Marketing Sustainable Tourism Products




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Preface

BEST EN is an international consortium of educators committed to the development and dissemination of knowledge in the field of sustainable tourism. The organization's annual Think Tank brings together academics and industry representatives from around the world to discuss a particular theme related to sustainable tourism in order to move research and education in this specific field forward.

We are pleased to present the proceedings of the BEST Education Network (BESTEN) Think Tank XVIII entitled Marketing Sustainable Tourism Products. The event was held in Lucerne, Switzerland on June 19-22, 2018, in conjunction with The Institute of Tourism (ITW) at Lucerne University of Applied Sciences and Arts.

The term 'sustainable tourism' emerged in the early 1980s building on earlier concerns about the negative impacts of tourism and linking tourism to the wider sustainability movement. Despite 30 years of discussion of tourism and sustainability in academic and government documents, recent reviews suggest that there is considerable room for improvement in the practice of sustainable tourism.

These proceedings present work by academics and practitioners worldwide, conducted on various aspects of innovation and progress in sustainable tourism. They include abstracts and papers accepted by the scientific committee following a double-blind peer review process.

Twenty-two research papers were presented at the conference. From these, four thematic categories were identified. Presenters were then assigned to one of the following sessions:

- Sustainability Communication
- Sustainability in the Accommodation Sector
- Destination Sustainability Issues
- Sustainable Management

It is fair to say though that these research papers contributed to more then one of these sessional topics. Therefore, these proceedings present the contributions in alphabetical order recognising their contribution to the broader Think Tank theme.

The full proceedings are available on the BEST EN website www.besteducationnetwork.org/

The Editor and the BEST EN Executive Committee anticipate that readers of this volume will find the papers informative, thought provoking and of value to their research.

Best wishes,

John Pearce, Editor

Table of Contents

Organising Committee Members 3

Reviewers 4

Preface 5

Visitor management in protected areas 9

Julia Nina Albrecht 9

SMTE's use of SoMe and Sustainability 13

Andersen, Ida Marie Visbech 13

Can Direct Communication at the Point of Consumption Reduce the Attitude-Behavior Gap regarding Food Waste in Hotels? 19

Hannes Antonschmidt* & Dagmar Lund-Durlacher^ 19

The Munich Streetlife Festival: A case study on a green event – sustainability communication for behavioural change? 31

Elias Butzmann* & ^ Christina Tölkes 31

Indigenous destination development: Nudging key players to generate impact in sustainable tourism. 35

Astrid Frischknecht^ & Celiane Camargo-Borges* & Celeste Wilderom, ... 35

Sustainable tourism products and services: development of precincts for sustainable urban tourism 42

Felicite A Fairer-Wessels^ & Emma J Pearse* 42

Resilience thinking used as a sustainable tourism marketing tool for protected areas 64

Claire Louisa Fordred* & Kevin Mearns^ 64

Communication of Sustainability Efforts in the Hospitality Industry – How do small hotels act? 78

Sven-Olaf Gerdt* & Elisa Wagner^ & Prof. Dr. Gerhard Schewe° 78

Defining Small Accommodation Establishments: employing useful categories 83

Niki Glen * & Kevin Mearns^ 83

The role of tourism associations in supporting sustainable tourism industries: as study of N3 Gateway Tourism Association 109

Niki Glen* & Kevin Mearns^ 109

The role of research-based evidence in destination marketing and management 140

Yukari Higuchi * & Yasuhiro Yamanaka ^ & Hiroaki Hoshi° 140

Using Delphi technique to identify experts' opinion on conservation behaviours protecting the Great Barrier Reef 152

Karen Hofman* 152

Certification as a tool to identify sustainable tourism products – A comparative assessment of the quality of sustainable tourism certification schemes for businesses in Germany 156

Martin Balas, Wolfgang Strasdas 156

Community participation and stakeholder engagement in natural resource management. An opportunity for the co-creation of sustainable tourism products. 161

Umberto Martini* & Federica Buffa^ & Sandra Notaro° & Nicola Zeni∸ & Pier Luigi Novi Inverardi• 161

Advocating the utilisation of visitor book inscriptions to determine visitor experiences and satisfaction: the case of the Mnemba Island Lodge, Zanzibar. 181

Kevin Mearns * 181

Connecting through Stories: Adapting Communication to Create More Sustainable Tourism Products 196

Gianna Moscardo* & Karen Hughes^ 196

What to communicate about sustainability actions of Finnish holiday villa companies for Finnish and Russian consumers? 202

Katja Pasanen 202

Persuasive communication: an experiment on hotel guests' values, inconvenience and smart water-saving technology. 209

Pablo Pereira-Doel*, Xavier Font^ & Candice Howarth° 209

Deconstructing mass tourism with "upscale, all-year-round" tourism: local residents' perspective on mechanisms for mitigating seasonality 219

Tina Šegota* 219

Sustainable Experience: Innovative sustainable communication methods in the hotel industry 224

Annkathrin Weiss* & Matthias Straub^ 224

Socially Inclusive Holidays with Sighted Guiding: Motivations for Participation and their Marketing Implications 235

Kristof Tomej 235

Sustainability from a religious perspective: Muslim Hosts' Religious Perceptions on Western Tourism. 241

Peter Varga* & Petar Zivkovic ^ & Marie Astrid Rouger° & Lohyd Terrier∸ 241

Appendices 268
Conference Program 268
List of Participants 286

Visitor management in protected areas

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Key words: tourism management, tourism planning, visitor management, protected areas, New Zealand

Introduction and context

Visitor management refers to any intervention at the destination or tourism product levels that influences visitor behaviour and interaction with a place or attraction. In addition to its influence on the visitor experience, it is the most important means to mitigate or avoid negative impacts of visitation such as congestion, pollution, or damage to flora and fauna. Visitor management interventions are at the core of tourism management, and they are implemented in every protected area that is open to visitors. Despite this, the topic has received little attention in tourism research. This project presented here addresses this research gap by examining the organisational roles, functions and structures in visitor management in New Zealand. New Zealand protected areas have a wide range of possible management structures, differing depending on the type of protected area (National Park, eco-sanctuary, etc.) as well as on the funding structure (public or private). Another important differentiating factor is the degree to which management roles are carried out by volunteers. The study looks at how public, private, and third sector organisations in New Zealand manage visitors. The key aim of the research is a better conceptual and practical understanding of visitor management in protected areas, as well as in tourism destinations more generally.

The study goes beyond previous studies of visitor management that have been largely concerned with ‘how to’ approaches (Mason, 2005) by taking a supply-side (management) perspective. It links management interventions to specific management stakeholders and the roles and functions that they are mandated to perform (and actually perform) as well as their organisational structures. Investigating Regional Tourism Organisations in New Zealand, Pearce (2015) highlights the importance of integration and coordination of organisations in the context of destination management. The similarities in the institutional and economical contexts may mean that organisational behaviour with regard to visitor management shows similar characteristics but this has not been investigated in New Zealand or internationally.

Including the funding of organisations in this research is important as previous research has shown that the quantity and quality of visitor management policy is higher with higher funding levels (Hyslop & Eagles, 2007), and that limited staffing and budgeting for protected areas inhibits the reduction of visitor impacts (Lindberg & Hawkins, 1993).

Aim

In New Zealand, considerable variation occurs with regard to the organisational and inter-organisational implementation of visitor management, both in protected areas as well as more generally. This study includes protected areas such as the Crown Conservation Estate as well as publicly and privately managed eco-sanctuaries. This approach allows a specific set of visitor management roles, functions and organisations to be identified and investigated.

Establishing the benefits and disadvantages arising from the implementation of any particular organisational structure, the key aim of the research presented here is a better conceptual and practical understanding of visitor management for both the academic community and key stakeholders in the New Zealand tourism industry. The project takes a functional approach in that it assumes that the functions that a group or an organisation performs determine its structure.

The study addresses the following questions:

1. Which functions are performed by organisations in order to manage visitors in protected areas?
2. What organisational structures are in place to perform these functions?
3. What are the perceived advantages and drawbacks of these organisational structures?

Method

The study comprises an in-depth document analysis as well as interviews with key stakeholders at a variety of different protected areas that are open to visitation. As protected areas in New Zealand are managed by the public or Third Sectors, research participants have a wide variety of organisational backgrounds. Selection criteria for sites included in this research were a) the range of different ownership/ management arrangements, importantly including both public and third sector stakeholders, and b) significance for tourism as evident through visitor numbers and closeness to a larger (tourist) centre or gateway. The second criterion is important as protected area management involves many organisations with a focus on, for example, predator eradication rather than visitation. Stakeholders from eight different sites are interviewed, as well as stakeholders at the Head Office of the Department of Conservation. The qualitative semi-structured interviews were analysed using inductive coding. Limitations of this study are those typically associated with qualitative research as well as with case study research. These include a perception of researcher subjectivity, limitations to the possibilities for generalisation of the research, among others.

Findings and conclusion

As was to be expected, functions differ between public, private and third sector stakeholders as their responsibilities with regard to destination management, attraction management and visitor management are not equivalent across protected areas in New Zealand. The most notable finding here refers to the role of visitor impact management within VM. Although generally assumed to be a significant aspect of VM, only few interviewees identified impact management as a significant VM function, thus raising questions as to a) the relevance of impact management in that type of protected area, and b) whether conceptually speaking VM encompasses impact management functions. Regarding different organisational structures associated with the performance of the functions, it is found that while no single structure exists among the case studies explored here, there appears to be a tendency of involving some type of charitable trust type organisation as this allows accessing specific types of funding in the New Zealand context. The relative benefits and drawbacks of VM arrangements appear to hinge on the ways in which volunteers are involved in addressing the functions in question. While volunteers are appreciated for the labour and support that they contribute as well as for their project advocacy to the community in general, and, where applicable, also the financial aid via annual membership fees and donations, their varying degrees of professionalism and commitment can sometimes hinder what would in the corporate world be considered an efficient workflow.

Contribution

Theoretical contributions address the areas of tourism planning and management in nature-based and protected area tourism. Specific findings address the knowledge on volunteer involvement in tourism (management). Findings are practically relevant not only in the New Zealand context, but in all similar or comparable protected area governance systems. This includes those where there is a large dependence on government funding as well as a significant proportion of protected areas (such as Canada, the US, or Scandinavian countries).

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SMTE's use of SoMe and Sustainability

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Key words: SoMe, Small medium sized tourism enterprises (SMTE's), Sustainability, Tourism.

Introduction

Social media (SoMe) is one of the most powerful online networking tools and has been integrated into both social and economic aspects of society (Zeng, 2013). The growth of SoMe have seen a large increase in recent years. The number of active Facebook uses have doubled in just 5 years from 1 billion in 2013 to more than 2 billion in 2018 (Statista, 2018a). The most visited sites online are search engines like google and social networking sites like Facebook (Statista, 2018b). Research in the area of SoMe is still limited and academic research has not been able to keep track with the exponential growth in the use of SoMe in the tourism industry (Leung, Law, van Hoof, & Buhalis, 2103; Lu, Chen, & Law, 2018; Zeng, 2013). However, research into the role of SoMe holds great promise for tourism scholars who seek to advance the theoretical understanding of SoMe use in the tourism industry (Cabiddu, De Carlo, & Piccoli, 2014). Research has been conducted in various areas of SoMe from either a supplier perspective (Du, Yalcinkaya, & Bstieler, 2016; Moro & Rita, 2018; Roy, Maxwell, & Carson, 2014) or a consumer perspective (Amaro, Duarte, & Henriques, 2016; Cabiddu et al., 2014; Harrigan, Evers, Miles, & Daly, 2017; Kim, Kim, & Heo, 2016)). SoMe plays a very important role in the tourism industry (Zeng, 2013) yet an extensive academic exploration of how SoMe can be a driver for other business areas such as sustainability remains impartial.

Aim

The aim of this research is determine the use of SoMe in small medium sized tourism enterprises (SMTE's). The research seeks to determine how SMTE's use SoMe, to what extent and discovering how the use of SoMe are connected with the company's orientation towards sustainability. A majority of business believes that integrating sustainability into their business models is of great importance, including satisfying social needs and reducing environmental impact (Du et al., 2016). Despite the widespread academic discourse about sustainability there is still limited understanding of how sustainability contributes to business performances (Cabiddu et al., 2014; Du et al., 2016). This research therefor seeks to deepen the understanding of SMTE's use of SoMe and the interconnections to sustainability as a key business area.

Methodology

The research is conducted as part of the development project Digital Growth (DG). DG aims at delivering competencies within digitalisation and SoMe to SMTE's in Southern Denmark. The 18 case companies in this research are selected based on their participation in the DG project. The research is divided into two phases:

1. During the first phase data about the 18 case companies are collected through SoMe platforms and the project. The first phase is to determine the use of SoMe in the case companies and gain an understanding of the topic and the companies.
2. In phase two the theoretical framework will be developed based on the preliminary findings from phase one. The second phase seeks to understand the connections between SoMe and the sustainable orientation of the companies by conducting in-depth interviews with the SMTE's in the project and data reports delivered as part of the project.

This abstract covers the first phase of the research.

Findings

A literature review suggest that research in SoMe has largely been undertaken from a consumer point of view, app. 66% of research between 2004 and 2014 (Lu et al., 2018). From the suppliers perspective the majority of articles centred on marketing and management (Lu et al., 2018). Literature review also suggest that research about SoMe use has been done mainly in the context of especially four- or five star hotels but other accommodation types (e.g. hostels and middle class hotels) and sub-sectors of the tourism industry like golf and gaming remains unexplored (Lu et al., 2018). SoMe research has largely focused on analysing online reviews and a substantial part has evolved around content methodologies (Lu et al., 2018). Current research indicates that some businesses view SoMe as a positive and useful tool for their business (Roy et al., 2014). Interestingly, King & Lee (2016) studied the role of SoMe as an internal communication enhancer to build social capital among hospitality employees, an area linked with corporate social responsibility (Jha & Cox, 2015). Traditional websites still play a significant role in influencing customers (Moro & Rita, 2018), however, the growth of web 2.0 and SoMe platforms are now a dominate player in the tourism industry (Zeng, 2013). The four most popular SoMe platforms for small medium sized enterprises are LinkedIn, Twitter, YouTube, and Facebook and the use of these four most popular SoMe can be linked to various industries including tourism (Roy, et al., 2014).

One of the key areas where sustainability and SoMe has been linked is in communication. Research indicates that companies on the SoMe sustainability index use mainly Facebook and Twitter to communicate about sustainability issues (Doleac, 2015).
The constant debate about how and where to talk to consumers about sustainability means SoMe channels are now playing a central role (Doleac, 2015). Through SoMe consumers and communities share their opinions and judgments about companies online and demand more information about corporate sustainability and responsibility than ever before (Doleac, 2015). Furthermore, research supports to the claim that sustainability can indeed contribute to a firm’s competitive advantage by linking new product development and innovation with a company’s sustainable orientation (Du et al., 2016).

Preliminary findings from the 18 case companies suggest that the main SoMe platform are Facebook, Instagram and LinkedIn (see Table 1) supporting previous research. The case companies are represented by 5 different categories: Hotel (6), Hostel (3), Campsite (4), Activity (3) and Attraction (2). Findings from the 18 case companies also suggest that they have a limited knowledge level and understanding of how to collect and use data generated from SoMe channels. This implies that many of the companies have no clear goal in using SoMe perhaps other than for marketing purposes.

