles (2011), Doan (2013), Xu and Wall (2007), Wollenberg and colleagues (2011), Pickard (2015), Karst (2017), Xu, Mingzhu, Bu and Pan (2017) and Schweinsberg, Darcy and Wearing (2018) investigated ecotourism...
development and management approaches, as well as models and factors that contribute to sustainable ecotourism development.

Third, the topic of ecotourists emerged as a repeating theme (8.6%) which has been investigated by researchers such as Wight (1996), Hvenegaard and Dearden (1998), Meric and Hunt (1998), Khan (2003), Kerstetter, Hou, and Lin (2004), Lian-Chan and Baum (2007), Chan and Baum (2007), Rivera and Croes (2010); Lee, Lee and Lee (2014), Deng and Li (2015), Thapa and Lee (2017) and Lee and Jan (2018). They examined the motivations, perceptions, behavior, willingness to pay, self-identification and characteristics of ecotourists compared to mainstream tourists. Ecotourists visit the natural environment and are cognizant of the importance of biodiversity conservation (The International Ecotourism Society, 2017). Compared to other tourists, they are environmentally conscious and more interested in conservation activities and conveying messages to other tourists about nature (Kerstetter, Hou & Lin, 2004; Rivera & Croes, 2010; Deng & Li, 2015; Lee & Jan, 2018).

Another recurring theme is ecotourism and its linkage to biodiversity conservation, which accounts for 7.7% of the selected articles. Researchers such as Hawkins (2004), Honey (1999;2008), Pegas and Castley (2014), Beaumont (2001), Bucher (2006), Peakea, Innesa, and Dyer (2009) and Moskwa (2010) highlighted the substantial role of ecotourism for biodiversity conservation, especially in developing countries.

6.2% of the studies (e.g. Acott, Trobe & Howard, 1998; Ross & Wall, 1999b; Tsaur, Lin & Lin, 2006; Buckley, 2009; Baral, Stern & Hammett, 2012) examined themes related to ecotourism evaluation, and researchers such as Bustam, Buta, and Stein (2012), Jamal, Borges, and Stronza (2006), Sipic (2017), Esparon, Gyuris and Stoeckl (2015) and Dunk, Gillespie, and MacLeod (2016) examined ecotourism certification.
Ecotourism has been defined and redefined by researchers like Buckley (1994), Bjork (2000), Orams (1995), Sirakaya, Sasidharan and Sönmez (1999), Donohoe (2011) and Higham and Carr (2003b). These researchers describe ecotourism as a form of non-consumptive and educational tourism to relatively undisturbed and under-visited areas of immense natural beauty and cultural and historical importance. Thus, defining and redefining ecotourism was also an important theme of research in an attempt to arrive at a common understanding.

Another widely investigated theme explored in the current study is the impact of ecotourism. This reinforces the finding of Weaver and Lawton (2007). This theme was examined by prominent ecotourism researchers including Hall and McArthur (1993), Spenceley and Goodwin (2007), Obua (1997), Doan (2000), Lee and Moscardo (2005), Saayman and Saayman (2006), Almeyda, Broadbent, Wyman, and Durham (2010), and Pegas and colleagues (2013). Most of these studies concluded that if ecotourism is developed properly, it can be environmentally sustainable and socio-culturally responsible. However, Nyaupane and Thapa (2004) argued that compared to conventional tourism, ecotourism is perceived to have a smaller economic impact due to its smallness in scale. Consequently, Nyaupane and Thapa (2004) inferred that there is a trade-off between economic benefits and environmental and socio-cultural costs that requires a good balance to implement ecotourism.

In conclusion, as Table 2 depicts, themes such as ecotourism experience and consumers’ perception, ecotourism marketing, interpretation in ecotourism, scale in ecotourism, ethical and developmental challenges, collaboration and partnership issues, as well as ecotourism’s role in poverty reduction and the consumptive nature or the other face of ecotourism, ecotourism, and land ownership issues are major themes identified in the current study. The themes that emerged in this study imply that ecotourism is best explained in dimensions such as local community participation, empowerment and benefit sharing, biodiversity or environmental conservation, careful planning and management, as well as visitor types. Thus,
to be designated as ecotourism, the tourism activity should include one of these integral elements.

4.4. Publications per research approach used

In relation to the research approaches that were used across selected publications, a qualitative research approach dominates over a quantitative and mixed methods approach (see Table 3). The qualitative approach is employed in 127 articles (61%) of the total publications while 29% of the publications used a quantitative research approach. Only 10% of the entire articles adopted a mixed methods research approach. Given ecotourism research revolving local communities and developmental issues are the top leading themes, which require key informant interviews, focus group discussions and personal observation (see Table 2), it is plausible that a qualitative paradigm is a more preferred research approach to examine ecotourism studies.

Table 3 Publications by research approach

<table>
<thead>
<tr>
<th>Research approach</th>
<th>Quantitative</th>
<th>Qualitative</th>
<th>Hybrid</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>136</td>
<td>287</td>
<td>47</td>
<td>470</td>
</tr>
<tr>
<td>Percentage</td>
<td>29%</td>
<td>61%</td>
<td>10%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Authors’ affiliations by country

As Table 4 shows, the majority of authors are from the USA (26.3%), Australia (14.88%), The UK (13.5%), and Canada (13.15%), followed by authors from New Zealand (4.15%) and South Africa (3.81%). From the Asian continent, Chinese, Taiwanese, and Malaysian authors are in the top three followed by South Korean and Thai researchers each comprise 1% of the total authors. Researchers from South Africa (leading in the African continent), Botswana, Uganda, Tanzania, and Zimbabwe also made a decent contribution to ecotourism research.
The current study goes on a step further to explore individual university contributions to the ecotourism research and discovered Griffith University, Brock University, and Texas A & M University as top three universities making a substantial impact in ecotourism research. Other universities that make an influential contribution in the creation and dissemination of ecotourism research outputs include University of Waterloo, Pennsylvania State University, University of Florida, Clemson University, James Cook University and the University of Queensland. Even though, developing countries are the most frequented ecotourism research venue (see Figure 3), the research venture is vastly dominated by Western scholars. This confirms the findings of Bucher (2006), Weaver and Lawton (2007), and Wardle et al. (2018).

<table>
<thead>
<tr>
<th>No.</th>
<th>Country</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>USA</td>
<td>26.30</td>
</tr>
<tr>
<td>2</td>
<td>Australia</td>
<td>14.88</td>
</tr>
<tr>
<td>3</td>
<td>UK</td>
<td>13.50</td>
</tr>
<tr>
<td>4</td>
<td>Canada</td>
<td>13.15</td>
</tr>
<tr>
<td>5</td>
<td>New Zealand</td>
<td>4.15</td>
</tr>
<tr>
<td>6</td>
<td>South Africa</td>
<td>3.81</td>
</tr>
<tr>
<td>7</td>
<td>China</td>
<td>3.46</td>
</tr>
<tr>
<td>8</td>
<td>Taiwan</td>
<td>2.77</td>
</tr>
<tr>
<td>9</td>
<td>The Netherlands</td>
<td>2.08</td>
</tr>
<tr>
<td>10</td>
<td>Malaysia</td>
<td>1.38</td>
</tr>
<tr>
<td>11</td>
<td>Other countries</td>
<td>14.52</td>
</tr>
<tr>
<td>12</td>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4 Top ten countries in terms of authorship

4.6 Research contexts of publications

As Figure 4 below shows, 41% and 16% of studies were conducted in developing and developed destinations, respectively. Thus, researchers have focused more on developing countries compared to developed countries. This might have implications on the frequently advocated comparative advantages of developing countries over developed countries when it
comes to ecotourism (e.g., Butcher, 2006; Cater & Lowman, 1994; Cater, 1993; Honey, 2008). 43% of publications do not belong to any specific context. These are research outcomes conducted on general ecotourism topics such as categorization of ecotourists, conceptualization of ecotourism, ecotourism, and ethics, and so forth. Developing countries in Asia, Africa, and Latin America are frequent case studies. In the case of developed countries, Australia, Canada, New Zealand, and the USA are most common ecotourism research contexts.