	Category	Facebook	Instagram	LinkedIn	Twitter
1	Hotel	1	1	1	
2	Hotel	1	1	1	
3	Hotel	1	1	1	
4	Hotel	1	1	1	
5	Hotel	1		1	
6	Hotel	1	1	1	
7	Campsite	1			1
8	Campsite	1	1		
9	Campsite	1	1		
10	Campsite	1			
11	Hostel	1			
12	Hostel	1			
13	Hostel	1	1	1	
14	Activity	1	1	1	
15	Activity	1	1	1	1
16	Activity	1			
17	Attraction	1	1	1	1
18	Attraction	1	1		

Table 1: Overview of the case companies

Conclusion

Research into SoMe is still limited despite its increasing use by travellers and the importance of understanding the role of SoMe in hospitality and tourism. (Lu et al., 2018). Literature review shows that SoMe appear to be a strategic tool playing an important role in tourism and hospitality management particularly in promotion, business management, and research functions (Leung et al., 2103, Lu et al., 2018). Furthermore, sustainability and SoMe remains an area researched very limited despite the growing influence of SoMe and the acknowledgement that sustainability can contribute to a firm's competitive advantage. The preliminary findings from the case companies confirms existing research, identifying Facebook, Instagram and LinkedIn as the most used SoMe platforms and that the main use of SoMe is for promotion and marketing functions.

Further research into the case companies and their sustainable orientation and use of SoMe will help broaden the understanding of how SoMe and sustainability are interconnected. This abstract is part of current research process and limitations are therefore evident as the key findings and data collection is only in its early stages.

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Can Direct Communication at the Point of Consumption Reduce the Attitude-Behavior Gap regarding Food Waste in Hotels?

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Key words: food waste, food signage, sustainability, experiment

Introduction

About 20% to 60% of all food purchased by the hotel and restaurant industry is wasted (Lund-Durlacher, D., Fritz, K., Antonschmidt, H. 2016). This not only represents poor cost management by hotels and gastronomy businesses, but is also highly questionable from an ethical and social point of view considering there are almost a billion malnourished people in the world (UN 2017). Furthermore, food waste needlessly consumes natural resources such as land and water, and generates unnecessary emissions of CO2 (created in production processes) and methane gas (given off by food decomposition in landfill) which contribute greatly to climate change (Gössling and Peeters 2015; Lund-Durlacher et al. 2016; Juvan, Grün and Dolnicar 2017). Thus, reducing food waste would significantly mitigate these negative environmental impacts. Food waste in hotel food operations typically arises from spoilage during storage, during meal preparation and buffets, as well as guest plate waste. Besides waste reduction measures taken by the hotel management and staff during food storage, production and presentation, the guest has a key role to play in reducing food waste by considerate food consumption and reducing edible plate waste. While a survey by Lund-Durlacher et al. (2016) finds that tourists generally state that they value a more sustainable food offer and are willing to contribute to food waste reduction, field visits within the same study show that actual tourist consumption behavior remains largely unsustainable, confirming an attitude-behavior gap. This attitude-behavior gap has already been addressed by several earlier studies on pro-environmental behavior, highlighting that an attitude-behavior gap often exists in the tourism context (Juvan and Dolnicar 2014) and reporting that social desirability bias lowers the validity of self-reported environmentally sustainable tourist behavior measures (Juvan and Dolnicar 2016). This finding is confirmed by observational studies which show that actual tourist behavior is not necessarily changing towards more sustainable practices (Dolnicar, Knezevic Cvelbar, and Grün 2016; Miao, and Wei 2013).

In light of the negative environmental impacts of food waste, the important role of hotel guests in reducing food waste, and the existence of an attitude-behavior gap in guests, the current study makes the following two key contributions: (1) to test the effects of direct communication tools on the food waste attitudes and behaviors of hotel guests. This component explores how consumers react to food waste information in a hedonic travel context and whether they change their attitudes and behaviors regarding food waste accordingly. (2) As not all communication tools show the same level of impact, the second aim of the study was to identify the most effective direct communication tools to influence guest attitudes and behaviors.

Literature Review

Hotels employ mostly indirect communication techniques, so called nudging, to influence guests' food consumption and reduce edible plate waste, which describes food which is taken on the plate or served but not eaten (Kuo and Shih 2016). Thaler and Sunstein (2008) define a nudge as "*any aspect of the choice architecture that alters people's behavior in a predictable way without forbidding any options or significantly changing their economic incentives. To count as a mere nudge, the intervention must be easy and cheap to avoid. Nudges are not mandates. Putting fruit at eye level counts as a nudge. Banning junk food does not."* Typical nudging techniques applied in hotels include, among others, offering smaller and single portions, using smaller serving dishes and plates, and live-cooking stations (Lund-Durlacher et al. 2016). These nudging techniques manipulate the consumer in their consumption behavior without them being aware of this influence and without restricting freedom of choice. In contrast to these indirect communication strategies, direct communication sends sustainability messages openly to guests. But what factors influence consumers towards more sustainable attitudes and behaviors?

Vermeir and Verbeke (2006) find that involvement with sustainability, certainty (through information and knowledge), perceived behavioral control, social norms, and perceived availability positively influence attitudes to buy sustainable products.

Kumar, Manrai, and Manrai (2017) show that environmental knowledge and attitude have a major influence on purchase intention, while subjective norm has no direct effect on purchase intention and even moderates the relationship between environmental knowledge and attitude negatively.

Addressing consumer food waste behavior, Stancu, Haugaard, and Lähteenmäki (2016) find that attitudes towards waste prevention, injunctive norm (norm set by the behavior of others), and perceived behavioral control (past behavior, perceived barriers, and facilitators) have a positive influence on the intention not to waste food as well as the actual amount of food waste that consumers produce.

Joshi and Raman (2017) find behavior supportive for environmental organizations, subjective norms, attitudes towards sustainable purchasing, perceived marketplace influence, perceived knowledge regarding sustainability issues, and environmental concern to have a significant positive influence on sustainable purchase behavior.

These factors found to influence sustainable consumption decisions informed the development of the communication tools which were applied to test the effects of direct communication tools on the food waste attitudes and behaviors of hotel guests.

Methodology

The study employs an experimental design that tests the influence of food waste signage on food waste attitudes and behavior in a real-life context. The dependent variable measures the amount of edible plate waste before and after the application of various communication instruments at the hotels' breakfast buffets. The study additionally assesses the perception, behavior, and attitudes of tourists through a survey. The experimental phase consisted of a one-week baseline measurement, followed by a one week break to allow for guest rotation, before a one week test phase.

First, appropriate signage communicating food waste issues were developed in a co-design process with hotel staff and in cooperation with an information designer.

The messages contained in the communication instruments were developed with respect to the factors found to influence consumption decisions, which were derived from the literature review.

The different types of signage and their messages were pretested in a hotel in Austria and guest feedback was collected in order to inform the further adaptation of the instruments. To ensure that the instruments conveyed the intended message, a manipulation check was conducted with 25 staff members of Modul University during lunch in the cafeteria. The results of the manipulation check confirmed the suitability of the messages.

A combination of three different signage formats was chosen to be applied in the experiment: a banner at the restaurant entrance, multiple signs at the buffet, and one at the guest table. The messages informed guests about the amount of food waste created in hotels, referred to food waste reduction measures that had been put in place by the hotel itself, and informed guests how they could contribute to reducing food waste. To attenuate the normative nature of some messages, the necessity of joint efforts by the hotel staff and the guests was accentuated (see appendix 1).

Data were collected between July 9 and July 29, 2017 at a four star-rated hotel in Playa del Ingles, Gran Canaria. The hotel offers 229 rooms, accommodates up to 450 hotel guests and offers all-inclusive food arrangements. The guest mix is exclusively adult and consists mainly of Northern Europeans who visit for typical sun and beach holidays all year round.

In the baseline week from 9 July to 15 July, the total amount of edible plate waste (i.e. leftovers on the guests' plates that could still be eaten, excluding e.g. peelings, paper, packaging) was collected by the F&B staff daily at breakfast. Furthermore, a survey conducted on 15 July collected data regarding guests' experiences in this hotel in relation to their experiences with other hotels (overall and with respect to the culinary offer), attitudes towards food sustainability issues, and socio-demographic data (age, country of origin, gender, number of travelers, education).

Following the baseline week, a one-week break allowed for guest rotation.

In the test phase from 23 July to 29 July, the communication instruments were applied in the normal operation of the hotel. Again, the total amount of edible plate waste was collected each day at breakfast, and a second guest survey was conducted on 29 July which included additional questions relating to the recognition of the different types of signage.

Results

Sample Characteristics

The average number of hotel guests was 396 (ranging from 365 to 417 per day) in the baseline week and 393 (ranging from 371 – 414 per day) in the test week. The guest data available from the hotel were compared between the baseline and the test phases to identify significant differences. The biggest deviation in the guest mix concerned the percentage of guests from the Netherlands (see table 1). Due to the limited number of data points, it was not possible to control statistically for the influence of this change. However, since there was no evidence found in the literature that guests from the Netherlands produce particularly little waste, it is hypothesized that the change in the guest mix was not responsible for the ultimate reduction in food waste. The effect of the number of guests was controlled for by calculating and comparing the amount of food waste on a per guest basis. Another covariate was assessed visually: the presence of guests in the F&B area was measured by counting the entrance guests in half hour intervals. The distributions were comparable over the different days, so it is assumed that the resulting effect on consumption behaviors was equal across both phases.

Table 1: Overall Guest Data

	Baseline Phase	**Test Phase**
country of origin	Germany: 25.6% Denmark: 9.8% United Kingdom: 21.3% Sweden: 13.8% Netherlands: 8.8% Norway: 13.7% other: 7.0%	Germany: 20.1% Denmark: 9.0% United Kingdom: 21.2% Sweden: 15.7% Netherlands: 15.8% Norway: 13.8% other: 4.4%

The survey in the baseline week was completed by 62 hotel guests, in the test week by 68 persons.

Effect of Communication Tools on Amount of Edible Plate Waste

The amount of edible plate waste per guest was lower during the test phase **(-14.39%)** when the food waste signage was applied (see table 2). A (1-tailed) Mann-Whitney test **($p = 0.032 < 0.05$)** demonstrated the difference in food wastage between the two weeks to be significant.

Table 2: Waste Measurement Results

Day	**Baseline**	**Test Phase**	**Δ Test Phase – Baseline per guest in g**	**Δ Test Phase – Baseline per guest in %**
	edible plate waste per guest in g	**edible plate waste per guest in g**		
1	13.84	13.03	-0.81	-5.85
2	18.72	16.46	-2.26	-12.08
3	20.86	12.02	-8.84	-42.41
4	21.34	18.06	-3.28	-15.39
5	20.32	17.27	-3.05	-15.02
6	18.99	17.76	-1.23	-6.47
7	14.65	15.61	0.96	6.53
average	**18.39**	**15.74**	**-2.65**	**-14.39**

Effect of Communication Tools on Hotel Image and Image of the Culinary Offer

To check for the effect of the communication instruments on guest perceptions of the hotel and its culinary offer, the questionnaires completed by the baseline and test subjects were compared. Both experiences at the hotel and perceptions of the culinary offer improved slightly in the test phase, but the difference was not statistically significant (see table 3).

Table 3: **Survey Results (average on 7 point Likert scale, whereby *1 = very bad, ... 7 = very good)***

Statement/Question	**Baseline Phase**	**Test Phase**	**p (1 tailed)**
How would you rate your overall experience in this hotel in relation to your experiences with other hotels?	5.74	5.86	0.156
How would you rate the culinary offer of this hotel in relation to your experiences with other hotels?	5.35	5.58	0.166

Effect of Communication Tools on Attitudes towards Food Waste

Several items to be rated on a 7-point Likert-scale were provided to the guests. The results indicate no clear and statistically significant change in attitudes towards food waste (see table 4).

Table 4: Survey Results (average on 7 point Likert scale, whereby *1 = I totally disagree, …. 7 = I totally agree*)

Statement/Question	**Baseline Phase**	**Test Phase**	**p (1 tailed)**
Hotels should not only meet but exceed ecological standards (e.g. responsible waste and sewage handling), even if it results in higher prices for me.	5.28	5.31	0.486
On vacation, buffets and à la carte orders should always provide the complete range of food and drinks until the end of the opening hours, regardless of any leftovers.	4.84	5.02	0.176
On vacation, I prefer a decent meal regardless of any leftovers.	3.89	4.08	0.248
To reduce waste, I am willing to take smaller portions and go more often to the buffet.	6.03	6.40	0.132

Awareness, Recognition, and Knowledge about the Communication Tools

To examine their effectiveness, the survey completed by guests during the test phase included questions on the extent to which guests engaged with the different communication tools. The results indicate that the signs on the restaurant tables achieved the highest attention (see table 5). While the signage at the buffet and the restaurant entrance was noticed by the majority of guests, only roughly every fifth guest read them in every detail. One reason might be that guests do not want to be stopped for too long while they are on their way to the restaurant/buffet. When they sit at their table, however, they seem to find time to read the message.

Table 5: Communication Tool Recognition Results

Instrument	**I read it in every detail.**	**I had a closer look at it.**	**I noticed it.**	**I did not noticed it.**
Communication Tool 1: Roll-up at the restaurant entrance	19.7%	22.7%	**47.0%**	10.6%
Communication Tool 2: Display at the restaurant table	**57.6%**	22.7%	15.2%	4.5%
Communication Tool 3: Display at the buffet at the plate issuance	24.2%	21.2%	**28.8%**	25.8%

Conclusion

The communication tools led to an immediate behavioral change on the part of guests resulting in a significant reduction in edible plate waste. The guests' experiences in the hotel (overall and with respect to the culinary offer) in relation to their experiences with other hotels, however, was not affected by the use of the communication tools.

The results indicate that direct communication tools such as signage applied in the restaurant setting are effective means to influence guest behavior to reducing food waste. On the other hand, no clear and statistically significant change in attitudes towards food waste were identified. Thus, direct communication tools such as the signage applied at the breakfast setting are suitable tools to reduce the attitude-behavior gap seen in pro-environmental behavior.

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Appendix 1: Food Waste Signage Messages and Message Intent

Installation Location	Instrument	Text on the Instrument (English, German, Spanish)	Message Intent
hall/entrance		UNITED AGAINST WASTE WE HANDLE FOOD CAREFULLY SO THAT LESS IS WASTED. • We plan our buffets conscientiously. • Our dishes are freshly prepared, many are cooked in front of the guests. • We offer a wide variety of different portion sizes. • We would appreciate your feedback on our food. WHAT CAN I DO? • Start with smaller portions – have less on the plate, but go to the buffet more often. • Inform yourself about the dishes' ingredients before you make your choice. • Let your children try from your plate to help them find their favorites. 1/3 OF THE FOOD ON EACH PLATE IS WASTED – WE CAN PREVENT 50 % OF THIS!	• imposition of social norms • increase in perceived marketplace influence • increase of knowledge on sustainability issues
buffet		UNITED AGAINST WASTE – THANK YOU!	• imposition of social norms • increase in perceived marketplace influence

guest table		1/3 OF THE FOOD ON EACH PLATE IS WASTED – WE CAN PREVENT 50 % OF THIS! We handle food carefully so that less is wasted. • We plan our buffets conscientiously. • Our dishes are freshly prepared, many are cooked in front of the guests. • We offer a wide variety of different portion sizes. • We would appreciate your feedback on our food. UNITED against waste! WHAT CAN I DO? • Start with smaller portions – have less on the plate, but go to the buffet more often. • Inform yourself about the dishes' ingredients before you make your choice. • Let your children try from your plate to help them find their favorites.	• imposition of social norms • increase in perceived marketplace influence • increase of knowledge on sustainability issues

The Munich Streetlife Festival: A case study on a green event – sustainability communication for behavioural change?

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Key words: Green events, sustainability communication, theory of planned behaviour, transtheoretical model, structure equation model

Introduction

Within the fast growing event sector, green events have developed to become a new type of events endowed with special sustainability attributes that characterise the management of such events. Green events adopt the role of more broadly addressing societal issues. Educating visitors for sustainability is a core mission of green events, which is reflected in the themes that guide their entertainment programmes (Mair & Laing, 2012; Musgrave & Henderson, 2015). The Munich Streetlife Festival (SLF) is such a green event and one of the largest of its kinds in Europe. The event places emphasis on sustainability which also manifests in diverse educational activities set out to raise the public's awareness for sustainability and encouraging visitors for long-term behavioural change. The event's sustainability communications are designed to appeal to both conscious visitors and other visitor groups which have not necessarily been involved into sustainability. Although green events become increasingly important for the tourism sector and adopt an important role in education for sustainability, this type of events has received only scant attention among tourism researchers. More specifically, the influence of such events on motivating visitors for behavioural change towards more sustainable lifestyles has not yet been researched (Mair & Laing, 2012; Mair & Laing, 2013). Furthermore, this study responds to a need for a more theoretical understanding of how sustainability communication needs to be designed to effectively lead to sustainable (consumer) behaviour (Wehrli et al., 2014), which is a knowledge gap that similarly applies to the context of green event communications in tourism (Mair & Laing, 2013).

Aim of the study

The aim of this study is to investigate the learning effects of the Streetlife's education for sustainability programme regarding different visitor segments. Drawing on the theory of planned behaviour (TPB) (Ajzen, 1991) and the transtheoretical model (TTM) (Prochaska et al, 1992), we aim to relate the visitors' learning outcomes to their attitudes, subjective norms, and constraints towards acting sustainably and their positioning in the stages model of change. Furthermore, this study seeks to identify the level of visitor satisfaction regarding the event and its educational programme, visitor expectations as well as the socio-demographic background of the attendees.

Method

The data collection involved a quantitative approach by a survey which we conducted with 471 visitors at the Munich Streetlife Festival on 16th and 17th May 2015. The visitors were randomly selected for the survey. The questionnaire included five-point Likert scales to measure the level of visitor satisfaction, expectations, and learning outcomes. The questionnaire further involved items measuring visitors' attitudes and behaviours towards sustainability to account for the constructs of the TPB (behavioural beliefs, a subjective norm, and constraints) and the TTM which describes behavioural change as a dynamic process (Ajzen, 1991; DiClemente, 2007; Mair & Laing, 2013). We employed the "R" software package lavaan to analyse the relation between the variables of the TPB and the TTM in a structure-equation model.

Findings

The findings show that the motivational factor 'learning about the environment' and variables on 'pro-environmental everyday behaviour' and its constraints are particularly influential in motivating pro-sustainable action in visitors' everyday behaviour. However, the variable 'enjoying the festival' is negatively correlated with such effects. Referring to the effects of sustainability communication, the study reveals that the SLF does not fully manage to appeal to visitors that have come solely because of the event and are in the pre-contemplation stage.

In contrast, sustainability-minded visitors who are in the action stage of sustainable behaviours show higher learning effects. This finding corresponds to the TTM's assumption that visitors in the action stage are more prone to learning effects in comparison to visitors in the pre-contemplation stage.

Conclusion

Our findings indicate that green event visitors show different levels of learning effects from the event's education for sustainability programme. In an attempt to explain these learning effects by theory, this is the first study to use both the constructs of the transtheoretical model (Prochaska et al., 1992) and of the theory of behaviour (Ajzen, 1991) to achieve synergies from the two theories' constructs in explaining behavioural change. Using the TTM, our findings show that the SLF's education programme does not appeal to broader audiences but mainly addresses sustainability-minded visitors who show higher learning effects. Furthermore, practitioners can benefit from the study's results. We suggest from these findings that sustainability communication should more intensively involve emotional appeals to be efficient in addressing wider audiences at green events.

Contribution to research

This study has theoretical implications since it contributes to theory advancement of sustainability communication by drawing upon the TPB and the TTM. This study further contributes to knowledge by explaining the learning outcomes of green events sustainability communications in motivating pro-sustainable behaviours.

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Indigenous destination development: Nudging key players to generate impact in sustainable tourism.

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Abstract

"Tourist go home" was sprayed on a pedestrian crossing in Barcelona in the summer of 2017. Anti-tourism sentiments were also shown by Barcelona's citizens in various news channels. Citizens of a popular destination community raised their voices and demanded for a change in tourism. This was also a call for more effective involvement of destination communities. Their perspectives complement the current focus in tourism on marketing (Moscardo & Benckendorff, 2015), money, and the demands of the marketplace (Smith, 1994). Clearly, the economic principle as the single driver, with price as the "controller" of supply and demand, can no longer function as the sole determinant (Meuser & von Peinen, 2013). Increasingly, sustainable development principles are being explored and embraced by the tourism sector (Moscardo & Benckendorff, 2015). More than 400 tourism executives, leaders and experts discussed this in 2013 and concluded that "responsibility means to integrate sustainability in the core business processes" (Barth & Wittwer, 2013). They, too, called for a change. Sustainable tourism joins the multilayered, complex global phenomenon of tourism (Burns, 2011; Gestoso, 2013; Pekin, 2013; Tribe, 1997) to the cross-sectoral concept of sustainability. Sustainable tourism addresses completely different systems, communities and narratives, which cannot be directly compared and assessed (Vogt, 2009). Each community harbours specific content, information and value (Jenkins & Schröder 2013). Sustainable tourism unites different communities, diverse concepts, cultures and tourism-related business services and products. The social-constructionist approach, which looks at realities as socially constructed,

embraces differences and the diversity of every human being (Gergen, 2015). From a socialconstructionist perspective, tourism outcomes result from 'emerging encounters" during the interactions of "whoever and whatever" thereby (re)constructing person-world relations as

relational realities (McNamee & Hosking, 2012). Language here functions a melting point and an in-between of meaning, expression and place of collaboration (Kim, 1999). Social worlds are co-created through language and communication. Furthermore, communication in a complex global phenomenon like tourism is as an ongoing process: "one cannot not communicate" (Watzlawick, 1967). For a change of social worlds, change of discourse is required (Gergen & Gergen, 2016; Pearce, W.B., 2007). Discourses are sets of conversations, dialogues, stories or statements (Monk, Winslade, Crocket, Epston, 1997; Herzig & Chasin, 2006). How we use language and how we speak about someone or something creates meanings within social structures like communities or organisations. These are constructed in a dynamic, ongoing process that creates patterns or fields of meaning and has been called "synlogisation" by Kriz in the person-centred systemic approach (Kriz, 2011, p 126). Its basic principle is the dynamic of circular causality. This dynamic creates self-organized order and parameters. Synlogisation means that after a process of negotiation of meaning among all parties involved a common concept arises as a result of the complex space of multiple meanings of a word, a gesture or a situation. This does not suppose that the notion of each participant then is identical with the others, but that it is pragmatically similar to them. The person-centred systemic approach incorporates meaning making as a contextual, co-created and coordinated process of communication (Pearce, W.B., 2007). This process takes place on two levels: on the macro level we have the coordinated management of meaning and micro level as the actions of different subsystems, which create the order parameter. At the same time the order parameter defines the kinds of actions of subsystems. This means that everybody is similtaneously victim and actor (Kriz 2017). Within the process of synlogisation, power and patterns are co-created and recognized (Kriz, 1998; 2011; 2017). What can be said and who may speak are issues of power (Monk et al. 1997). A new discourse in tourism that seeks to avoid forms of new imperialism has to take this dynamic into consideration (Mowforth & Munt, 2016).

No stakeholder is autonomous, not only because each individual is related to their own community but also due to of the self-organized dynamic of synlogisation. Getz and Jamal's definition of collaboration in tourism, adapted from Gray's (1989), as "a process of joint decision making among autonomous and key stakeholders of an interorganisational domain" (1994, p. 5) could thus be rephrased as "a relational process of joint decision making among dependent key stakeholder a of an interorganisational domain".

Communities co-create their field of meaning and they are recognized by macro level order parameters and patterns. This research addresses key actors' perspectives in cases of emerging tourism in indigenous communities. Their experiences, such as the significance of events, objects, tools, the flow of time, the self, are emphasized. Their field of meaning is informs the collaboration with the respective community. As a white female European researching tourism in a rural part of Cameroon I am myself recognized as someone who is related to the community of white people and to the community of women. After a conversation about tourism in Etwii, a village in Cameroon, a group of women asked me for advice. They explained to me that their husbands often pass away far too early. They asked me what they could do about it. This request did not touch on my research topic or address me in my role as researcher. One may characterize it as a request to share personal knowledge. The dynamic of the situation in which the question was posed suggested the expectation of receiving a valuable answer. I said that I didn't know the answer and asked why they had put the question

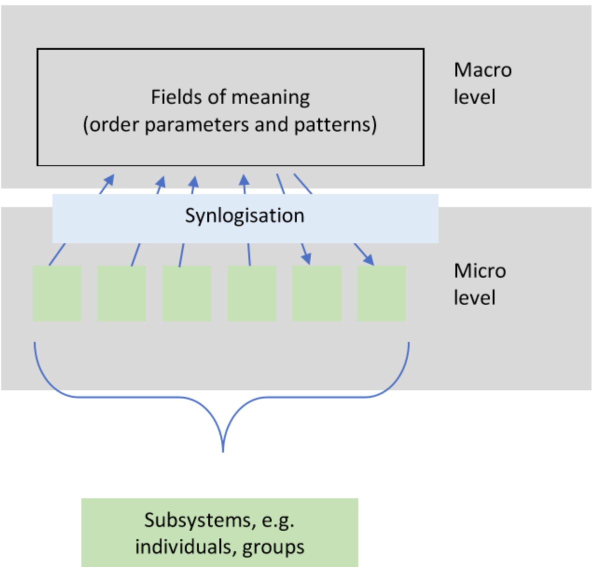

Table: Dynamic of circular causality between bottom-up and its trend to order and the ordering function in the further process of top-down (own illustration)

Table 1: Dynamic of circular causality between bottom-up and its trend to order and the ordering function in the further process of top-down (own illustration) to me. One of the women replied that they had decided to ask me because “white people know everything”. To change the discourse we need to challenge established expectations.

The discourse takes place in an inter-organisational context. Douglas G. Pearce (1995) published an inter-organizational approach to tourism planning and identified five relevant agencies: state tourism agency, national tourism organisation, private sector organisation, development corporation, other government agencies. My own research identifies four stakeholders (Freeman et. Al, 2010). Each has a specific purpose. Their differences are part of the system of tourism and need to be addressed so that tourism can become more sustainable.

Stakeholders	Purpose
Destination community	Development
Tourists	Holidays
Tourism-related business	Product and services
Academics	Future forming knowledge

Each stakeholder belongs to a certain community that has its own perspective on tourism. At the same time, there exist different perspectives on tourism within these communities, which incorporate different individual voices on the micro level. To facilitate a dialogue about the diversity of sustainable tourism, stakeholders need to listen and to perceive what other are saying (Merleau-Ponty, 1966). They should listen carefully before they interpret what has been said through their own fields of meaning or the order parameters of their culture. This is especially important in cross-cultural contexts that have been shaped by dominant power structures in the past.

Knowing how these relationships work (Freeman et. al, 2010) facilitates the functioning of sustainable tourism. The management of tourism may then follow the „how“ of tourism (Robinson, 2000) and incorporates the strategy of effectuation (Sarasvathy, 2001): each action creates outcomes; outcomes might be surprising, but useful; building on networks and coconstruction and the principle of affordable loss. This principle means limiting risks by understanding what we can afford to lose at each step, rather than seeking large all or nothing opportunities. This encourages sustainable tourism planning and operating as an iterative process of change management models (Königswieser et al., 2001) among the four stakeholders:

- Planning starts with a dialogue between the business, (e. g. a swiss tour operator) and the destination community.
- This dialogue may be facilitated and accompanied by researchers.
- Following the strategy of effectuation a final itinerary for potential tourists can be offered as soon as there is an agreement on the value chain of tourism: arrival, information at the destination, accommodation, food, activities, transport at the destination and departure (Waldhör, 2006).
- The trip is advertised and the first tourists travel.
- Feedback by tourists serves to improve products and services.
- This improvements enter the discourse of both the tour operator and the destination community.
- In this way, we can arrive at future forming research (Gergen, 2014).

These steps outlined above may create sustainable environments and practices for coming generations.

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Sustainable tourism products and services: development of precincts for sustainable urban tourism

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Key words: sustainable urban tourism, urban regeneration, precincts, Johannesburg Maboneng

Abstract

The sustainable regeneration of urban spaces focusing on the Maboneng Precinct in Johannesburg, South Africa is under discussion. A qualitative methodology is followed to gain the in-depth perceptions of business owners and tourists within the Maboneng Precinct. Both international and domestic tourists are of the millennial generation and diverse in terms of gender and race. Purposive nonprobability sampling is used for in-depth interviews with business owners and nonprobability convenience sampling for the tourists.

Findings indicate that due to misconceptions and negative expectations prior to being exposed to this unsafe inner-city "no-go zone" through the utilisation of a number of sources of information, limited visitation from domestic tourists to the Maboneng Precinct has occurred. A third of the participants recommend improving the transport system and accessibility within the Maboneng area in order to increase the attractiveness of the area to local tourists. In addition to this recommendation, this percentage of participants feel promoting weekly Maboneng precinct events and opportunities is necessary to alter perceptions of Maboneng merely being a weekend attraction.

In terms of marketing the Precinct, 25% feel utilising social media platforms more effectively will generate a greater deal of attention to the Maboneng Precinct, whereas the remainder of

participants had a variety of personal recommendations for the Maboneng Precinct to better be promoted as an sustainable urban tourism destination.

Introduction

For more than 100 years, the inner city of Johannesburg was known to be the historical core and the sole most significant contributor to the city’s growth and development. However, only in recent years has Johannesburg’s inner city started to apply the process of urban regeneration in order to emerge from an extended state of decline, in an effort to re-stimulate its development (Inner City Report, 2006).