Figure 4: Publications by study settings
Publications by region

Further exploration of the specific geographical context where ecotourism research has been conducted gives more insight regarding the regional focus and distribution of ecotourism research. The top three geographical regions of ecotourism research are Asia, Africa, and Latin America (see Figure 5). Given these are continents where most of developing countries found, it reinforces the importance of ecotourism for developing countries as suggested by previous studies (e.g., Butcher, 2006; Cater, 1994; Honey, 1999; Stem et al., 2003; Che, 2006; Seba, 2012). North America, Australasia (consisting of Australia, New Zealand and neighboring islands in the Pacific) and Europe are the leading ecotourism research settings from the developed world. In contrast, fewer studies were conducted in the Middle East.

Figure 5: Publications distribution by geographical locations

* Australasia comprises Australia, New Zealand, neighboring islands in the Pacific.
* North America comprises USA and Canada
* Conceptual refers to publications which do not belong to any geographic region.

Conclusion and implications
The current study conducts a content analysis of 470 ecotourism publications on nine top-tier tourism journals to identify main themes, publications trend, research methods, study contexts, and country contributions to ecotourism research. Since its inroad into academia in the early 1980s, ecotourism has gained a global interest. Subscribing to different missions, various studies have been conducted to advance ecotourism scholarship. As noted by authors such as Weaver and Lawton (2007) and McKercher (2010), ecotourism could not develop and exist in its present form without the persistent contribution of academia. Using summative content analysis, the study arranges, organizes, compiles, and synthesizes information contained in each article in a way they can be presented in a meaningful and useful manner. As a result, articles that meet the specified criteria were collected and analyzed to derive valid inferences. Out of the nine journals, the Journal of Ecotourism, the Journal of Sustainable Tourism, and the Asia Pacific Journal of Tourism Research have the highest number of publications respectively. The journey of ecotourism research is featured with a series of fluctuations. Some international events such as the United Nations declaration of 2002 as the International Year of Ecotourism (IYE) and the establishment of the Journal of Ecotourism in 2002, contributed to the growth of ecotourism research.

From the leading themes that emerged, it is possible to notice that the term ecotourism is strongly related to local communities, biodiversity conservation, and the sustainable planning and management of tourism resources. Therefore, to be qualified as ecotourism, any tourism development effort should participate and benefit the local communities, protect the natural ecosystem, follow sound planning and management, as well as target a group of tourists whose motives and behaviors are distant from conventional tourists. The thematic analysis also identified themes such as conceptualization and reconceptualization of ecotourism, ecotourism impact studies, scale and magnitude of ecotourism, dimensions of ecotourism, and so forth.
As far as research settings are concerned, Asia took the lead followed by Africa and Latin America. This perhaps indicates that researchers are interested in examining ecotourism as a viable form of tourism in developing nations. However, the domination of Western scholars in ecotourism research is vividly shown in the current study in accord with the findings of Cater (2006), Donohoe and Lu (2009), Weaver and Lawton (2007) and Wardle et al. (2018). Cater (2006) stated that many ecotourism studies are essentially Western-centric and are deeply embedded in Western cultural, economic, and political processes. Therefore, the way these scholars approach ecotourism research could possibly be influenced by the Western cultural, economic and political systems instead of individual local contexts with the assumption “one size fits all” (Cater, 2006; Nault & Stapleton, 2011; de los Angeles Somarriba-Chang & Gunnarsdotter, 2012). Scholars such as Cater (2006), Okazaki (2008), Simpson (2008), Nault and Stapleton (2011), de los Angeles Somarriba-Chang and Gunnarsdotter (2012), Sakata and Prideaux (2013), Xu et al. (2014), and Ellis and Sheridan (2014) noted that the adoption of Western-centric ecotourism philosophy in the absence of critical evaluation and harmonization with local contexts contributes to the failure of ecotourism projects in many developing countries. An evaluative study conducted by Manyara and Jones (2007) on six Kenyan community-based ecotourism initiatives distributed across the country concluded that the models of community-based ecotourism they examined promoted neocolonial models and reinforced dependency instead of addressing local community needs and sustainable frameworks. In contrast, Sakata and Prideaux (2013) argued that a community-based ecotourism project initiated and led by the community opposed to external agency significantly contributed to community wellbeing by generating economic benefits while simultaneously contributing to conservation efforts with no negative cultural impact. Therefore, in order to be successful in any community-based ecotourism project, it is important not just to impose the Western derivative of ecotourism but to
understand the overall local context and reconcile scientific ecotourism principles with traditional knowledge and engage local communities meaningfully in every step of the ecotourism development.

The current study offers an insightful information to researchers on the recent developments and trends of ecotourism research in top-tier tourism journals. Leading themes that are identified in the present study enable to understand previous research focus, ecotourism conceptual development and point out areas of future research opportunities. Moreover, because conducting a literature review is difficult, the current paper offers the reader an overview of key themes and an important list of references for future ecotourism studies.

An extensive number of studies have been conducted on various ecotourism topics. From defining and conceptualizing, to advocating, challenging, criticizing, and evaluating its impacts, numerous researchers played a crucial role in the development of the field. Yet, as Bjork (2007) noted, in practice, ecotourism development has suffered from shortcomings. Non-realization of promised benefits, weak development, and a lack of effective management have led to poor collaboration among stakeholders involved in ecotourism (Bjork, 2007). The presence of numerous competing definitions of ecotourism also contributed to the dilemma by creating a grey picture of what ecotourism represents (Higham & Carr, 2003; Bjork, 2007). In the light of a rapidly changing ecosystem, focusing on ecotourism and conducting impactful research that can contribute to the advancement of the sector seems crucial more than ever. Existing literature reveals that despite the presence of numerous successful cases across the globe, looking at the bigger picture, thus far ecotourism fails to adequately deliver its promises of ensuring a sustainable destination development. It also appeared that due to the absence of a binding conceptual definition of the term ecotourism, ecotourism is predominantly used in the market just to lure consumers rather than genuinely develop local economies and conserve ecological resources (Bookbinder et al., 1998; He et al., 2008;
Horner & Swarbrooke, 2004; Nyaupane & Thapa, 2004; Sharpley, 2006; Wall, 1997; Wallace & Pierce, 1996; West, 2008; Wheeller, 2005). There are various factors that deter the success of ecotourism among which poor governance, a lack of political commitment, inappropriate development models adopted by destinations, a lack of planning, strategic and operational competencies, corruption, the absence of concerted stakeholder collaboration and poor local community participation can be mentioned. Hence, future studies may focus on how the ideals and principles of ecotourism can be translated into practice and make meaningful contributions by examining those challenges. Engagement of key stakeholders in ecotourism development is pivotal to increase the impact of ecotourism. To that end, future research shall examine how effective stakeholder collaboration based on a win-win situation can be established. Furthermore, future researchers should examine how the issue of ‘greenwashing’ can be addressed to offer authentic ecotourism destinations to future travelers.