Urban regeneration is a process that focuses on developing more sustainable urban space (Dobias, 2009). It goes beyond the idea of urban renewal which is merely the process of bringing about physical change and instead, the essence of urban regeneration is on the provision of social equality and economic growth within an area, such as Maboneng (Dobias, 2009). The Maboneng Precinct connects businesses, residents and visitors with the intention of revitalizing the heart and core of Johannesburg’s inner city. Using all its offerings, Maboneng serves as a platform for individuals to enter into Johannesburg’s inner city and through the well-designed and affordable elements of the precinct; Maboneng encapsulates what is known as an urban landscape.

Despite a significant amount of research having been conducted on inner city precincts and urban neighbourhoods in cities across the world, academic research is lacking on the Maboneng Precinct itself. There exist a number of web-based news articles as well as the official Maboneng website but in order to establish the value of the Maboneng Precinct from both a practical and academic point of view it is necessary for a study of this nature to be carried out. In doing so, light will be shed on what is considered to be a fundamental part of Urban Tourism within South Africa.

Maboneng is a popular destination to visit, especially for international tourists, and in order to determine the precinct’s success as an Urban Tourism product, it is necessary to establish how the Maboneng experience contributes to an individual’s overall experience of Johannesburg as the host city. It is then beneficial to establish how the above mentioned experience of the Maboneng Precinct contributes to an international tourist’s perception of the overall South

African tourism experience. At the same time, it is also critical for the precinct's continued success that an increasing number of local South Africans become more aware of the urban neighbourhood's purpose. The aim of this study is to establish these above mentioned areas of concern and to discover ways for a larger proportion of tourists to become exposed to inner city precincts, such as Maboneng, in several cities across South Africa (Rogerson, 2012).

The research objectives are to investigate the role of the Maboneng Precinct as a case study for sustainable urban tourism in South Africa; awareness of the precinct as an urban tourist destination; expectations and perceptions of business owners and tourists; reasons why business owners choose to operate their businesses in the precinct as opposed to a more conventional business environment; and ways in which the precinct's products and services can better be promoted to tourists. The units of analysis used are business owners within the Maboneng Precinct, as well as international and domestic tourists who have visited the Maboneng Precinct at least once.

Urban tourism

The urban destination is one that is chosen by tourists for several different reasons. These reasons might include leisure, shopping, business or a culmination of all three. Ashworth and Page (in Pasquinelli, 2015:9) have established how little academic work has been published on the concept of urban tourism. By using their findings they were able to determine the significant characteristics of urban tourism. To classify urban tourism, the way in which visitor's utilise urban facilities, not specifically designed to cater for visitors needs within a given area, needs to be taken into consideration (Ashworth & Page in Pasquinelli, 2015:9). In addition the diversity of an area's urban economy, of which tourism is a part of, also needs to be considered (Ashworth & Page in Pasquinelli, 2015:9). Finally, when arriving at a definition of urban tourism, the concept is considered according to a city's multi-purpose nature that exists within its multifunctional context (Pasquinelli, 2015).

The urban tourist experience

Urban tourism first emerged in the 1980s when it became clear that several cities around the world had started to become popular tourist destinations (Garbea, 2013). The tourist function was developed within cities due to difficult economic conditions of the 1970s (Garbea, 2013).

Industrial cities in locations such as northern England experienced immense economic decline and as a result the tourism industry was emphasized as being a catalyst for increasing the urban economy (Garbea, 2013).

According to Cazes and Potier (in Garbea, 2013:194) “urban tourism takes place in cities or urban agglomerations of at least 20,000 inhabitants.” Urban tourism is made up of a set of resources or activities that are located within a city and these are then made available to visitors or tourists for the purpose of entertainment, business or any other specific reason. However, as one of the first researchers in the urban tourism field, Ashworth found that urban tourism does not merely refer to the total amount of tourist activities offered within a city. Instead, it is a specific case of tourism that forms part of the urban life of a city (Garbea, 2013:195).

According to Pasquinelli (2015), the city is compared to an “open air laboratory” in which human life, lifestyle, knowledge and technology is observed. The way in which these elements are observed and interpreted is solely dependent on a tourist’s specific needs, motivations and expectations of a city. A city’s diversity is what provides a range of visitors with the opportunity to formulate their personal tourist experience (Edwards *et al.*, 2008). Tourist groups consisting of older or “better educated” individuals tend to be attracted to the cultural aspects of a city and in addition, tourist groups that include young people are drawn to a city’s entertainment facilities, the city nightlife or major sporting events that are held in that same city (Edwards *et al.*, 2008). Spatial, functional and embedded psycho-social dimensions are at the core of urban tourism precincts, and these dimensions, in conjunction with an urban tourism precinct, recognise how space, people, activity and architecture engage with and can shape the overall tourism experience for a visitor (Pasquinelli, 2015).

In recent years, the term “urban tourist” has been replaced by that of “urban traveller” (Pasquinelli, 2015). The traditional urban tourist is known to engage in the act of travel to locations containing both a cultural and historical heritage (Pasquinelli, 2015). Essentially, the urban tourist is considered to be “a traditional type of cultural tourist” (Pasquinelli, 2015). In contrast to this, the modern day urban traveller focuses on actively engaging with a formulation of, what is titled, the “urban experience” (Pasquinelli, 2015).

Regardless of an individual's demographic profile, the urban traveller is interested in being a part of experiential learning or creative tourism (Pasquinelli, 2015). In other words, learning about the "urban ordinary" and learning about the link between a city's history and its respective path of progress is of great importance to the urban traveller (Pasquinelli, 2015). According to Hung, Lee and Huang (in Pasquinelli, 2015:12), the urban traveller interacts with an urban environment resulting in the development of a sense of achievement and unique learning because of this first-hand and sincere experience of a city. The notion of being able to learn through the act of travelling is not considered to be new as it has seen significant development over the years.

Classifying the urban tourist

Urban tourists, like other tourists, engage in the act of travel in order to satisfy their respective psychological needs that are related to tourism. Whether it is seeking a sense of novelty, freedom or an escape from everyday routine each individual tourist will simultaneously experience a tourist destination or attraction, such as a precinct, in a different way from another tourist. Tourists who visit an inner city precinct of any kind can be classified according to three different typologies (Edwards *et al.*, 2008). These include the explorers, the samplers and the browsers. The explorer category consists of individuals motivated to tour "beyond the façade" of a given precinct and this particular group of tourists seek adventure and the opportunity to encounter the unexpected (Edwards *et al.*, 2008). On the other hand, the sampler category consists of individuals who tour an inner city precinct merely to visit one specific attraction or event (Edwards *et al.*, 2008). This particular group of tourists, unlike the explorers, utilise the precinct for one specific reason and it is unlikely for the category of tourists to expand beyond this purpose (Edwards *et al.*, 2008). Finally, the browser group of tourists, similar to the samplers, enter into a precinct with the sole purpose of visiting the location's main attractions and elements whilst keeping to the planned itinerary and schedule (Edwards *et al.*, 2008).

Sustainable regeneration of urban spaces as tourism precincts

Certain tourism precincts have been associated with the aim of redeveloping, regenerating or revitalizing urban areas. This is especially true for post-industrial cities that look to attract both tourism and play through the application of urban regeneration. According to Mehdipour and Nia (2013), urban regeneration is the process focusing on all elements of an area that add to the creation of a more environmentally friendly city. In addition to this, the attention is on the elements that contribute to greater economic development and social equality within the same area to ensure the creation of more sustainable urban space within a city.

Urban regeneration is considered to be the one of the most imperative strategies for addressing decline and deprivation that takes place in the inner most parts of a city (Tsenkova, 2002). It has been used as a way to deal with issues such as ecological degradation, urban decline and economic collapse in several post-industrialised cities around the world namely Paris, Rotterdam, London and South Africa (Mehdipour & Nia, 2013; Rogerson, 2012). The development of tourism precincts as a result of urban regeneration are considered to be manufactured products of the process as opposed to naturally developing the characteristics of a location (Edwards *et al*., 2008:42). However, the development of an inner city precinct may serve the purpose of complementing existing attractions within a location or creating new ones. Ultimately, employing a project such as urban regeneration will result in the image revival, reverse of continuing physical deterioration as well as an increase in revenue capabilities of a city's inner area (Spirou, 2008:35). However, Myombo (2017) is sceptical and feel that this type of development often leads to cities becoming more spatially unequal as urban regeneration or gentrification displaces people.

Urban tourism precincts

Urban environments have, over time, been classified as the most significant of all tourist destinations. This classification has surfaced due to urban spaces providing individuals with the opportunity to engage in social, cultural and physical tourist activities (Edwards, Griffin & Hayllar, 2008). To comprehend the notion of urban space and its significance to the tourism industry, an explanation of important terminology is required and a number of definitions exist for the word precinct. Due to the vast number of definitions it is necessary to place the term into the context of this research for it to be applied appropriately.

According to the Oxford Learner's Dictionaries (2016), a precinct refers to "a commercial area in a town where cars cannot go". This is representative of a relatively straightforward meaning to the term "precinct" and in order to develop the above mentioned perspective; the opinion of Cutler (2008) is applicable. According to The Oxford English Dictionary in Cutler (2008) a precinct refers to the "part of either a town or community that has been designed for a specific reason". It is an area from which motors cars have been excluded in order to allow pedestrians to shop or perform any other related activities in a safe manner (Cutler, 2008). Each precinct serves a specific purpose and this may be related to the particular type of precinct. A precinct can be classified as a cultural, sports or tourism related hub (Cutler, 2008). Essentially a precinct implies a hub of activity that "has evolved with a focused reaction to the enhancement of place" which contributes to the overall development of areas into major tourism destinations (Spirou, 2008:19).

Hayllar and Griffin (in Edwards *et al.*, 2008:517) view an urban tourism precinct as being "a distinctive geographic area within a larger urban area". Whereas Edwards *et al*. (2008) says that urban tourism precincts are believed to have the following characteristics: an area consisting of a number of tourist-related land uses; activities and visitation take place within definable boundaries of the area; and that these activities and land uses combine to form the precinct's own unique character. Restaurants, attractions and nightlife, as well as the physical architecture and heritage that exists within an inner city precinct, contribute to the overall character building of the area (Edwards *et.al*, 2008). The development of an inner city precinct will play one of several roles. This includes being a cause of urban revival in formerly industrialised cities, evolving to be in accordance with matters of authenticity or sustainability in terms of tourism or to evolve as a distinct form of economic redevelopment. (Spirou, 2008:20).

Urban tourism precincts are areas known to serve one of three functions for the development of the overall urban tourism experience, namely a facilitating function; an external or place-connecting function; and an internal or state of mind function (Pasquinelli, 2015). These particular roles that precincts serve have been discussed by various researchers including Edwards, *et.al* (2008) and Pasquinelli (2015). The role of facilitating refers to the precinct being easily identifiable as locations for urban tourists to satisfy their basic needs. At the same time being able to provide the tourist with an experience of the city outside of the precinct is fundamental to the function of place-connecting. Finally, the role of state of mind is fulfilled by providing the urban tourist with an escape from everyday life or a sense of novelty which contributes to the overall experience of a city as a whole (Pasquinelli, 2015).

Maboneng: "The place of light"

The Maboneng Precinct is an Urban Neighbourhood that connects businesses, residents and visitors with the intention of revitalizing the heart and core of Johannesburg's inner city (South African Tourism, 2016). Using all of its offerings, Maboneng serves as a platform for individuals to enter into Johannesburg's inner city. The Urban Neighbourhood is made up of a number of different elements, motivating individuals from all walks of life to enter into the old Central Business District of Johannesburg. Maboneng is home to a variety of art galleries, shops, studios, office spaces, film and sound studios, restaurants and coffee spots and entertainment venues. All of these components have the same underpinning – entrepreneurship and creativity (South African Tourism, 2016). According to Cutler (2008), "urban settlements have evolved to provide shelter, safety and marketplaces and to house institutions, whether secular or sacred". Through the well-designed and affordable elements of the precinct, Maboneng encapsulates what is known as an urban landscape.

The significance of the word Maboneng is that it means "place of light" in isiSotho. The precinct's founder is representative of the guiding light Maboneng desperately needed in 2000 (Pitman, 2013). The Eastern area of Johannesburg was shabby, run-down and crime-ridden before urban entrepreneur, Jonathan Liebmann used urban regeneration to bring the inner city back to life in 2003 (Pitman, 2013). The elements that constitute this Urban Neighbourhood have created an illusion of opportunity and hope where Maboneng precinct can influence local and international visitors to want to learn and experience the cultural heritage of South Africa. This desire to learn is motivated by the wealth of knowledge, talent and passion possessed by the precinct's people which has essentially resulted in the establishment of Maboneng (Pitman, 2013).

The Maboneng Precinct has seen significant development and revitalization take place over the past number of years, and there is still a bright future planned for the inner city's development. Liebmann's vision for Maboneng is to continue its success through the expansion of the precinct to present greater opportunity to other individuals and their business offerings (Rees, 2013). With the continued upliftment of the area, there is room being made for these opportunities in terms of entrepreneurship, which is beneficial to both the local community and outsiders seeking a base from which to build their own success (Rees, 2013). Maboneng's current development phase, known as 2.0, has included the rejuvenation of an additional 25 buildings with the purpose of expanding the precinct beyond the “arty niche” that was the foundation of phase 1.0 (Rees, 2013). The purpose of this second phase of development has been to incorporate a more diverse range of people into the well-managed and integrated neighbourhood (Rees, 2013); and its implementation sets out to enhance the precinct in such a way that it is portrayed as being a space where all people: rich and poor, white and black, local or international come together and appreciate the diverse range of culture, history and talent one of South Africa’s cities has to offer (Rees, 2013).

The Maboneng Precinct has drawn its influence from successful precincts that exist in cities around the world (Pitman, 2013). Using this influence and its own significant growth, Maboneng has initiated the development of the Rivertown Precinct, among others, in Durban, Kwa-Zulu Natal (Pitman, 2013). Although the Maboneng Precinct has seen immense success in terms of Urban Regeneration, the precinct itself is still relatively unknown to a large portion of South Africans. Local South Africans seem to lack insight of the purpose Maboneng serves and due to past perceptions of inner-city crime avoid the area.

Methodology

A qualitative approach was chosen in order to gain the personal in-depth perceptions and expectations of tourists and business owners through focus group discussions and interviews that resulted in 30 individuals that constituted the sample. Purposive non-probability sampling for the in-depth interviews of the six business owners was used to ‘handpick’ ‘information-rich’ individuals as they are responsible for sustaining the economic environment through their businesses and to ensure data saturation. Using the non-probability snowball technique, the founder of Curiocity Backpackers, established in Maboneng in 2013 recommended some of the other business owners to participate in the study. For the focus group discussions with international and domestic tourists, non-probability convenience sampling was applied to the 24 respondents (12 domestic and 12 international tourists). Both groups of tourists consisted of members from the millennial generation who are diverse in terms of their gender and race (aged between 18 and 36). The millennial generation, also known as Generation Y, refers to the generation of people born between 1982 and 2004 (Investopedia, 2016). Data were collected during September – October 2016.

Maboneng's client base consists of 85% international and 15% domestic tourists. The research aims to determine both groups' perceptions of the sustainability of the precinct, and to boost future domestic tourist numbers. As the precinct is a product of sustainable inner city rejuvenation it is important for domestic tourists to support it to reach its full potential in terms of boosting the South African tourism industry.

Findings and discussion

Business owners

One third of respondents (33%) became aware of Maboneng precinct's existence by attending a specific event there, while an additional third (33%) of the respondents learnt about the precinct while they were still in college seeking available accommodation within the precinct or working at the Bioscope theatre. The remaining third (33%) of the respondents became aware of the precinct through word-of-mouth in different social circles consisting of family, friends or both. Although, overall, each of the business owners feel that word-of-mouth continues to be an effective way of spreading awareness and to "get chatting and make conversation with as many visitors as possible."

Main target markets for all respondents are persons who find themselves within the Maboneng area, at a time when businesses are open and include all people, irrespective of gender, race, or nationality. Based on the clientele base business owners have each identified a specific market they feel their business or service targets.

Operating a business within Maboneng Precinct is found to be very successful for half of the business owners as opposed to a more conventional business environment, whereas the remaining half has mixed views regarding the success of a business within Maboneng. However every business owner agreed that the Maboneng Precinct is of great value to South Africa's tourism sector. A common reason amongst these business owners to justify this perception is the fact that the development of Maboneng as an urban neighbourhood has assisted in bringing about "elements of safety to Johannesburg" and "diminishing the perception of how the inner city was once labelled as a 'no-go' zone." Through the process of urban regeneration, Maboneng has become an area for people to "experience a large part of the spectrum pertinent to South African culture in just a few city blocks". Business owners have found that people who visit Maboneng love the idea of urban regeneration triggering the re-birth of an area. “Tourists want to dive deep into South African culture and the Maboneng Precinct makes you do just that.” This is mainly because it “allows for a space that is mixed, diverse and non-judgmental.” Business owners have identified that Maboneng is advancing and becoming “more luxurious and appealing so it attracts more people.”

A third of respondents (33%) argue that urban regeneration enables greater integration of local and international people which makes the area more appealing. Urban regeneration is further viewed as being responsible for bringing about elements of safety to Johannesburg’s inner city as well as triggering a greater use of the sharing economy such as Uber and Airbnb’s.

The continuous development and improvement of the Maboneng Precinct has resulted in boosting visitor numbers to the area. However, there remains a “bad stigma attached to travelling into the heart of Johannesburg” which is mainly a result of local tourists being unaware of the Maboneng Precinct or its purpose. According to one of the business owners, the Maboneng Precinct has not reached “around 1% of Johannesburg in terms of them being aware of the precinct itself.” To change this, most of the business owners feel Maboneng needs to be put “in the spotlight as the epicentre of change.” This requires the extensive use of social media in innovative ways and for one such business owner; Maboneng needs to be communicated on these platforms as being a place to “have a vacation within the city”.

Regarding product and/or service offerings, the majority of the business owners have experienced significant success from operating within Maboneng by targeting various markets. “The precinct thrives on independent businesses that offer products and services that go above and beyond the norm.” It is because of the nature of the businesses operating within Maboneng that most business owners have found their businesses to be successful. Maboneng has been described as a business environment that “gives off a sense of community between us business owners and the customers” and it is because of this that it is considered to be a “tourism hub.” In saying this, not all business owners have had a smooth road to success. For one of the business owners, due to Maboneng being a weekend destination, “during the week there are very few feet that pass by our store.” At times, the success of certain business offerings within Maboneng has been questioned and it has required “immense perseverance.” Persevering through the precinct’s continuous development has resulted in these businesses becoming a lot busier, thus successful. Over the past four and a half years, Maboneng has endured immense growth with "the general interest for the area increasing dramatically." The growing interest to explore the precinct as well as stay within the precinct is the reason why the owner of the Curiocity Backpackers feels if it were to exist "anywhere else other than in Maboneng, it wouldn't be as popular as it is right now".

Regarding advertising and promotion recommendations for the Maboneng Precinct half of the respondents (50%) feel that a greater deal of social media and word-of-mouth promotion to the millennial generation is needed to better promote Maboneng to local tourists. The remaining half (50%) has mixed opinions on how the precinct can better be promoted, especially to domestic tourists these include increasing the safety and parking facilities within the precinct, expanding on the current market by introducing free "hang-out" spaces within the precinct and lastly for hotels in Northern suburbs to offer a shuttle service to the Maboneng Precinct on weekends.

The findings indicate that each of the business owners has their own personal point of view regarding their business operating within the Maboneng Precinct. However, despite these individual perceptions existing, the overall opinion is that the precinct is an effective business environment as much as it is a valuable urban tourism destination.

Business owners feel that the Maboneng Precinct represents a place that radiates diversity and caters for everyone. This is emphasized through the responses of the six business owners when classifying the various markets targeted by each business. One of the businesses looks to target a "very vast community and one that is completely mixed race, cultural and boasts diversity." According to another business owner, if the precinct's target market were to be described in one sentence it would be "the unofficial hipster, homosexual community." To another, the Maboneng Precinct is a space that "focuses on the creatives in order to attract investors to the precinct's potential". Classifying the exact target market as an owner of backpackers can be a difficult task. However, for the owner of Curiocity Backpackers within Maboneng, the focus is on "international guests given the fact that they are more aware of what hostels and backpacking is." These responses provide evidence of the diverse market of local and international tourists that is targeted by the Maboneng Precinct.

The millennial generation is also considered an important target for businesses operating within Maboneng and more promotion to this category of people is essential. Students make up a large percentage of this generation which requires going into campuses within the Gauteng region to promote Maboneng effectively. It is a fact that “70% of Maboneng’s investors are domestic people and 30% are international investors”. However, business owners have found that most people who visit Maboneng are international tourists.

Domestic tourists

For the majority of participants (58%) their main source of information for becoming aware of the Maboneng Precinct was through social circles speaking about their personal experiences of the area. Thus hearing about the Maboneng Precinct from family or friends tends to be a common source of information for most domestic tourists and this demonstrates the power of word-of-mouth- in spreading awareness for a particular attraction.

Half (50%) of the participants’ expectations of Maboneng prior to visiting the precinct was that it would be dirty, unsafe, rural and similar to that of its outskirts, whereas one third (33%) expected an area dominated by arts and culture and the remainder of participants (17%) expected an area similar to the Neighbourhood Market in Braamfontein on weekends and these tourists expected a “culturally diverse, trendy and vibrant area.” The effect of the ‘Maboneng Precinct experience’ on prior expectations, 83% of the participants’ prior expectations of Maboneng were exceeded as they experienced a “cultural and artsy place” offering “interesting experiences with regards to food, drinks, art and music” whereas the remaining 17% felt their expectations had been met, but not exceeded. None of the participants had expectations that were not met by the Maboneng Precinct experience. However, one domestic tourist was “intimidated by the idea of going to a Sunday market in the middle of Johannesburg” and “thought it was going to be another typical rural market area”. Knowing that Maboneng “is located in the inner city of Johannesburg” led to most domestic tourists assuming that “it wouldn’t be a safe area”. It is because of these negative prior expectations that a number of domestic tourists have not visited the Maboneng Precinct.

Clearly the perceptions of domestic tourists differ and are shaped by the tourist’s level and type of experience at Maboneng. A number of participants discovered the Maboneng Precinct by being "familiar with the names Market on Main and Arts on Main." The Market on Main, in particular, is often spoken about by people who have personally visited the market or who have been told about it. Thus, "to go and see what all the hype was about" is the reason why a number of domestic tourists have come to learn about the greater Maboneng area.

Some domestic tourists have been "disappointed at how empty the area was" because these individuals have visited the precinct "on a day when it was quiet and not very busy." In addition, being "unaware of when the best time to go is" as well as "hoping to see a bit more" are examples of some of the reasons as to why certain domestic tourists' expectations were only partially met.

A variety of reasons were mentioned as to why the precinct exceeded prior expectations, all of which have a central theme running throughout. The Maboneng Precinct is described as being "diverse", "a cultural hub", "easily accessible", "vibrant", "a well-supported urban area " and "the Garden of Eden." In addition, it is portrayed by domestic tourists as being a place with "so many elements such as restaurants, coffee shops, galleries and even apartments" which gives a person a taste of "the cultural richness of South Africa", indicating the range of products and services offered.

Regardless of whether a domestic tourist's expectations have been met or exceeded, each of the tourists agrees with the fact that the Maboneng Precinct is of great value to South Africa's tourism sector. The precinct "appeals to many people from different backgrounds" which demonstrates "an integrated and progressive community which is what South Africans are striving towards." Domestic tourists have described the Maboneng Precinct as being "a place that is continuously being improved and as it improves it expands to include a wider variety of elements." A backpackers exists within the Maboneng Precinct and "a new hotel is being built which means that an increasing number of people are able to stay in Maboneng for a longer time." Domestic tourists perceive the precinct as providing "a cultural aspect but you leave having an educational experience as well." The Maboneng Precinct thus allows for a "mixed variety of races and cultures to come together" and have a "unique experience of a regenerated urban space in the middle of the city."

With regard to advertising and promotion recommendations for the Maboneng Precinct one quarter (25%) of participants recommend that a greater deal of marketing aimed at students is required in order for Maboneng to better be promoted as an urban tourism destination. A further quarter (25%) of participants feel that an increased presence on social media sites, whilst being innovative on these platforms, is crucial to generate greater publicity for the Maboneng Precinct.

One third (33%) of the participants recommend improving the transport system and accessibility within the Maboneng area in order to increase the attractiveness of the area to local tourists. In addition to this recommendation, this percentage of participants feel promoting weekly Maboneng Precinct events and opportunities is necessary to alter perceptions of Maboneng merely being a weekend attraction.

The remainder of participants (17%) do not have any recommendations as these individuals believe the precinct is currently being promoted effectively. It is believed that the Maboneng Precinct needs to be "more actively marketed" in order to gain "more publicity through advertising." The Maboneng Precinct is portrayed as having "the potential to appeal to many more people from different backgrounds" thus it could be included in "tourist itineraries if it is emphasized how culturally enriching Maboneng actually is".

Most of the domestic tourists recommend that "marketing aimed at the student generation" be conducted through the use of "campus activations." as students would be "more likely to spread the word of Maboneng on social media platforms" and a greater amount of "word-of-mouth promotion" would result. Many of the domestic tourists' recommendations focus on "increasing the presence of the precinct on social platforms", recommending that a "Maboneng Precinct blog" be created to capture the different types of experiences of tourists. A further recommendation involves the development of a "Maboneng Precinct App" that can be used to "find out about all up and coming events and developments that take place within Maboneng."

Domestic tourists further recommended the use of South Africa's transport system to advertise the Maboneng precinct "at airports, bus stops and train stations nation-wide." Also the development of a "bus shuttle system" that would involve "a few shuttle buses being fully branded by the Maboneng precinct travelling in an around Johannesburg to pick up both local and international tourists from various stops along the route." However, this particular recommendation requires the development of "a better transport system to access the precinct more effectively."

The impact of urban regeneration on the South African tourism sector indicated that all of the participants believe that the Maboneng Precinct, as a product of urban regeneration, is of great value to South Africa's tourism sector.

International tourists

Findings of international tourists indicated that the majority of the focus group's participants had never been to the Maboneng Precinct prior to the discussion. Half (50%) of the participants were experiencing the precinct for the first time, whereas one third (33%) have visited the precinct between two and three times prior to this, whereas the remainder of participants (17%) have visited the Maboneng Precinct ranging from at least five to ten times.

Awareness of the precinct indicated that the majority of participants (92%) had only heard about it from one source of information, being the internet by researching accommodation options in Johannesburg. More specifically, most tourists use the website, Hostel World, to find affordable and convenient accommodation within a specific destination. In doing so, Curiocity Backpackers is often the option that appears and tourists then learn of its location being the Maboneng Precinct and a "ripple effect" occurs. If the internet is not used as a source of information, international tourists usually find out about tourism destinations, such as the Maboneng Precinct, through "recommendations from other tourists." However, for most international tourists, prior expectations of the Maboneng Precinct have been shaped by the information that is made available online on the urban tourism destination. It is thus expected that the Maboneng Precinct will be a "pleasant, fun and exciting area" that forms part of a "chilled and safe community." For some international tourists it is "difficult to determine exact expectations" for the Maboneng Precinct because they expect "most areas in the country to be unsafe" but expect the "backpackers to be safe". In other words, it is expected that "Curiocity Backpackers will live up to its claims online as being a reliable accommodation option".

It is believed that "posting more visuals of the Maboneng Precinct online" will assist with "promoting the flexibility and opportunity that exists for Maboneng as a tourism destination."

Increasing the presence of the Maboneng Precinct on social media is a common recommendation amongst a number of international tourists. However, it is recommended that the Maboneng Precinct create a presence on "sites such as Traveller Groups or Blogs" through the development of "an official Maboneng Precinct blog". One international tourist recommends "developing a Maboneng Precinct App for navigational and viewing purposes" that will attract more tourists and thus help with promotional efforts. A further personal recommendation includes "looking to host a festival of some sort within Maboneng" and based on the success of the first festival, the Maboneng Precinct can become a venue for an abundance of different festivals in the future.

The effect of the Maboneng Precinct on prior expectations indicated that more than half (58%) of the participants' prior expectations of the precinct were exceeded. One third (33%) of participants felt that the precinct and its offering met their prior expectations.

Common reasons as to why the Maboneng Precinct exceeds an international tourist's prior expectations include the fact that "it is very different to other areas in Johannesburg" as it provides "a friendly, fun and upbeat environment that you never get bored of." In addition, a number of international tourists "feel really safe" within the Maboneng Precinct and believe that it "sure has lived up to its expectations." International tourists who "didn't really have expectations" prior to visiting the Maboneng Precinct were not "in a position where it could disappoint" them and thus, have found their experience to be "amazing." A percentage of international tourists expected "to see evidence of successful gentrification" and after visiting the Maboneng Precinct have "come to realise it is gentrification in its purest form." The Maboneng Precinct "proves to international tourists how much potential South Africa and Johannesburg has to offer" as a tourism destination. To international tourists, the precinct demonstrates "the future for South Africa's tourism sector" as a result of the "many different spaces the precinct has to offer". Overall, international tourists find the Maboneng Precinct to be "an eye opening and unique experience of one of South Africa's cities."

Advertising and promotion recommendations for the Maboneng Precinct indicated that one third (33%) of the participants had no recommendations, feeling that current promotion is effective enough; whereas a quarter (25%) of participants feel utilising social media platforms more effectively will generate a greater deal of attention to the Maboneng Precinct. The remainder of participants (42%) had a variety of personal recommendations.

A comparison of domestic tourists to international tourists indicated that although the interview schedule used in both focus groups is identical, the responses of the two focus groups for some questions tend to differ. For the domestic tourists, a number of sources of information are utilised to gain an understanding of the Precinct and its elements as opposed to international tourists relying mainly on the internet as a source of information. A higher percentage of domestic tourists hold negative expectations for the Maboneng area prior to visiting the precinct, whereas international tourists tend to have more positive expectations or no expectations for the Maboneng Precinct.

On the other hand, a portion of the responses generated from both tourist groups conveys a degree of similarity. Maboneng Precinct as an urban tourism destination has managed to either meet or exceed both tourist groups' prior expectations. As a result, both groups of tourists believe the precinct adds a significant value to the South African tourism sector. For most of the tourists in each category, it is recommended that a greater deal of promotion be employed in order for the Maboneng Precinct to become even more valuable.