**Limitations**

Since all the selected journals only publish research articles in English, journals that publish in other languages are excluded. Moreover, the scope of this study limited since it only covers research articles published on nine tourism journals. A more robust outcome could be generated if other tourism and hospitality journals, as well as journals of other disciplines such as marketing, geography, environmental studies, and ecology were included. Furthermore, the inclusion of other items such as books, book chapters, short communications and conference proceedings might allow seeing the broader picture of the evolution of ecotourism scholarship. In this respect, the exclusion of such accounts is one of the shortcomings of this study. Despite these drawbacks, however, the study tries to examine the twenty-five years journey of ecotourism research by analyzing research articles published on first-class tourism journals.
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Social capital and sustainable urban tourism: case study in Jodipan colorful village, Malang city, Indonesia

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Abstract

The focus of this research is to explore the role of social capital in the effort to realize sustainable urban tourism. This research was designed with a qualitative approach that has a naturalistic character. This research involved 9 informants: community leaders, academician, private corporation, local entrepreneurs, and the Malang city government (Culture and Tourism Office). The technique of collecting data uses in-depth interviews, non-participant observation, documentation, and focus group discussion. This research results that: First, social capital proved to play a role in supporting the realization of Economic Sustainable Urban Tourism. Second, social capital has proven to play a role in supporting the realization of Environmental Urban Tourism. Third, social capital has also proven to play a role in supporting the creation of Social Sustainable Urban Tourism.

Keyword: Social Capital, Urban Tourism, Sustainable Tourism

Introduction

At present, tourism activities have become the main needs of the world community. The high public demand for tourism has become one of the most potential industrial sectors to continue to grow, even becoming the third strategic industrial sector after the oil and car industry (Lankford & Howard, 1994). Findings from Liu, et. al, (2014) and Szpilko (2015) shows that the tourism sector has been proven to be able to solve problems related to poverty, unemployment, and improvement of people's welfare.
However, the rapid development of tourism has not been followed by the development of sustainable tourism, including Indonesia. Based on data from the United Nations World Tourism Organization (UNWTO) and the World Travel and Tourism Council (WTTC), the level of Indonesia's tourism competition is ranked 42nd out of 136 countries assessed. At the ASEAN level, the World Economic Forum (2017) noted Indonesia's position was still below Singapore (ranked 13), Malaysia (26) and Thailand (34). If we look further at the components of tourism competitiveness, then Indonesia's tourism competitiveness is still very weak in the component of environmental sustainability (ranked 131 out of 138 countries surveyed). This means that tourism development has not been followed by sustainability in maintaining and preserving the environment. Of course, this is contrary to the competitiveness of Indonesian tourism that relies on natural resources and the strengths in which Indonesia is ranked 14. Mistakes in managing tourism development will have an impact on environmental damage (Malik and Bhat, 2015). Furthermore, Bodosca and Diaconescu (2015) emphasize that the development of sustainable tourism is one of the important agendas in the tourism sector, including urban tourism. Urban tourism development must be oriented towards sustainable urban development that can improve the quality of life of the community without causing negative impacts on the economic, social, cultural and environmental conditions of urban communities (Rezazadeh, et al., 2016).

Various literature shows that social capital has relevance in the effort to realize sustainable tourism. As we know, social capital is the result of social structures such as beliefs, norms, and networks that have been integrated into people's lives, both social and economic life. A social organization will become strong if it is supported by the strength of social capital owned by its members. In the Indonesian context, social capital often manifests itself in a culture of mutual cooperation (gotong royong), meeting citizens (rembug warga) and mutual trust. Jones (2005) also revealed that social capital factors play an important role in the
development of community-based ecotourism. Social capital, especially cognitive capital, is instrumental in encouraging residents' pro-environmental behaviors (Liu, et al., 2013). Furthermore, the study from Rezazadeh, et al (2016) confirms that social capital has a significant role in both tourism development and tourism sustainability, especially urban tourism. That is, social capital within the framework of sustainable development is capital that is able to create, maintain, and enrich wealth for the next generation, both economic, social, cultural and environmental wealth.

This study aims to explore deeply the role of social capital in supporting the realization of sustainable urban tourism in Jodipan Colorful Village, Malang City. The development of tourist villages is interesting to develop because so far the village area is considered a marginal area with weak social capital. Villages in urban areas are also often regarded as areas that do not care about the health and environmental sustainability, many unemployed, high levels of criminalization and low education that are not feasible and are not ready to be developed into tourist destinations. As is known, before becoming a tourist destination, Jodipan village was one of the slum villages on the banks of the Brantas River in Malang City. Therefore, further efforts are needed to make this colorful Jodipan village a tourist destination that meets the criteria of sustainable urban tourism, one of which is the social capital approach as the focus of this research.

This study uses a qualitative approach that has a naturalistic character in describing and explaining naturally the role of social capital in supporting sustainable urban tourism in Jodipan Colorful Village, Malang City. Data collection involved 9 informants conducted through in-depth interviews with community leaders as key informants and strengthened by interviews with local communities, and local entrepreneurs, private corporation, academics, government, and the community involved in developing tourism in Malang City. Non-participant observation, documentation, and focus group discussions were also used to enrich
the results of the study. Data analysis techniques are carried out in four stages, namely data collection, data reduction, data presentation, and finally conclusion.

![Conceptual Framework](image)

**Figure 2. Conceptual Framework**

**Discussion**

**Social Capital and Tourism Development**

Before becoming a tourist destination, Jodipan Village was a slum and densely populated settlement in the city of Malang, located right beside the Brantas River in Malang. Jodipan village is identified with various problems such as poverty, unemployment, population density and buildings, sanitation, and high levels of criminalization. An area of 5.5 ha inhabited by 1,291 people also caused the village of Jodipan to have population density and buildings (Kelurahan Jodipan, 2011). Slums are settlements that cannot be inhabited because of building irregularities, high levels of building density, and the quality of buildings and facilities and infrastructure that do not meet the requirements (Law Number 1 of 2011
concerning Housing and Settlements). The low level of education and understanding of the community in protecting the environment makes Jodipan village difficult to develop.

Seeing these conditions, in 2013 initiated by a team of Guyspro students (academics) through community service activities, the community in Jodipan village gradually had a shared awareness of the importance of protecting the environment. This was done by strengthening the social capital owned by the community as stated by Soni Parin, the head of the Jodipan community:

"The presence of academics provides understanding and awareness for the community in the village of Jodipan. We are increasingly aware that caring for the health and the environment is a basic thing that must be considered given that we live in a densely populated environment and along rivers. They also provided an understanding that the togetherness and awareness of the entire Jodipan village community needed to be a clean and tidy village”

Furthermore, the role of academics can also be seen from the ability to plan opportunities and network capabilities to collaborate in developing and developing tourism villages (Prakasa, 2019). Inspired by villages in Rio de Janeiro Brazil, the academic team collaborates with INDANA (a paint corporation that operating in Malang City) to make Kampung Jodipan as one of the new tourist destinations in Malang City.

This shows that stakeholders have an important role in increasing public awareness in improving their lives. Through strengthening community social capital in a sustainable manner, it is proven that it is able to provide an increase community motivation and skills as well as the ability to capture and take advantage of opportunities in developing urban tourism. Like previous research, through strengthening cognitive capital (knowledge and understanding), relational capital (building trust between communities), and structural capital
(building community institutions) without losing the identity of social capital that already exists in the community proved to play a role in developing urban tourism (Prakasa, et al., 2019). This also reinforces the findings of Jones (2005) which revealed that social capital plays an important role in the success of tourism development. Cognitive and structural capital plays a role in synergizing steps, while relational capital plays a role in collaborating with various parties.

Social Capital and Sustainable Urban Tourism

Social Capital and Economic Sustainable Urban Tourism

Jodipan Colorful Village (KWJ) has been able to provide economic benefits to the people in Jodipan. At present, the people who have benefited directly from the number of tourists visiting KWJ, among them are the majority of housewives in the region peddling various foods, drinks, knick-knacks, and souvenirs for visiting tourists. Even though they have the same type of business and market share, the selling community does not compete with each other, but reinforces each other and helps so that the whole community can benefit greatly. This was formed by the common view of the community that the development of the KWJ area was a shared responsibility. This is a manifestation of the role of social capital, especially cognitive and relational capital, which has been owned by the KWJ community in supporting and strengthening aspects of amenities for the KWJ.