Limitations

The main limitations to this study relate to the limited sample. Due to the qualitative nature of the research and it being based on perceptions, generalisation of the findings is not possible. A larger sample would have assisted in a more powerful analysis of international and local perceptions of the Maboneng Precinct.

Recommendations

To promote Maboneng Precinct as an urban tourism destination the following recommendations can be explored:

- Creating a blueprint for the development of the Maboneng Precinct Application. This particular blueprint can be presented to the precinct's investors, as well as business owners, in order to gain relevant insight into the feasibility of the concept.

- Developing innovative ways for the Maboneng Precinct to be actively marketed at university campuses which is linked to various social media platforms.
- Using the Maboneng Precinct as a venue for events to be held at in order to attract more people to the destination during the week.
- Utilising the South African bus transport system as a way to advertise the Maboneng Precinct by introducing a "hop on, hop off" sightseeing bus to Johannesburg. This bus service can then be linked with the Gautrain's busses and various bus stops.

Conclusion

Using the process of urban regeneration the inner-city of Johannesburg has transformed from a "no-go zone", to an area of creativity, culture and one that is classified as the future of South African tourism. To investors, business owners and tourists who have visited the Maboneng Precinct, the urban destination is seen as a major contributor of value to South Africa's tourism sector. It is concluded that the Maboneng Precinct can be the epicentre of change to showcase cultural diversity and activity and innovative business development. However, a greater deal of marketing using social media platforms and innovative transport systems is required in order for Maboneng Precinct to attract a wider network of domestic and international tourists within a safe inner-city space.

Contribution

Maboneng Precinct can be a worthy case study of sustainable urban tourism development in a diverse cosmopolitan space. The variety of cultural products and creative events available can be used to market this destination as a sustainable success in the long term.

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Resilience thinking used as a sustainable tourism marketing tool for protected areas

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Introduction

The rapid growth of the tourism industry experienced today, has resulted in the rise of competitiveness of marketing tourism products, services and destinations. Now is the time to highlight the marketing, the form of tourism and whether it is done in a sustainable manner. The long-term continuation and survival of the natural environment and the physical environment of tourism destinations, tourism products and services are based on these sustainable practices. Especially in the design, marketing, implementation and management phases and how these actions are carried forward. An approach to assist with the survival of the environment and the promotion of innovative marketing of tourism is through resilience thinking. Resilience thinking is a tool that can be adapted for diverse situations to assist with bouncing back from an unpredictable event, to continue in a more resilient manner. Discussing various existing approaches highlights the relevance of using resilience thinking in future approaches for sustainability.

Sustainable approaches and methods of moving forward

Sustainable approaches and forms of tourism have already become attractions in the tourism industry today, for example - ecotourism. There has been an increase in interest in ecotourism and sustainable tourism over the last two decades, illustrating a rise in social concern for the environment and the effect tourism has on the environment (Eagles *et al.*, 2002). Font and McCabe (2017) discuss how sustainable marketing can be put to good use by using sustainable techniques and designing sustainable products which contribute towards behaviour change of consumers. Especially in their selection of a tourism destination or product. The term marketing can be defined "*as the activity, set of institutions and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners and society at large"* (American Marketing Association, 2013). The marketing of a destination is fundamental as well as the encounter with guests and hosts. Proper management is accountable for the number, origin and type of tourists at a destination, which in the long run all contribute towards economic development and growth of a region and country (Font & McCabe, 2017). Sustainability stipulates a long-term view, paying attention to ethical values and principles that guide actions in a responsible and holistic manner, whilst incorporating economic goals, the environment and societal consequences of actions (Font & McCabe, 2017). It is a balance between all the stakeholders of present and future generations, all of which are entitled to the use of resources. In reality though, not all tourism destinations are sustainable due to short-term development plans and challenges.

Tourism is desired and even required and is used as a tool to enable development and to contribute towards sustainable economic growth. However, is still filled with many paradoxes for debate regarding the sustainability of tourism and marketing. For example. marketing is generally seen as a competitive business strategy which is short-term, profit driven, promotes self-gratification and instant satisfaction behaviour in the choices of consumers (Font & McCabe, 2017). All of are these seemingly contradictive to the term and notions of sustainability. Thus, a need exists for further research in the integration of marketing tourism as a sustainable product. Marketing should aim to encourage consumers to behave more sustainably and to select sustainable tourism options (Sheth *et al.*, 2011). Marketing of a tourism product needs to look at the quality of the tourists' experience especially the tourist's encounter as a guest with the hosts. It is also essential that tourism businesses operate more ethically whilst marketing sustainability. For example, green washing of destinations should not occur when marketing a destination. Marketing in the tourism context should be used as a tool in corporate strategy, decisions and aim for good business practices. This is to adopt pure sustainable approaches even if this impacts profits negatively, profits alone are not the priority (Font & McCabe, 2017). Within the tourism industry, marketing should be used more as a tool to increase sustainability-driven consumerism. Incorporating, designing sustainable tourism products and selling these products to the growing 'green' market. To establish ways to alter consumers' behaviours, to select sustainable products and services over instant gratification for instance. Research conducted by Miller *et al.*, (2010) reveals that tourists favour sustainability, aim to act responsibly, and value the environment. Work done by Dolnicar *et al.*, (2008) further reveals that some tourists are willing to pay higher prices for a more sustainable tourism experience. Tourism sustainability faces many challenges. However, it is apparent that marketing tourism plays a large role in achieving sustainable outcomes. Product design from the start is vital to this process and this is where there a great deal of room for improvement.

Methods of moving forward

An approach that can be used to improve sustainability in the tourism industry is resilience thinking. Especially in the design phase of marketing a destination or tourism product. By applying resilience thinking, which is defined and discussed below, in the design phase, a more resilient destination and/or product is created which contributes to the long-term existence of the destination/product in a sustainable manner. A prime example of a tourism destination is a private reserve. The long-term sustainable survival of these reserves are based on the collaboration of methods in the design, implementation and management phases of the reserve as well as the marketing of the reserve. Utilising private reserves as an example of a tourism destination/product. This manuscript will discuss how resilience thinking can be included in the sustainability of private reserves, which inevitably is the tourism destination and product. Private reserves, also known as protected areas are sought-after destinations in the tourism industry and are a crucial instrument for conserving nature. According to the International Union for Conservation of Nature, a protected area is a "*clearly defined geographical space, recognised, dedicated and managed through legal or other effective means, to achieve the long-term conservation of nature with associated ecosystem services and cultural values*" (IUCN, 2008:1). The management of sustainable tourism within protected areas requires two main trade-offs according to McCool (2009);

1. Protecting the key values that form the source of preservation,
2. whilst allowing visitors access to enjoy these key values.

McCool (2009) further suggests for effective tourism management to take place, there needs to be societal agreements on goals and scientific agreements on the cause and effect relationship of these two trade-offs. Conducted research demonstrates that tourism and visitation in protected areas creates negative and positive impacts; environmentally, socially and economically (Eagles *et al*., 2002; Snyman, 2014; Spenceley & Snyman, 2017). These three key aspects, being core themes in the literature of sustainable tourism in private areas, represent a gap in the literature regarding resilience thinking approaches for developments of private areas. An approach where protected areas will meet development and conservation agendas from all angles whilst meeting the sustainable development goals. In order to meet these sustainable goals, resilience thinking follows seven main principles with guidelines under each, which will be discussed after explaining what resilience thinking is.

Definition of resilience thinking

The Stockholm Resilience Centre (2014:1) defines resilience thinking as *"the capacity of a system, be it an individual, a forest, a city or an economy, to deal with change and continue to develop*". "*Resilience thinking embraces learning, diversity and above all the belief that humans and nature are strongly coupled to the point that they should be conceived as one social ecological system."* Resilience thinking is a tool that should be implemented in all design, planning, implementing, marketing and management approaches, as it deals with the capacity to persist, adapt and/or transform towards new pathways of development in times of dynamic changes. This form of thinking embraces complex adaptive systems which contributes to a better understanding of changing systems and how to manage them. Resilience thinking is the way forward, reconnecting with the biosphere, through linking people and ecosystems. Virtually all ecosystems that exist today have been shaped by humans and in turn, humans rely on the ecosystems and the services that they provide. The same can be said for socio-economic development as well, since it has a significant influence on biodiversity and in turn biodiversity plays a major role in socio-economic development. Our economies and societies are so integrated with the life supporting ecosystems of the planet. Therefore, it is crucial that we create management approaches that consider humans and the environment as one. One of these management approaches, being resilience thinking. A method that incorporates knowledge specifically to strengthen resilience in nature and society into an interconnected social-ecological system. This interconnected social-ecological system can easily be incorporated into the marketing world especially in the tourism context. Working towards a partnership between tourism and environmental stakeholders. Participating in resilience thinking and approaches is a means of insuring against future shocks for example – natural disasters. Uncertainties and people's limited understanding of the consequences of human-induced impacts and changes which are making the planet more vulnerable. We are living in unpredictable times due to increasing population, widespread development and facing environmental challenges daily such as climate change. Thus, there is a need for intervention, which will effectively accelerate biodiversity conservation, such as a resilience thinking approach.

The private sector is one of the main suppliers of innovative thinking, seeking sustainable initiatives for conservation including the needs and concerns of the environment and humans, which can be done with the help of marketing tools and techniques. Incorporating resilience thinking in the marketing of a tourism destination and/or product, prepares it for changes making the destination/product more resilient thus more sustainable in the long-term. In this case, tourism destinations in the form of protected areas are part of the private sector. Their management and marketing approaches are vital for the existence of the destination/product and for future conservation and biodiversity. Also, the quality of the tourist's experience in the product with contribute to the tourism marketing product.

Resilience thinking is a shift away from traditional development thinking. Traditional development thinking is outdated. It comprises of the following notions; resists change; responds to shock and disturbance with strategies to promote persistence; plans are static; unchanging systems; considers humans separately from nature; strives for maximum efficiency views and redundancy is a waste of resources (Conservation Training, 2017). Alarmingly, linking to the above-mentioned description of how marketing is seen and described as; profit driven, competitive business strategy, short term and seeking instant gratification. Resilience thinking differs from traditional thinking and is more viable since it; embraces and manages positive change, promotes persistence, adaption and or transformation, incorporates awareness and continual change within a system, is part of nature in a social-ecological system, strives to maintain options for changing and views redundancy as a way to increase resilience in society (Conservation Training, 2017). In conjunction with traditional development thinking is the approach of sustainable development. However, the sustainable development approach differs greatly to resilience thinking as illustrated in Table 1, below.

Table 1. The key difference between sustainable and resilience approaches (Redman, 2014)

Resilience approach	**Sustainable approach**
Change is something normal, there are multiple stable states	Envision the future, act to make it happen
Adaptive cycle is embraced	Utilise transition management approach
Result of change is open ended, emergent	Desired results of change are specified in advance
Concerned with maintaining system dynamics	Focus is on interventions that lead to sustainability
Stakeholder inputs focused on desirable dynamics	Stakeholder inputs focused in desirable outcomes

These differences represent the advancement in resilience thinking which is more suited to the adaptive complex system that we live in today. Resilience thinking deals with change and strives to continue to develop. Resilience thinking aims for sustainability but does not view people as an external concept of an ecosystem but as part of the biosphere (see Table 1). By applying resilience thinking is a means forward for new innovative thinking to a mutual relationship between the land and man as well as man's activities.

Findings

There are seven main principles that guide the application of resilience thinking. These principals build resilience into a social-ecological system (Stockholm Resilience Centre, 2018). Before applying resilience thinking it is important to understand how, where and when to apply the principles of resilience thinking. Each principle is dependent on the others and are all interactive with each other. It is important to remember that the resilience of all systems to run simultaneously is not possible as there are various impacts on each other that need to be taken in consideration (Stockholm Resilience Centre, 2018). The seven main principles of applying resilience thinking provides guidance on interacting with social-ecological systems. It helps maintain resilience to survive, to continue to provide ecosystem services, to sustain the ever-growing population.

Principle 1: To maintain diversity and redundancy. The more diverse you make a system the more resilient the system is. The reason for this is a system with more components allows space for compensation of failed or lost components, providing more insurance within the system (Stockholm Resilience Centre, 2018). People interact with the biosphere using the different services of the ecosystems, for example – the use of water to nurture people and the crops to feed ourselves. Endless human activities change the biosphere, agricultural activities and developments being examples. By applying resilience thinking, these interactions between people and the environment can be investigated to best manage these interactions. Aiming for a sustainable yet resilient supply of services from the ecosystems than people so heavily depend on. It is evident that systems with many different components are generally more resilient compared to systems with less components (Stockholm Resilience Centre, 2018). The resilience of a social-ecological system depends on the variation of organisations providing different functions and responses to a situation of disturbance or change. Such organisations include NGOs, private sector and government departments. Organisations, each with their own marketing ideas, having a variety of views, responses to change will have different strengths and weaknesses that will overlap. This principle can be integrated into management and marketing plans, by including actions that will address underlying drivers of loss of biodiversity for example - policies for extraction of natural resources, pollution and illegal wildlife trade. Marketing a tourism destination/product can focus on positive aspects that are contributing to sustainability and growth. Marketing of a product is the starting process of promoting a destination/product of the experiences they will encounter. The quality of the experience will further market itself through word of mouth.

Principle 2: Managing connectivity. The strength of the connectivity will relate to the relative resilience of a social-ecological system. Connectivity is not always a good thing per se; a well-connected system can recover from change or a disturbance quickly (Stockholm Resilience Centre, 2018). For example, if a forest is well connected and a section is disturbed by removing the trees in the area, the area can be habilitated with the help of planting new trees. If a system is overly connected, it can facilitate the spread of the disturbance, for example; the rapid spread of a fire in a well-connected forest. Within the tourism and marketing situation, an overly connected and marketed destination and product can become generic and less attractive to consumers, thus less selected for business. Limiting connectivity may improve the resilience of a system by creating a barrier to prevent the spreading of a disturbance. For example, a fire break can prevent a forest fire from spreading. Additionally, focusing on positive news in marketing a destination and to avoid the spread of rumours and negative marketing of a destination or product. A good balance within a system increases resilience, this includes intermediate connectivity with an internal well-connected subsystem (Stockholm Resilience Centre, 2018). Application of this principle includes actions that promote connectivity of ecosystem conservation as well as those that promote partnerships between different levels of government and organisations, enhancing institutional connectivity. Managing connectivity is putting it into practice, identifying the relevant parts, their scales, their interactions and strengths of connections. Connectivity strengthens the understanding of a sustainable resilient system which can also be used as a marketing tool.

Principe 3: Managing slow variables and feedbacks. Feedbacks are the connectors between variables - they can either reinforce change (positive feedback) or reduce change (negative feedback). The well-being of a social-ecological system is to ensure the function and the provision of vital services. Complex systems contain slow changing variables that have the potential to produce sudden changes that are difficult to reverse (Stockholm Resilience Centre, 2018). These are known as regime shifts. Applying this principle is done through managing slow variables, which will ensure sustainable provision of key ecosystem services. For example, the nitrogen cycle – by decreasing actions of pollution of agriculture activities, manages slow variables whilst contributing to the provision of clean water. However, negative feedback helps us to respond to change or disturbance so that the system recovers and continues to provide the same set of services from the ecosystems. Managing slow variables and feedbacks are through identifying the key slow variables and feedbacks that maintain the social-ecological system (Stockholm Resilience Centre, 2018). The social-ecological system provides desired services and help detect where the significant thresholds are. From here guidelines can be followed, through strengthening feedbacks that maintain desired methods; avoid actions that obscure feedbacks; monitor important slow variables; and establish governance structures that can respond to monitoring information. Within the marketing context, receiving positive feedback from consumers and marketing this consumer feedback to the public will serve to attract more consumers, especially those of similar interest and who care for the environment. Unfortunately, negative feedback can push future consumers away.

Principle 4: Foster complex adaptive systems thinking. This principle is challenging as it not only aims to change people's point of reference by increasing knowledge but also aims to change their mindset and behaviour. For this to be possible, a complex adaptive systems approach is needed, with the understanding that a social-ecological system includes several connections occurring at the same time at different stages (Stockholm Resilience Centre, 2018). Complex adaptive systems are dynamic and promote innovation and perspectives to solve problems and make decisions. This type of thinking goes hand in hand with resilience thinking as it includes the probability of uncertainty and unpredictability. Complex adaptive systems include spatial data, representing the interconnection of economic and social ecological elements at different scales (Stockholm Resilience Centre, 2018). This type of thinking processes systems as a whole and not in individual sections. For example, it integrates management for an entire water catchment area and not just a section of a river, creating cohesive conservation and development strategies. Marketing is a dynamic and fast changing industry that needs to keep up with the current times and therefor needs to consider complex adaptive thinking. This will broaden the views of a destination and/or product establishing new and improved marketing methods and techniques for a destination or product. With this principle, changing people's mindset and behaviour is possible through marketing. Opening new doors of possibilities to altering people's mindset to a more responsible and sustainable lifestyle. This lifestyle will lead to selecting sustainable tourism which, ultimately contributes to overall sustainability.

Principle 5: Encouraging learning. This principle encourages knowledge generating and the sharing of this knowledge. This is an important principle especially when resilience comprises of reacting to change, adapting and transforming to the change and disturbance (Stockholm

Resilience Centre, 2018). Social-ecological systems are not static and are always developing and being revised with new knowledge which enables adaption to disturbances and change and creates new approaches to management. To cope with change, constant learning and re-evaluation of existing knowledge is vital. Applying this principle occurs through actions that create suitable conditions to share knowledge and have adequate resources to aid learning processes, especially those that address development and conservation challenges (Stockholm Resilience Centre, 2018). Learning to adapt to new information is critical, thus one needs to be open to apply using innovative technologies and data, formal learning structures, collective learning processes and even forms of social media. Marketing is not static and is forever changing to stay attractive and fresh.

Principle 6: Broadening participation. This principle allows for collective action. A well-functioning participation group has the potential to build trust and a shared understanding. Participation from a diversity of people with different backgrounds opens opportunities to a variety of viewpoints. The link between information collecting and decision-making is also strengthened through participation. Nevertheless, participation has negative impacts such as influencing stakeholders at the cost of others, which may cause competition and conflict (Stockholm Resilience Centre, 2018). The underestimating of finances, time and human resources are common pitfalls of not carrying out a successful participation session. Inadequate communication training and facilitation skills also impact the process of participation. For example, including local communities in the planning and decision-making processes, which has great potential in aiding in conservation. Applying this principle includes actions of building capacity and having essential resources to create effective participation in the implementation and design phase. Guidelines of effective participation are to; clarify expectations and goals of the participation process, involve the correct people, select motivated and inspired leaders that can manage the group, provide capacity building, address power issues and possible conflicts and secure sufficient resources to carry out effective participation (Stockholm Resilience Centre, 2018). Participation between various teams, be it from the marketing team to the management team, provides new viewpoints, opportunities and ways to market a destination/product.

Principle 7: Promote polycentric governance. When multiple governing bodies interact together to create and enforce rules within policies, polycentricity occurs (Stockholm Resilience Centre, 2018). Collaboration between institutions increases connectivity and learning. Well-connected governance structures deal effectively with disturbances and change as when these situations are being dealt at the right time by the correct informed people. Thus, polycentric governance structures promote other resilience-enhancing principles, especially those of connectivity, experimentation, learning, participation, diversity and redundancy (Stockholm Resilience Centre, 2018). Examples of applying this principle is through creating sub-national governance structures, as well as acknowledging the governance of indigenous people and local communities. And by incorporating and facilitating different types and levels of governance, there is greater potential in meeting both, development and conservation concerns. All institutions have marketing teams, and through participation and communication - learning is possible. In these situations, new viewpoints, ideas can be discussed, collaborated which can in the long-term be agreed upon collectively which can become policies or lay the foundations for policies to be developed that aim at achieving similar goals to sustainability.

Conclusion

Through the utilisation of these seven principles, private conservation areas can apply resilience thinking, giving them the opportunity to improve their resilience for possible changes or shocks such as – climate change. Climate Change has caused an increase in wildfires, the loss of coastal areas, coral bleaching and changes in seasonal phenomena. Resilience thinking can be applied to the marketing of private areas, conveying the message of sustainability thereof. Private protected areas and the marketing thereof are similar, in that they are continually changing. Therefor in order for a private conservation area and the marketing of it to stay current they need to be well designed, implemented and managed jointly. The resilience thinking approach is ideal for this, especially when making collective decisions. Planning for change builds a strong foundation for private areas and leads to practical and actionable goals to manage and market change. These goals need to be specific, measurable, achievable, relevant and have a time span to have an impact on the environment and the people (Conservation Training, 2018). Along with resilience thinking, the management and the role of communities in tourism is on the rise. Research shows that improving this relationship and the resilience of communities can also play a major role in the sustainability of private protected areas and the marketing thereof. The relationship between the communities, stakeholders and the private sector plays a vital role in conservation, this relationship takes time, empowering communities helps contribute positively towards protected areas and tourism. This relationship also plays a role in increasing public interest in tourism and the visitation in public areas (McCool, 2009). Sound management practices contribute towards standards of tourism, contributing to the quality of tourism, the standard of tourism marketing and conservation. Enhancing the responsibilities, roles and benefits to local communities as well as the management and planning of protected area tourism will progressively grow in the years to come. Using the resilience thinking approach in the marketing of protected areas and tourism products, includes all three elements of sustainability – socially, economically and environmentally. The marketing of a more sustainable tourism industry will then be seen as a more environmentally responsible industry (Font & McCabe, 2017). Working closer together similar goals for sustainability and conservation are created. The resilience thinking approach includes and respects the needs of all stakeholders aiming to achieve successful and positive long-term outcomes for all. Thus, this study is contributing to science as it introduces new ways of thinking, especially regarding tourism. The advancement of resilience thinking includes all the contributions of partners and stakeholders towards future resilience. Marketing is important in the way that if everyone collectively contributes to the product, the resilience of the product will be higher and more beneficially. The marketing of the product will be real and there will be no greenwashing or promises of what is not real. The collective contributions to the resilience of the tourism product also adds a marking angle where the benefits and the products provided by working with the communities is an added attraction. International trends show how tourists now want to know where their money goes and how that money benefits the people and the environment (Font & McCabe, 2017). This is the link of resilience, sustainability and marketing that is on the verge of growing in all markets.

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Communication of Sustainability Efforts in the Hospitality Industry – How do small hotels act?

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Introduction

Over the last years environmental protection and the implementation of measures of sustainable development have gained greater attention. To emphasise the importance of sustainability in the tourism industry, the United Nations declared the year 2017 as the International Year of Sustainable Tourism (United World Tourism Organization, 2015). The hotel sector is highly fragmented and collectively causes considerable impacts on the environment (Webster, 2000). At the same time, destinations including local businesses are highly relying on the attractiveness and integrity of the surrounding environment (Kasim, 2006). Sustainability measures have been developed both by researchers and hotels reducing hotels` cost and impacts on the environment while improving customer experience (El Dief and Font, 2010). Furthermore, increased environmental concern on the part of multiple stakeholders such as customers and non-governmental organisations, is leading to increased pressure to develop frameworks for environmental and social sustainability. In this course, environmental and social responsibility is increasingly becoming part of the business agenda in form of ecolabels, green alliances, certifications, and codes of conduct (Font and Buckly, 2001; El Dief and Font, 2010). Nevertheless, the share of hotels authentically contributing to sustainable tourism is still relatively small leaving considerable room for improvement (Jones et al, 2014).

In addition, managers have come to realize the value of green marketing not only to establish sound relationships with stakeholders but foremost to create a differentiation to competitors in order to gain market share (Kasim, 2008). Furthermore, research indicates that sustainability engagement has become a central element of corporate reputation and competitive success (El Dief and Font, 2010; Kärnä et al, 2003).

A notable number of large hotel companies like the Rezidor Group have developed a wide range of programs in favour of a sustainable development (El Dief and Font, 2010). However, not all firms claiming to do so are truly becoming more sustainable businesses, but rather try to gain market share under the guise of sustainability (Polonsky and Rosenberger, 2001). Such misleading green marketing claims, referred to as greenwashing, may lead to consumer scepticism also affecting the truly committed, action taking hotels (Chamorro and Bañegil, 2006). Considering the state of sustainable tourism and green marketing tourism research has so far predominantly focused on large hotel chains. However, in many countries, especially in Europe, the industry is characterised by a fragmented nature with a large body of small, owner-managed firms (Horobin and Long, 1996).

Naturally, these firms are often deeply rooted within the local community. Moreover, managers and shareholders are interwoven with and directly affected by the business. In contrast to large corporations, owner-managed businesses often lack financial and human resources to develop, execute and market sustainability programs (Perrini et al, 2007). Therefore, competing with large corporations poses a challenge for those businesses in many ways. Nevertheless, not being bound by instructions and action plans of a central office may lead to totally different individually fitting measures in favour of a sustainable development.

This research project aims to investigate what actions managers of sustainability oriented small hotels take and more important, how they make use of their sustainability orientation in the sense of green marketing.

Method

A qualitative method was chosen to analyse the following aspects: i) what specific measures sustainable hotels apply in order to manifest their sustainability engagement; ii) what measures managers believe are most important and why; iii) what measures they think are most relevant for guests and iv) what measures they actively use for marketing.

In a first step, we identified 30 German hotels that are known to have a reputation for their sustainability engagement. Second, we conducted semi-structured interviews with managers of the hotels in order to address the aforementioned key aspects, followed by a structured content analysis of the hotel websites using the Global Sustainable Tourism Council (GSTC) criteria for hotels as a coding scheme addressing the fourth aspect. To advance our findings we further analysed information provided by the most relevant two Online Travel Agencies (OTA, booking.com/hrs.de) as well as Review Sites (RS, tripadvisor.de/holidaycheck.de) to determine the level of information asymmetry concerning sustainability measures between original accommodation provider and dominating sales and information platforms. Additionally, we draw from an earlier analysis of 30,533 reviews of a different sample of 53 German hotels posted between 2014 and 2016 to provide a second, unbiased indication of what sustainability measures are valued by tourists.

Findings

At the moment, the data collection process and data analysis are still ongoing. Thus, the following results are preliminary. We find a notable difference between the online communication of sustainability engagement and the actual implementation of sustainability measures. Whereas in many cases the discussion centres on greenwashing problems, within the group of sustainability oriented small hotels there rather seems to be a lack of green marketing communication. In addition, the information about sustainability measures provided by key intermediaries is highly limited.

Furthermore, we find that the same problem exists when comparing onsite information provision and actual sustainability engagement. Managers tend to communicate what they think is valued by guests. However, the interviews conducted so far indicate that there may be a difference between the managers' perspective and the actual perception of tourists.

Contributions to Research

Our project provides an important foundation for further research on green marketing in the tourism industry, which is also relevant for other industries. Specifically, it contributes to the understanding of challenges for small firms and provides suggestions of how to tackle these. Further, it shows i) how sustainability efforts are presently communicated online and on site; ii) what the main obstacles in the communication of these efforts are and iii) which seem to be important aspects for hotel managers and tourists and how they differ.

Our presentation on the BESTEN Think Tank XVIII will concentrate on our findings from both the content analysis of hotel, OTA and RS websites as well as interviews with hotel managers. Furthermore, we will draw from findings of an extinctive analysis of online reviews which we conducted in the recent past to interlink our present results of the business side to consumer review behaviour. By doing so, we will present the main contributions of our research, point out approaches for further investigation, and provide useful implications for the industry.

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Defining Small Accommodation Establishments: employing useful categories

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Key words: small accommodation, sustainable tourism, business models

Introduction

Internationally, tourism contributes one in every twelve jobs globally (UNWTO, 2012), and makes up 30% of the world's service exports (WTTC, 2012). Tourism contributed more to the gross domestic product (GDP) than the automotive sector; it is 30% larger than the global chemicals sector and 75% larger than the global education, communications and mining sectors. According to Mitchell and Ashley (2010, p. 7) "the continent of Africa's share of global tourism (some 50.5 million arrivals in 2006 or 6 per cent of global arrivals of 851 million) is much larger than its average share of world trade". Tourism's contribution to job creation is an estimated 50 jobs created for every 1 million US Dollars in (WTTC, 2012). Tourism is a labour-intensive industry and contributes more to the number of jobs per unit of increase in GDP than, for example, agriculture and other non-agricultural industries in South Africa (Mitchell & Ashley, 2010). This means that if tourism GDP grows by 1%, it creates more jobs than other industries would if they grew by 1%.

It is therefore clear that the importance of tourism in the world economy (which includes the South African economy), cannot be understated. Through tourism, the informal sector can contribute substantially to economic growth in underdeveloped countries because of job creation possibilities as well as relatively low barriers of entry into the sector. In South

Africa, the National Tourism Sector Strategy (NTSS), released in 2011 (NDT, 2011), sets ambitious goals for the growth of tourism up to 2020 in South Africa. These include increasing the number of foreign tourist arrivals to 15 million in 2020 from 7 million in 2009, increasing tourism GDP from an estimated R189,4 billion in 2009 to R499 billion by 2020 and creating an additional 225,000 jobs by 2020 (1 US$ equals approximately 11,5 South African Rand). Statistics South Africa's report on the Tourism Sector (Stats SA, 2014) showed that there were approximately 9,2 million foreign visitors to South Africa in 2012, well on target to achieve the growth targeted for 2020.

To support this growth, many policies have been formulated to drive tourism growth and development and to take advantage of the opportunities that this sector creates internationally, including e.g. the Accelerated and Shared Growth Initiative-South Africa (Asgi-SA) (Mlambo-Ngcuka, 2006). To achieve targets set by the policy it was stated that more emphasis should be placed on skills development and greater focus on SMME development. Both the South African Tourism Marketing Growth Strategy of 2008 – 2010 (SAT, 2008) and the National Tourism Sector Strategy (NDT, 2011) identified SMME development, marketing and branding, quality assurance, incentives, skills development and service levels as some of the key focal points for sustainable tourism development. By definition, 'SMME' includes on smaller accommodation establishments (SAEs).