The social capital owned by the KWJ community has been able to increase community participation in developing and developing KWJ together. The establishment of the Jodipan community (the role of structural capital) that houses local communities in the KWJ environment has proven to be able to strengthen the community's social capital. The community participates in developing KWJ through strengthening amenities in the form of providing facilities in the form of eating and shopping in the KWJ area, adequate parking
lots, the presence of bathrooms for tourists. Strengthening the aspects of the amenities has an economic impact on the community so that sustainably the better management of KWJ is, the more likely the community is to participate as a manifestation of economic empowerment of the local community. KWJ is proven to be able to provide and/or increase the income of the Jodipan local community. The high solidity between people also has an impact on the better management of tourists who attend. With principles on the 5A concept (attractions, amenities, accommodation, access, and awareness), the Jodipan community always innovates to give satisfaction to tourists who come to KWJ.

**Social Capital and Environmental Sustainable Urban Tourism**

As is known that before becoming a tourist village, the behavior of the Jodipan community often made the river a place to dispose of garbage as well as a place for bathing. The threat of flooding can occur at any time in the Jodipan community area. However, the Jodipan community has gradually become aware of the negative effects that this behavior has caused. Stakeholders play a role in strengthening the cognitive capital of the Jodipan community. Strengthening cognitive capital has become the main capital in strengthening structural capital that has binding strength for the entire Jodipan community.

The role of structural capital has also been proven to be able to change the behavior of the Jodipan community in managing waste. Through policies taken by the management of the Jodipan village tourism community, community waste management is far better. At present, the Jodipan community has collaborated with the Malang City government regarding the disposal of waste produced by local communities, as well as tourists who visit. Malang City Government regularly plays a role in the process of transporting waste, besides that the government and the community have provided trash bins in every house in the Jodipan area that can be utilized by the community and tourists alike. This proved effective in maintaining the cleanliness and sustainability of the KWJ.
The geographical condition of the Jodipan village, which is located along the Brantas riverbank, has its own challenges in environmental management, especially in water management. The Jodipan community does not make it possible to make good water recharge given the texture of landslide-prone so that if the rainy season comes in the potential for flooding is still quite high. This certainly requires innovation, the role of stakeholders is needed to realize this, given the limitations of the HR community in knowing, understanding and implementing the concept. This can be done by strengthening the cognitive capital of the Jodipan community.

Social Capital and Social-Cultural Sustainable Urban Tourism

The level of community satisfaction can be measured by the benefits that can be felt directly for the community, such as an increase in community income. The role of social capital, especially structural capital is proven to be able to regulate and manage the Jodipan community in maintaining and developing KWJ through direct community participation, both during the decision-making process and utilizing KWJ for economic empowerment. This is what directly gives satisfaction to the people in the Jodipan area.

The presence of the KWJ has been able to strengthen the social life of the Jodipan community. The values of tolerance, social solidarity, mutual respect and mutual helping behavior are strong social capital for the Jodipan community in developing KWJ. Recognition of these values can be seen from the togetherness of the Jodipan community who work together to carry out periodic painting of houses in Jodipan. This was done unconditionally considering the benefits obtained by the existence of the KWJ had been felt by many people. This proves that social capital will be well formed if people have the same understanding (cognitive), have a level of togetherness and help each other between citizens (relational), and obey the rules set by the KWJ leadership (structural).
Visitor satisfaction can be measured by KWJ's ability to implement A5 criteria consisting of attractions, access, accommodation, amenities, and awareness to increase the satisfaction of tourists visiting KWJ. The strength of social capital in implementing the 5A concept is proven to have an impact on the management of tourist areas for the better. This can be seen from the increasing number of tourists visiting Jodipan KWJ, especially during weekends and/or national holidays, the number of tourists visiting has reached 4 times from 500 to 700 tourists outside weekend days. One thing that is done by the community to increase tourist satisfaction is by updating tourist attractions that are popular in the community, such as the world cup, and so on.

![Figure 2. Sustainable Urban Tourism Model base on Social Capital](image)

**Conclusion**

This research proves that social capital plays a role in efforts to achieve sustainable urban tourism. Nevertheless, it is necessary to strengthen social capital through the role of
stakeholders both by providing critical awareness, strengthening institutions, and integrating resources. Strengthening social capital is proven to be able to increase the motivation, ability, and opportunities of the community. Stakeholder support and good tourism governance further strengthen urban tourism development.

This study also confirms that: First, social capital proved to play a role in supporting the realization of Economic Sustainable Community-Based Tourism. Structural capital and relational capital owned by the community in the Kampung Warna Warni Jodipan area have had a positive impact on the creation of economic benefits, Local Jobs and Participation, Institutional Mechanism to Ensure Economic Benefits for all stakeholders involved, and the creation of visitor management to provide the best service for visitors who come. Second, social capital has proven to play a role in supporting the realization of the Environmental Sustainable Community-Based Tourism. The social capital of the community in Kampung Warna Warni Jodipan is proven to be capable of Protection of Natural Environment, Reducing Waste / Emissions, to produce Innovating / Adaptive Planning for Environment-friendly Plans. Third, social capital has also proven to play a role in supporting the creation of Social Sustainable Community-Based Tourism. This is evidenced by the increasing community well-being and satisfaction in tourist destination areas, increased Community Participation and Empowerment, and gradually and continuously Visitor Satisfaction.
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Using cognitive and non-cognitive factor to explore food waste behaviour in hospitality management students, thailand

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Abstract
This study aims to investigate hospitality management students’ behaviour towards food waste within the framework of the Theory of Planned Behaviour extended with the Theory of Interpersonal Behaviour. The samples of this research which are 425 hospitality management students residing in Bangkok, will be randomly interviewed. Questionnaires will be used to measure the attitude to food waste, subjective norms, perceived behavioral control, emotions in relation to food waste, behavioral intention to reduce food waste and food waste behaviour. Understanding this research gap of food wastage is imperative given the social, financial, environmental and ethical in this dynamic industry. Since this article is a working paper, it is waiting for the empirical test results to be received in the future. If this research is complete, the results provided by this study could assist engagement plan to enhance hospitality management student’s awareness and behaviour regarding the food waste reduction scheme.

Keywords: Food waste, Theory of Planned Behaviour, Theory of Interpersonal Behaviour

Introduction
Food waste has important environmental, social and economic impacts and increasing attention has been given lately to the unparalleled scale of food waste in the food supply chain worldwide. Food waste is a significant global problem, recent estimates suggest that
globally food losses and waste even though appropriate for human consumption, each year food lost, and food waste are estimated about 1.3 billion tonnes, account for one-third of food produced for human consumption (Gustarvsson et al., 2011). This contributes to food waste resulting from the decision to discard food that still has nutritive value and is most often associated with the behaviour of the food service and consumers (Aschemann-Witzel et al., 2015). The environment cost of food waste is significant, and resources required to produce the food as well as emissions associated with any food wasted (Sally et al., 2017). According to the FAO of the United Nations (FAO, 2012), food waste contributes to the demand for agricultural land, placing increased pressure on the world’s already dwindling forests. Food waste further has implications for water wastage (Ella et al., 2014). More than 95% of the food waste ends at landfill sites, where it is converted into methane and other greenhouse gasses. Its effect on climate change is catastrophic (Melikoglu et al., 2013).

The reduction of waste has also been addressed by Thai Government within the national save food campaign, endorsed by partner of the Save Food Network, and it is the first of its kind in the ASEAN region (FAO, 2015). Research concurs that age influences food waste amount younger people wastage food higher than older people (Quested et al., 2013; Secondi et al., 2015). It was observed that EU-28 youth aged 15-24 are the segment of population most inclined to waste food and therefore they need to be monitored more carefully (FAO, 2012). From the literature review, however, there are a limited number of relevant studies on Thai’s youth behaviour toward food waste reduction. Youths proved to be the segment of the population most inclined to waste food and therefore they need to be monitored (Mondejar-Jimene et al., 2016).

The aim of this study is to examine both cognitive factors (attitude, subjective norms, perceived behavioural) and non-cognitive factors (emotions) which are determinants of hospitality management students’ food waste behaviour, by surveying students residing in
Bangkok. These data will be used to test a conceptual model of food waste behaviour that are based on the theory of planned behaviour, the theory of interpersonal behaviour and the comprehensive model of environmental behaviour.

**Literature review**

*Hospitality food waste*

Food waste epitomizes an unsustainable system of food production and consumption. Although food waste is a major global problem, there is not a consistent definition of food waste in the research literature. For the purpose of this study, food waste is defined according to the Food and Agriculture Organization of the United Nations (FAO) as the amount of food wasted in foodservice chains, with food referring to “edible products going to human consumption” (Gustavsson et al., 2011). Food waste is perceived as a mounting yet avoidable challenge has driven the United Nations to adopt target 12.3 as part of the 17 Sustainable Development Goals to “by 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses” (UN, 2017). There is some evidence that such goals may be feasible (Beretta et al., 2013), though waste avoidance will be closely interlinked with management and consumption practices. To date, the research has discussed the importance of quantification measuring food waste in the food supply chain, in order to grasp the real dimension of the problem, to identify the various sources of food waste and to define a baseline to monitor reduction over time (Papargyropoulou et al., 2016; Silvennoinen et al., 2015). Further research is necessary to better define effective managerial solutions for food waste mitigation in food service. Once the raw food materials and ingredients are received by the hotel; food is prepared, cooked and served. During this stage, food wastage occurs especially in the preparation stage. For example, a study on a five-star hotel restaurant in Malaysia reported a
daily average of 95.4kg of food wasted before cooking due to various reasons such as hygiene, wrong portion size, etc (Papargyropolou et al., 2016).

The hospitality industry exposes frontline workers with moral and ethical situations. However, the view of food wastage has not been identified as ethical consideration among hospitality students in the last years (Goh and Jie, 2019). For example, one of the pioneer studies on hospitality students’ perception of unethical behavior in hospitality did not reveal food wastage in their elicitation study (Enghagen and Hott, 1992). The lack of recognition and consideration by hospitality employees that food wastage is unethical is a worrying trend, the hospitality industry is providing adequate ethics training to their employees.

Research concurs that investigated The theory of planned behaviour (TPB) and other factors related to waste recycling intention in Bangkok, found attitude toward perceived facility condition, and perceived skill were identified as psychological factors influencing the intention of waste recycling. External subjective norm and awareness have been shown to be associated to the intention (Ittiravivongs, 2011). However, this study did not investigate food waste intention and behaviour influencing. In addition, Vassanadumrongdee (2018) conducted a survey factors influencing source waste separation intention to recycling in Bangkok that found both subjective norms and knowledge on municipal solid waste situation be a positive correlation with Bangkok residents’ source separation intention.

**The theory of planned behaviour**

The theory of planned behaviour (TPB) has been used widely for many studies of environmental behaviour included in food-relate behaviour to explain behavioural intention. In a model proposed by Kaiser et al. (Kaiser et al., 1999) environmental attitude was found as a powerful predictor of environmental behavior. This study employed Ajzen’s theory of planned behavior to confirm three measures as orthogonal dimensions by means of factor
analysis on environmental knowledge, environmental values, and environmental behavior intention. In this model, environmental knowledge and environmental values explained 40% of the variance of environmental behavior intention that, in turn, predicted 75% of the variance of general environmental behavior. The TPB suggests that behaviour is directly determined by intentions, which in turn are prediction by attitude, subject norms and perceived behavioural control (PBC). Attitude refers to an internal quality of a person which influences his or her behaviours, interaction and responses to do something they like or dislike over the surrounding environment, including people, things and social phenomena they associate with. Subjective norms are made up of the perceived expectations of other people who are important to the subject which account for consumers’ social pressure to engage in the behaviour and are hypothesized to contribute to stronger intentions to perform the behaviour (Ajzen, 1991). The final antecedent of intention included in the TPB, perceived behavioural control, was added to extend the applicability of the theory to behaviours which are not under complete volitional control (Stancu et al., 2016). Past researches have been successful to make understanding of consumer food waste behavior and demonstrated that consumers’ perception about food waste are important determinants of food waste behavior (Quested et al., 2013) and shown the relative of attitudes, subject norms and perceived behavior control as predictors of consumer food waste behavior (Visschers et al., 2016).

Thus, researcher expect that attitudes, subjective norms, and perceived behavioural control will account for significant variance in intentions and these variables will emerge as positive predictors of intentions. In line with the TPB, researcher also expect that intention will be a significant and negative predictor of food waste behaviour which the greater the intentions to reduce food waste, the lower the food waste behaviour that will be observe (Rusell S. V., 2017).

The theory of interpersonal behaviour
The theory of interpersonal behaviour (TIB) (Triandis, 1977) includes the theory of reasoned action (TRA) and theory of planned behavior (TPB) concepts. New factors are also included in this context, which are emotional factors (Moody and Siponen, 2013). The TIB identified emotion as a key driver of behaviour by Triandis (1997). Researcher argue that emotions are likely to play an important role in driving food waste behaviour. In so doing, the TIB provides a broader understanding of what may lead to personal use of the reduce food waste.

Past research has shown there has been a lack of research that emphasizes the non-cognitive determinants of food waste behavior. Indeed, research on pro-environmental behaviour more generally has shown that the non-cognitive variables of emotions are important drivers of behaviour (Russell S. V., 2017). More recent work shown the emotions have an effect on conservation decisions which there is also evidence to suggest that positive emotions may also be important in determining environmentally relevant behaviours. The positive anticipated emotions had a positive effect on intentions to engage un energy saving behaviour (Webb et al., 2013). Moreover, although qualitative research has suggested that emotions may be related to consumers’ food waste behaviour, some showed that participants reported a sense of guilt about wasting food. Thus, researcher expect that emotions in response to food waste will have a direct positive relationship to behavioural intention to reduce food waste and food waste behaviour.
Figure 1. Conceptual model framework to determine of food waste behaviour

The TPB also proved to be easily adaptable and flexible for analyzing the additional role of concepts not included in the original model (Collins and Mullan, 2011). This study using the TIB (Triandis, 1977) and the comprehensive model of environmental behaviour (Klöckner, 2013) are supplemented of TPB. The relationships which link this complex behaviour and the various components foreseen by this conceptual model framework are illustrated in Figure 1, the following researcher hypotheses (Hs) were formulated:

**H1**: Cognitive factors including Attitudes, Subjective norms and Perceived behavioural control of food waste will be related to intentions to reduce food waste.

**H2**: Non-cognitive factors especially emotions in response to food waste will have a direct positive relationship to behavioral intention to reduce food waste and food waste behaviour

**H3**: Intentions to reduce food waste will be related to food waste behaviour.
Methodology

Participants

This study focused on those hospitality management students who require monitoring and education in order to modify their behaviour to prevent food waste. The key objective is to elicit information pertaining to hospitality management students’ attitudinal, normative, perceived control and emotional factors toward their food wastage behavioral intention. The samples of this research which are 425 hospitality management students in Dusit Thani College, Bangkok, will be randomly interviewed. The participants are hospitality management students usually consume and produce food. The overall motivations towards their food wastage behaviour was recognized with a mixture of positive and undesirable attitudes, while social norms elicited influential reference groups, and perceived behavioural control measured perceived obstacles. It is important to note the rationale to use hospitality management students in this research sample as past studies investigating hospitality issues have used students’ current attitudes to predict their intentions and future behaviour with much success (Goh and Jie, 2019)

Data collection

Adopting the TPB and the TIB as a quantitative framework has been demonstrated to be a systematic methodology in identifying key themes and categories about a behaviour. According to conceptual framework (see Fig. 1), individual behaviour towards food waste behaviour, an online questionnaire study will conduct with a participant. Questionnaire survey contain 4 parts. The first past includes the independent measures concerning demographic characteristics, attitude, subjective norms, PBC and habitual food waste behaviour. The second survey will measure emotions. The third past will measure behavioral intention to reduce food waste and the final past will measure food waste behaviour. In the
first, third, and fourth part, the respondents will give answers indicate their level to agreement to a five-point Likert scale with 1 referring “strongly disagree” and 5 referring “strongly agree”. While the questions in the second past, responses are dummy coded with 1 to indicate the presence of the emotion and code with 0 to indicate absence.

**Data analysis**

The quantitative data obtained will be analyzed with descriptive statistics such as Mean, Standard Deviation and inter-correlation among the independent and dependent variables. The attitude, subjective norm, PBC and behavioural intentions will measure the level of internal reliability by Pearson correlation. Thus, a hierarchical multiple regression analysis will conduct using the revise TPB framework. A path analysis will conduct using M-Plus structural equation modelling (SEM) software program to test and validate exploratory models.

**Conclusion**

This study as a quantitative is to explore the food waste behaviour of hospitality management students by using a comprehensive model integrating with cognitive factors determine by attitudes, subjective norms and perceived behavioural control, consisting with theory planned behaviour (Ajzen, 1991) and non-cognitive factors determine by particularly emotions consisting with theory of interpersonal behaviour (Triandis, 1977).

Following the TPB, researcher expects attitudes, subjective norms and PBC will emerge as positive predictors of intentions to reduce food waste. Also, expect that intentions will be a significant and negative predictor of food waste behaviour, in that the greater the intentions to reduce food waste, the lower the food waste behaviour. Consisting with the TIB, suggests that emotions in general are important predictors of behavioural intentions. Thus, researcher
expects both positive and negative emotions in response to food waste will have a direct positive relationship to behavioural intention to reduce food waste and food waste behaviour. Since this is a working paper, the empirical results of the study will be provided in the near future. The researcher expectations which hospitality management students will hold negative attitudinal factors toward wasting food such as feeling guilty and acknowledge the consequences food wastage has on society. Hospitality management students will be conveyed a mixture of positive and undesirable attitudes towards food wastage in hospitality and revealed a reasonably negative attitude towards food wastage in hospitality sectors. This sees an element of ethical dilemma where food wastage is perceived negatively as being unethical, emotions of guilt, bad for the environment, and throwing money away. At the same time, it is anticipated that the findings will be beneficial to management teams in Bangkok or Thailand where they can be applied for strategic planning, policy and guidelines food waste reduction, including an engagement plan to enhance hospitality management student’s awareness and behaviour regarding the food waste reduction scheme. This can become a good practice with the sustainability development concept of Thailand.

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Development of Environmentally Sustainable Tourism in Sundarbans, Bangladesh

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Abstract
Tourism becomes one of the crucial and rapidly growing economic sectors in Bangladesh. Given the very existence of tourism itself is deeply depends on the availability of a well-protected and well-managed ecosystem, it is worthwhile to examine the nexus between tourism and environment. Considering that, the current study aims to investigate the development of environmentally sustainable tourism in Sundarbans, Bangladesh. A destination rich in mangrove forest and diverse wildlife to discover a balance between an improved quality of life for the local community and host destination area. Ecotourism has been recognized worldwide as a sub section that enhance environmentally sustainable tourism development. Nonetheless, sustainable tourism development and ecotourism development is no straightforward simply define concerning to their implementation. The main aim of this research is to deep investigate sustainable tourism relationship to environmentally ecotourism. While it developed that own conceptual model on the sustainability objectives of ecotourism area’s in the Sundarbans, Bangladesh.
Both sustainable and non-sustainable are practices of these sites identifying purpose. Therefore, the genuine goal involves discovering key components within specially the Sundarbans area that protection for future generation the sustainable development of ecotourism significantly. It is true that a qualitative research generally applying secondary data is used as the empirical foundation as well. Findings from this study cultural ecotourism may seek to protection scary sites and keep preserve cultural traditions and assure that experience is positive for the tourist and the local community as essential steps to enhance the sustainability of the sites. Findings further that the construction of Bangladesh government proposed nuclear power plant near the reserve forest area Sundarbans and other threats from climate change are key factors that hazard the sustainable tourism development of ecotourism in the area effectively.

Keywords: Sustainability, Environment, Sundarbans Bangladesh, Tourism.

Introduction

In part of the expanding eagerness about sustainable ecotourism just as rapid development of the travel industry related organizations around the world. In Bangladesh, it has opened as one of the many area’s settings for site-seeing, wildness and adventure experience just as generally fundamentally goal with environmentally sustainable tourism. The travel industry that assesses its present and future economic, social as well as ecological effects, distinguishing the requests of tourist, the industry, nature and local communities (Guide & UNWTO, 2005). In addition to that sustainable ecotourism is concept likewise as travel to the natural areas that creates an understanding of cultural as well as natural background of the environmentally, safeguarding the integrity of the ecological system while generating economic opportunities that make the conversation of natural resources benefits to local communities as well as economic development for the country. It is certainly true that sustainable ecotourism includes visiting fragile, pristine as well as relatively undisturbed
natural land areas (Khondkar & Anis, 2014). While it is a little impact as well as limited scale alternative to standard enormous commercial mass tourism. Additionally, its objectives are often to educate the tourists, awareness to people, to protection for sustainable ecological conservation areas, to directly impacts the economic development of local inhabitants and country, to take initiative for sustainable environmentally. Moreover, sustainable tourism is considered a vital endeavor through environmentalists in that sense future generations may able to experience places relatively untouched by minimal human intervention activities. Furthermore, sustainable tourism is associated with living parts of the natural environments like landscape, mainly targeting on environmental sustainability, economic growth, adventure, flora, fauna and experiencing about nature. Indeed, social and cultural heritage may become one of the primary attractions for visitors. Therefore, sustainable tourism, travelers gain significant insight about how their activities deplete impact on the environmentally.

**Literature Review**

Arsenijevic and Bohanec (2011) form that the term sustainable ecotourism must be understood in affiliation with five criteria such as: nature conservation, low impact, sustainability, meaningful community involvement as well as environmental education. It hypes about sustainable ecotourism rises from the concept of the nature basis tourism impacts on environment (Ruhanen, Weiler, Moyle, & McLennan, 2015). Additionally, according to the concept of sustainable tourism development, the tourism can be sustainable if development meets the needs of present tourists as well as locals while protecting future generation. Deegan and Moloney (2005) observed for Ireland west that strong correlation of the tourist succor to economic growth and employment. In the context of overall macroeconomic activity there is a solid reason to believe that tourism can be a significant contributor to economic development in the years ahead if an appropriate emphasis and
strategy is developed. Many researchers observed that middle income countries are deprived of benefits from tourism sector as well as recommendation about proper planning that includes the socio-cultural, economic as well as environmental factors (Butler, 1974). Moreover, tourism industry business practitioners as well as international organizations started operating with tourism & started to use it as an effective tool for reducing poverty alleviation as well(Jafari, 1974).

Okazaki (2008) showed that community participation in the tourism planning process is advocated as a way of implementing sustainable tourism. This paper demonstrated that the principal theories used to discuss community participation including the ladder of citizen participation, power distribution, collaboration processes as well as social capital formation as well. In fact, tourism industry that takes full account of its current as well as future economic, social & environmental impacts, identifying the demands of tourists, the tourist industry, the environment as well as local host communities (Sustainable, 2005).

Sustainable tourism is about supervision tourism's impact on the environment, communities as well as the future economy to make sure that effects are positive rather than unenthusiastic for the advantage of future generations effectively (Dredge & Thomas, 2009). Making tourism more sustainable is not just about controlling and managing the negative impacts of the industry. Tourism industry is in an enormous special position to benefit domestic communities, economically as well as socially, and to raise awareness as well as carry for conservation of the environment circumstance. There is also growing positive reception of the potential role of tourism in addressing world poverty, by bringing sources of income to the heart of some of the poorest communities in the particular area (UNEP, 2005).

**Case Study Area**
One of the largest destinations for sustainable ecotourism is the Sundarbans which covers 10,000 square kilometers. About 66% of the whole mangrove woodland territory is assessed to be in Bangladesh and the staying 34% is in India. It includes about 55% woods land and 45%. The bunch of islands frames the biggest mangrove woodland on the planet. Bangladeshi part of Sundarbans is a UNESCO world heritage site declared by UNESCO in 1997. It is a unique and greatest mangrove forest throughout all over the worldwide. About the Sundarbans, an enormous solid offshore marine environment situated nearby enough to the longest and largest natural safe sea beach Cox’s Bazar, as well as a unique coral island the St. Martin’s Island effectively (Khandakar, 2014). The harmony co-existence of human as well as nature can best be studied in Bangladesh successively, which it contributes huge exciting and learning experience to the tourists. If legitimate steps can be taken to protection sustainable ecotourism spots along with enough measures to make the place as eco-green tourist friendly atmosphere with necessary policy to accept sustainable ecotourism, then genuinely the social economic development condition of domestic inhabitant people will be improved as well as Bangladesh will be able to earn a massive amount of foreign currency by Sundarbans environment sustainable tourism (Ahsan, 2008). According to World Tourism and Travel Council, 2018, The direct contribution of Travel & Tourism to GDP was BDT427.5bn (USD5,310.4mn), 2.2% of total GDP in 2017 and is forecast to rise by 6.1% in 2018, and to rise by 6.2% pa, from 2018-2028, to BDT824.0bn (USD10,235.7mn), 2.1% of total GDP in 2028. In 2017 Travel & Tourism directly supported 1,178,500 jobs (1.8% of total employment). This is expected to rise by 3.0% in 2018 and rise by 3.1% pa to 1,648,000 jobs (2.1% of total employment) in 2028. Travel & Tourism investment in 2017 was BDT83.0bn, 1.4% of total investment (USD1,031.0mn). It should rise by 8.0% in 2018, and rise by 6.1% pa over the next ten years to BDT161.8bn (USD2,009.7mn) in 2028, 1.5% of total.
Discussion

Social Impacts

Along with economic as well as environmental impacts, sustainable tourism can have social effects positively. There are no evidence about permanent residents inside the Sundarbans although approximately 300,000-600,000 people earn their livelihood collecting honey, tree leaves, palm leaves, cutting grass, cutting wood, as well as catching and drying fish (FAO, 1994). All other than the fishermen who live in short-lived huts on the Dublar Char area, most live in boats as well as they can be trained as forest guides for visitors (Salam, Lindsay, & BEVERIDGE, 2000). Additionally, many of them unemployed in the neighborhood could be employed within the service industries, accompanying jungle boat trips as well as wilderness trails & working with in transport operation as well. Furthermore, small handicrafts industries, including basket work, weaving, leather goods, brass ware, jute products as well as making clay pots can be established in nearby rural area. For instance, one such industrial area already existing in the old town of Khulna division area, which could be the center of such industry expansion in this region. Therefore, when these neighborhood’s people as well as the workers can be directly benefited economically from sustainable
tourism, they may support and save nature, wild animals, flora and fauna, habitat-protection in the Sundarbans for future (Islam & Gnauck, 2007).

**Economic impacts**

Economical Support from Sundarbans, Bangladesh. It plays vital role in the economically of the south-west part of Bangladesh regional economy as well as in the national economy significantly. It has one of the largest sources of all kinds of forest products in throughout the country. There are variety of the raw materials for wood-based industries for instance timber, fuel wood, pulpwood and so on, massive scale harvest of non-wood forest products likewise different equipment, honey, fish, as well (Sohela, 2013).

Sarker and Huibin (2018) constituting about 51% of the total reserved forest estate of Bangladesh, while it put in around 41% of total forest income as well as accounts for about 45% of all timber as well as fuel wood output throughout of the country. There are significant number of industries such as newsprint mill, match manufacturer factory, hardboard mill, boat building factory, equipment wood making factories mainly based on the raw materials, raw wood, wood pulp obtain from the Sundarbans forest materials products as well as plantations help generate considerable service as well as income invention opportunities for at least approximately half a million of nearby Sundarbans inhabitants directly and indirectly (Shoeb-Ur-Rahman & Binte Shahid, 2012).

**Environment impacts**

Provocation of wildlife sustainable tourism has the probable to cause harmful environmental impacts in the Sundarbans, Bangladesh. There is mainly issue about disturbance of wild animals. For instance, sometimes birds may attract by whistling, which is bring them out into the open to encounter the criminal (Salam et al., 2000). Additionally, visitors can be set fired to the forest area, which is massive dangerous if it can be run out of control situation, it may
destroy the vegetation as well as wild animals’ environment. Sea level increasing - Indeed, the rising in sea level has disadvantaged for the people of their main sources of living like agriculture plant as well as fishing. Thus, a plenty of agricultural land is being suffered under the water significantly. Salinity in water- In fact, the river water salinity rate slowly rising with time as well as many rivers have affected by the saline water in the Sundarbans due to scarcity of the fresh water from the Ganges river. Climate change – due to temperature rise, it has elevated in the last decades. Additionally, also climate would cause rising in the cyclone speed up as well as enough rainfall significantly (Smith et al., 2009).

Implication of the study and contributions

The Sundarbans has different significances like the other mangrove forest in the various place around the world. Nevertheless, In the aspects of Sundarbans sustainable ecotourism focus of environmental activities and social impacts about maximize economic benefit for the local communities, peoples who living in and adjacent to natural as well as protected areas. Seek to assure that sustainable tourism development does not exceed the social as well as environmental limitations of sufficient change as decided through with local people. Sustainable ecotourism depends on infrastructure development that has been refined in synchrony with the environment, reducing use of fossil fuels, conserving local tree plants as well as wildlife, and it mergers with the natural environment & cultural environment as well.

The main implications study of which is to mature sustainable ecotourism area of Sundarbans by conserving natural resources as well as promoting community-based interests and preserving local cultural values of the local inhabitants by assure their participation in the whole process and activities. Sustainable ecotourism could be one of the fastest growing parts of the tourism industry and that it requires to take effective initiative make proper strategic planning for effective implementation of National Tourism Policy in Bangladesh. The
contributions suggestions are as follows such as: Educating local communities about sustainable ecotourism and its conservation. To maintain essential parts are required from law enforcement department for maintaining the serenity of the sites effectively. To provide more cheaper motel or cottage nearby Sundarbans. Sufficient facility and availability of restrooms, refreshment zones, waste movement are top preference. All kinds of tourist facilities are essential like easy access travel from anywhere. Disciplinary actions must be taken on violations of code of conduct fixed for the visitors. To assure about economic benefits for local people, local communities and country.

**Conclusion**

As Sundarbans is one of the largest mangrove forest natural beauty all over the globe. Due to its biodiversity, we do proud of its unique forest attributes as well as complexity wildness attraction effectively on it as well. Therefore, we should take necessary steps significantly to protection for Sundarbans as well as it will be potential initiative steps to save forest for our beloved universe and its sustainable tourism environment long lasting for future. An enormous effort has been proceeded last few decades about to enhance people’s awareness as well as educate them on significant various issues of social aspects such as environment conservation, biodiversity protection, social-cultural heritage preservation and so on. There is significant factor, Bangladesh government has since been taken up multiple programs to create awareness amongst the people to conserve as well as save the Sundarbans as well. Among this, there are powerful social-economic obstacle threats due to lack of knowledge, education, unemployment issue as well as scarcity of resources for income opportunity. Another issue, lack of transportation issue and logistics support from their local remote area, they unable to get advantages as well as obstacle about cold storage facilities for preservation of their products and marketing problems as well. Thus, the massive threats to protect
Sundarbans forests due to increase population, deplete land area for agriculture, urban expansion, scarcity of fresh water and mining successively.
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酒店服务专业德育课融入职业素养教育的实践与探索

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【摘要】技工院校酒店服务专业德育课堂要突出职业教育的职业性和实践性特点，通过课堂把德育的内容、思想和要求，真正融入学生头脑之中，并转化为现实的行为。笔者从德育师资、课堂内容、教学方法及教学形式等方面，将职业素养教育贯穿于整个德育课堂之中，发挥了积极的育人作用，提高了学生的职业素养。

【关键词】酒店服务 德育 职业素养 实践

酒店服务不同于其他行业的显著特征之一是服务。员工能否提供优质服务，取决于他们的职业素养。酒店服务专业所需要的职业素养包括酒店职业道德、良好的服务意识以及对职业的认同等。这是学生形成正确价值观的教学内容。作为技工学校德育课的实施者，笔者在酒店服务专业德育课上将职业素养教育贯穿于整个课堂之中，发挥了政治课积极的育人作用，帮助学生形成了正确的职业思想和职业道德，为学生对口就业打下了坚实的基础。

一、加强德育教师的酒店服务专业知识学习，增强学生对职业素养的认知

在技校德育课堂建构以职业素养为导向的德育课程体系，对德育课教师提出了更高的要求。教师自身对本职工作的态度、看法都会对学生就业的价值取向产生直接的影响。因此，德育教师不仅要有扎实而宽厚的专业基础知识和较强的管理能力，还要有敬业精神、奉献精神、良好的师德等人格魅力，这样才能对学生职业素养的培养起到积极的促进作用和潜移默化的影响。

因此，笔者通过自身对酒店服务专业知识的学习，让学生自觉放弃对专业知识畏难怕苦的思想，主动参与到知识的学习之中。
第一，积极参加酒店服务专业的技能证考试。为了更好地在德育课教学过程中实施酒店专业知识的职业素养培训，笔者先后参加了餐厅服务员高级工及技师的学习考证。看到老师通过努力取得两个专业资格证书，增强了学生学习专业的信心。

第二，积极参与企业实践。利用学校安排学生到企业见习的机会，笔者参与到酒店的服务部、备餐部、公卫部等部门学习，亲身体验行业对人才的要求，了解岗位职责，再把自己亲身实践的体验融入到教学中，不但强化了学生的专业技能，而且让学生明白服务行业所应具有的良好的服务意识及沟通协调能力的重要性。

第三，主动与专业教师学习交流。在专业知识学习的过程中，还要依靠集体和相关专业老师的帮助和指导，在学习过程中对知识的理解和掌握可以和专业老师一起切磋、探讨、交流，不断加深对酒店服务专业知识的理解并增强运用的能力。

随着互联网+时代的到来，学生获取知识的途径越来越多，知识面也越来越广，老师的知识也要向纵深、宽广发展，不断地充实、提高自己，同时德育教师对专业知识的学习不仅是对德育教学的补充，更是为了有的放矢地在德育课堂中对学生实施职业素养教育。

二、切实改进德育课的教学方法和内容，提高学生的职业素养

技校德育课应该体现职业教育的特点，突出职业性、实践性。

1. 设计教学内容，突出德育内容的职业性。

在遵循“实用为主，够用为度”的理念下，对现有的内容或精简，或摒弃，或更新，挖掘教材的德育元素和职业性元素，使德育课教学内容与酒店服务专业的学生的特点和就业需求相联系，从而更加具体化与个性化。

因此，在教学内容的设计上，做到四培养。第一，渗透人文关怀，培养职业情感。德育课堂更多地关注学生对专业情感的培养，对于学生比较关心的诸如实习、工作
中的人际交往、客服纠纷等热点问题，教师实事求是、客观地予以解答，释疑解惑，丰富学生的职业情感体验。第二，结合生涯规划，培养职业理想。通过引导学生对自我、职业、社会的认知，正确地做好职业生涯规划，与学生牵手走进健康快乐的酒店服务的职业生活。第三，联系工作环境，培养职业责任。从培养学生对自己负责的态度入手，引导学生敢于承担家庭、社会的责任，教育学生正确对待工作中可能出现的问题，从而引导学生担负起工作的责任。第四，结合专业标准，培养职业习惯。教育的目的就是培养习惯，结合酒店服务的工作环境和专业标准，引导学生不断地调整、修正和强化自己已有的行为习惯，养成良好的职业素养。

2、改变教学方法，突出德育方法的实践性。

教育家杜威说：“教育即生活。生活是经验继续不断的重组和改造。”德育实际上也是培养人实践能力的重要学科。因此，在德育课的教学过程中，综合采用自我学习、任务驱动、情景教学、案例分析等教学方法，同时有意识地选择与酒店行业相关的案列、事件、场景，引导学生体现人物的职业性、代表性，调动学生积极参与德育教学的全过程，使学生的学习过程与行为过程有机地结合在一起，从而达到培养学生职业素养的教学目标。如：在消费观的教学中，学生了解了不同的消费心理。于是设计了针对不同消费心理的人群，请学生作为服务员向客人销售酒店的招牌菜。通过以上教学方法的运用，学生学会了对自己所学专业知识进行重新整合应用，提升了学生的职业素养。

通过对酒店服务专业德育课堂的教学方法、内容的变化，较好地发展了学生非智力因素，技能因素，为提高学生职业素养走向社会奠定了基础。

三、构建创新的课堂教学形式，提高学生的职业素养
德育课的教学创设以贴近社会生活、联系工作实际为主，达到培养学生自主性、参与性、创造性为主的课堂教学效果。构建创新的课堂教学形式，形成有利于提升酒店服务专业学生职业素养的教学形式。

1、以酒店名命名班级名

如149酒服311班命名为311酒店，平行年级中酒店班成了321酒店。在学习中相互交流、相互评比、相互促进，取长补短；在课堂教学中不断强化学生的职业意识及服务意识。

2、引入酒店的管理形式

将酒店开工前的军训是德育课前的小报告，开工前的礼仪问好成了课堂上的师生问好，班级人员按酒店的不同分工予以分组，分别礼仪组、服务组、备餐组、营销组、公卫组。每一组根据自己的工作职责和特点参与课堂的讨论、活动，相互切磋、指导、交流。

3、餐厅实训设备进德育课堂

课堂教学中把情境涉及到的工作场景和设备也搬进教室，创设真实的工作场景，利于学生对德育知识及职业素养要求的理解、运用和实践，真正实现了“做中学”、“做中悟”。

4、将德育课堂延伸到课外

德育的育人功能要延伸到课外，把德育课的容量无限扩展，要求学生将所学的知识应用到其他课堂或课外，检验于实际，再在德育课堂上进行交流，以丰富学生的专业体验，提升感受能力。

5、综合采用多种考核评价方式
德育课的考核评价坚持将学生日常行为表现纳入评价体系，结合酒店服务专业所要求的职业道德要求标准来确定学生的考核项目，从课堂表现、课余表现等多角度、多渠道进行量化考核。通过定性与定量评价的结合，让评价更直观更具体。这种综合考核评价方式成了师生共同实现德育课教学目标的驱动力，更内化为学生成长的不竭动力。

综上所述，在以就业为导向，以能力为本位的教学理念的引领下，技校酒店服务专业德育课教学坚持以促进学生可持续发展，坚持抓住德育课这个主阵地，把职业素养教育有效地融入到德育教学的全过程，为学生成长、就业奠定了坚实的基础。

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