However, very little research has been undertaken over the past decades to assess the specific sustainability challenges and needs of smaller accommodation businesses (or tourism SMMEs). Traditionally, tourism SMMEs do not enjoy the same ability (through economies of scale and resource availability) to market themselves as larger hotels do and therefore need different strategies (S. Bukula, CEO, SEEZA The Destination Network, 2018, [personal communication], 15 February 2018). According to Rogerson (2015) inequality in marketing of tourism businesses in rural areas in South Africa is amplified by current tourism marketing approaches of tourism authorities and other marketing organisations. Tourism SMMEs need to be innovative in their approach to tourism marketing (Strydom, 2017) and create collaborative platforms with other SMMEs to strengthen destination branding. However, little effort has been made to distinguish tourism SMMEs and SAEs from their larger counterparts and to highlight the specific role that tourism SMMEs and SAEs could play in achieving sustainability objectives of the tourism industry.

By creating an understanding of the relative importance of SAEs in the South African tourism economy, it will become clear whether sector specific policies need to be created to support the sustainability of SAEs. This will allow policy makers and other industry role players to adopt different strategies that will improve the competitiveness of SAEs in e.g. government incentive schemes, marketing and promotion support and creation of development opportunities.

Aim

To understand the importance of SAEs in South Africa, it is important to gain insights on how SAEs are defined, which types of accommodation should be included in the definition and the likely number of SAEs that operate within the sector. The objectives of this study are three fold, i.e.

1. To create context of the relative importance of SAEs in the tourism industry;
2. To provide useful definitions and categorisations of SAEs;
3. Based on the definitions, provide a rough estimate of the relative size of the industry.

Once these two objectives are achieved, subsequent studies could focus on quantifying the real contribution of SAEs (as a "sub-sector of tourism) to e.g. GDP, job creation and resource consumption. This will inform the prioritisation of e.g. policy formulation, business support and marketing spend to back growth and development of SAEs and increasing their overall competitiveness

Methodology

This study is exploratory in nature and utilises existing literature as well as extracts from a survey conducted amongst industry experts and a broad industry survey of smaller accommodation businesses from across South Africa to achieve the stated objectives.

Industry experts are individuals representing certification companies, consulting companies, academia, government agencies, non-government organisations in tourism, with a focus on tourism sustainability. In line with the recommendations of Alston and Bowles (2003) and Waters (2014), the snowball approach was utilised to identify who the South African tourism are being viewed as sustainable tourism experts. Business networks were used to identify the first expert, with additional experts being co-opted through referrals.

Questionnaires were distributed through industry networks such as tourism associations, requesting accommodation owners / managers of establishments with 20 rooms or less to complete the survey.

Due to the lack of previous research that honed in specifically on the smaller accommodation sector, the research is empirical.

The industry expert questionnaires followed the Delphi method (Dalkey & Helmer, 1963), through which consensus was reached after two rounds of questions to experts. The first part of the questionnaire centred on the questions of whether there should be a single definition for an SAE, and if so, which dimensions should be used to define an SAE. The types of establishments that should be included in the proposed definition of an SAE were also investigated. The next phase of the industry expert questionnaire raised the question of the relative size of the small accommodation sector, based on the inclusion of the various categories of establishments. Respondents were requested to provide a guestimate of how many SAEs there are in South Africa based on the categories that they had selected in the previous question. In the broad industry survey, accommodation business owners/managers were asked to name their establishment type and provide services offered by the establishment.

The relative importance of SAEs in the tourism industry

What the literature says

It is recognised internationally that smaller accommodation businesses play a critical role in the achievement of tourism industry sustainability, as they are perceived in many instances as a catalyst for local economic development and growth, especially in rural areas. According to Bastakis *et al.* (2004, p. 2), smaller independent accommodation is prolific in European towns and they are a key economic contributor and employment provider. In their article on the factors that contribute to the business success in the services industry, Montoro-Sánchez *et al.*, (2008) highlighted that in the European context, small and medium-sized enterprises are critical contributors to the tourism industry as a result of 1) their contributions to employment, 2) their distribution of wealth, 3) their economic value, as well as, 4) being viewed as more innovative than larger businesses. However, the contribution of SMMEs, including SAEs to the economy of South Africa is not well defined or understood. The South African Statistics satellite accounts (Stats SA, 2013) stated that there were approximately 623,300 people directly employed by the tourism industry at the time that the data was published. It stated that 159,000 people were employed in the accommodation sector. However, there is no data provided on the distribution of employment amongst different sizes and types of accommodation establishments within the accommodation sector. While Stats SA (2016), states that for guesthouses, guest farms and other accommodation contributed approximately 32,000 to the industry, the types, categories and sizes of accommodation included in these categories are vague. It would therefore be difficult to determine where best to focus resources in order to rapidly increase job creation and economic development. "In the research literature on tourism business there still is seemingly a relative dearth on the research into tourism and small business development" (Tassiopoulos, De Coning , & Smit , 2016, p. 2) What further emerged is that clear guidelines on how SAEs are defined, their relative consumption, their contribution to GDP and their contribution to job creation are not well defined.

What the industry experts and accommodation owners say

All industry experts commented on the importance of the small accommodation sector, and there was 100% consensus that this is a key factor in contributing to a more sustainable industry. It was asserted by some experts that the smaller accommodation sector's contribution to gross domestic product (GDP), job creation and transformation is underestimated. An understanding of the sector would assist policy makers to more accurately determine the gaps for sustainable tourism interventions.

Useful definitions and categorisations of SAEs

What the literature says

Currently, there is no single definition for a “smaller accommodation establishment”. However, various references are made to establishments with less than 20 rooms (Bastakis, Buhalis, & Butler, 2004; Heritage, n.d.). Based on this definition, and for the purposes of this study, SAEs are defined as all types of tourism accommodation with 20 rooms or less, which includes bed and breakfasts, guest houses, lodges, farm stays and small hotels and other types of establishments that provide short-term overnight accommodation to paying guests. Other examples of small accommodation definitions internationally are listed below:

- In Greece, a family hotel is deemed to have less than 20 rooms, while small and medium hotels have 21 - 50 and 51 - 100 rooms respectively (Bastakis, Buhalis, & Butler, 2004).
- In research undertaken in St Andrews, Scotland to assess the entrepreneurial nature of small hotels, these were defined as establishments with less than 40 bed spaces (Glancey & Pettigrew, 1997). The same research referred to previous suggestions whereby a small hotel was defined as an establishment with fewer than 25 bed spaces and in other cases when it had fewer than 100 bed spaces.
- Law and Ng (2011) researched small hotels in Hong Kong and found that many definitions for small hotels exist. These definitions vary to include the number of staff employed, whether it is owner managed or the types of facilities and services it offers.
- Research by Ahmada (2015) shows that small to medium sized hotels (SMSHs) are defined as those with fewer than 50 rooms and fewer than 10 employees. SMSHs are often classified as lower-end accommodation and are often not situated in main tourist locations.

Statistics South Africa groups accommodation establishments according to turnover as shown in Table 1 (Stats SA, 2015). It further distinguishes between broad categories i.e. caravan parks and camp sites, guest houses, guest farms and other types (Stats SA, 2015). Eskom, the South African energy provider, defined SAEs as either residential properties or businesses, depending on whether they are Value Added Tax (VAT) registered (Naicker, 2013) for their light bulb retrofit programme. The Tourism Grading Council of South Africa (TGCSA), on the other hand, categorised accommodation establishments by the types of services they provide (TGCSA, 2014), and does not specifically reference numbers of rooms within these categories (in other words, a “hotel” could have ten rooms or a hundred rooms). PWC (2013) provided four categories of accommodation, i.e. three-star hotels, four-star hotels, five-star hotels and guest houses and guest farms’. Other regulatory frameworks (for example municipal by-laws and liquor laws) make no or little distinction between SAEs and large hotels, and regulations are applied in a blanket format rather than one which recognises the differences in business models of larger and smaller establishments.

Table 1: Statistics South Africa definitions of accommodation based on turnover (Stats SA, 2015, p. 8)

Size	2015 Definition
Large	≥ R13 000 000 VAT turnover
Medium	R6 000 000 ≤ VAT turnover < R13 000 000
Small	R5 100 000 ≤ VAT turnover < R6 000 000
Micro	≤ R 5 100 000 VAT turnover

(R11,50 equals US$1)

Responsible tourism certification bodies such as Fair Trade Tourism (FTT) and Heritage Environmental Management Company (Heritage) do not share uniform definitions for SAEs, for example, FTT (2011) tiers their pricing based on the number of staff employed and ‘Heritage’, provides their Greenline offering to guest houses and B&Bs of fewer than 20 rooms (Heritage, 2014)

The main shortcoming of most of the definitions found in literature is the one-dimensionality thereof. Definitions, except the definition provided by Ahmada (2015), do not allow for cross categorisation. For example, a small accommodation establishment could be defined as an establishment with fewer than 20 rooms, no more than 20 staff employed, and turnover of less than R13 million. Criteria such as these would allow a better understanding of efficiencies within different types of establishments as well as setting of more accurate benchmarks, for example the number of employees compared to the number of rooms and facilities, resource utilisation per bed-night or resource utilisation per visitor in cases where additional facilities such as small conferences are provided. However, deep research into finding an exact definition for SAEs falls outside the scope of this study. Additional complexity is added to the definition of an SAE through the variety of categories found. The Tourism Grading Council of South Africa (TGCSA, 2014) has categorised accommodation establishments according to the types of service they provide, while other literature provides additional categories that have not been incorporated in the TGCSA criteria. A list of the main categories of establishments is provided below:

BACKPACKERS

Backpackers' accommodation is generally viewed as budget accommodation, aimed at "meeting other people, an independently organised and flexible travel schedule, longer rather than brief holidays, and an emphasis on informal and participatory holiday activities" (Loker-Murphy & Pearce, 1995, p. 819). The TGCSA defines a backpacker and or hostel as "an accommodation facility that provides communal facilities, including dormitories, yet may offer a range of alternative sleeping arrangements. Only establishments that cater for transient guests (travelling public) will qualify for grading" (TGCSA, 2015, n.p.).

BED & BREAKFAST

Bed & Breakfasts (B&Bs) are distinguished through providing overnight accommodation and breakfast to the guest, and both items are included in the rate quoted. B&Bs are generally privately-owned establishments (Ingram, 1996). The TGCSA definition for B&Bs is "more informal accommodation with limited service that is provided in a family (private) home with the owner/manager living in the house or on the property" (TGCSA, 2014, n.p.).

BOUTIQUE HOTEL

Rogerson (2010, p. 425) suggests that a boutique hotel is different from a normal hotel in that it offers unique "experiential qualities with strong emphasis placed upon the production of high levels of design, ambience, and offerings of personalized service" and "small properties which are mainly operated by individuals or companies with a small collection." (p.438). The TGCSA does not provide a specific definition for a boutique hotel – boutique hotels are possibly assumed to be included in the definition of hotels.

FARMSTAY

Farm stays provide additional income from tourism to farm owners. In essence, a farm stay provides overnight accommodation for tourists on a working farm. The farmer may or may not allow participation in daily farm activities by tourists (Engeset, 2015). Farm stays could also include meals and activities (Chen, Chang, & Cheng, 2010).

GUEST HOUSE

According to the TGCSA (2014), a guest house "can be an existing home, a renovated home or a building that has been specifically designed as a residential dwelling to provide overnight accommodation, must have more than three rooms and public areas for the exclusive use of its guests" (TGCSA, 2014, n.p.).

COUNTRY HOUSE

According to the TGCSA, a country house is the same as a guest house but is "situated in natural, peaceful surroundings" (TGCSA, 2014, n.p.).

COUNTRY LODGE, GUEST LODGE & GAME LODGE

According the TGCSA of a lodge, is "a formal accommodation facility providing full or limited service, located in natural surroundings beyond that of an immediate garden area, without any game" (TGCSA, 2014, n.p.). The TGCSA further suggests that a distinction is made between a Country Lodge, a Guest Lodge and a Game Lodge, (TGCSA, 2014, n.p.):

- A guest lodge is “an accommodation facility providing full or limited service, located in natural surroundings beyond that of an immediate garden area, without any game and within an urban setting”;
- A country lodge, is “an accommodation facility providing full or limited service, located in natural surroundings beyond that of an immediate garden area, without any game and within a rural setting”;
- A game lodge, is “an accommodation facility providing full or limited service, located in natural surroundings beyond that of an immediate garden area, with game”.

HOMESTAY

A homestay is defined as a private home offering accommodation to paying guests, for example, when a holiday or other period is spent staying in the home of another family (Hamzah, 2008).

SELF-CATERING ESTABLISHMENT

“Self-catering accommodation styles for exclusive use include apartments – unit/s within a multi complex dwelling and villas – free standing residential dwellings. A self-catering property is your home away from home. It usually offers guests a sole occupancy unit consisting of one or more bedrooms and self-contained public areas for example kitchen, dining area and lounge” (TGCSA, 2014, n.p.).

HOTEL

The TGCSA (2014, n.p.) defines a hotel as an establishment that “provides formal accommodation with full or limited service to the travelling public. A hotel has a reception area and offers a dining facility. A hotel must have a minimum of four rooms”.

In the various categories provided above, the TGCSA lacks consistency in describing various types of establishments and uses subjective descriptions in some cases for example in reference to self-catering accommodation, the term “your home away from home” (TGCSA, 2014, n.p.) is used. In the case of a country house, the terms “situated in peaceful surroundings" (TGCSA, 2014, n.p.) is used while more objective descriptions are used in other cases for example a hotel is described very specifically as an establishment that "provides formal accommodation with full or limited service to the travelling public. A hotel has a reception area and offers a dining facility. A hotel must have a minimum of 4 rooms" (TGCSA, 2014, n.p.).

What the industry experts and accommodation owners say

In the industry expert questionnaire, the consensus was that there should be a single definition for SAEs. Feedback in the free text showed that most respondents believed that there should be a single definition and that the term "smaller accommodation establishment" is not currently clearly defined by tourism stakeholder groups. It was highlighted that formal and clear categories of accommodation, or "sub-sectors" are necessary, as this would provide an opportunity to better analyse and understand the needs of each accommodation sector. This would also allow for the setting of benchmarks for each "sub-sector" in relation to its performance within the tourism industry. Further, a clear definition would aid in the development of focused policies from government as well as marketing initiatives to match the correct industry audience within this sub-sector. A standard definition, according to one respondent, "*provides direction for all stakeholders, as they are able to analyse the gaps and threats commonly experienced*".

It was agreed by the majority (77.8%) of the industry, as shown in Figure 1, that the primary measure to define a "smaller accommodation establishment" should be the number of rooms. While some respondents (22.2%) felt that the number of employees should also be taken into consideration, it was noted that the number of rooms would be the driver for other dimensions such as the number of staff employed, turnover and skills required. In other words, these dimensions would be dependent on the number of rooms. Should further segmentation be required for the purposes of benchmarking, it was suggested that the number of staff, star grading, types of services offered and annual turnover be used. Prior to consensus being reached, one respondent stated that "*accommodation establishments are traditionally measured by the number of rooms they have. Measuring by the number of personnel can be skewed according to the nature of the business itself, i.e. a game lodge has proportionately* *more staff than an urban guest house although they have the same number of rooms."* This view was not challenged by any of the respondents during the second round of the industry expert interviews.

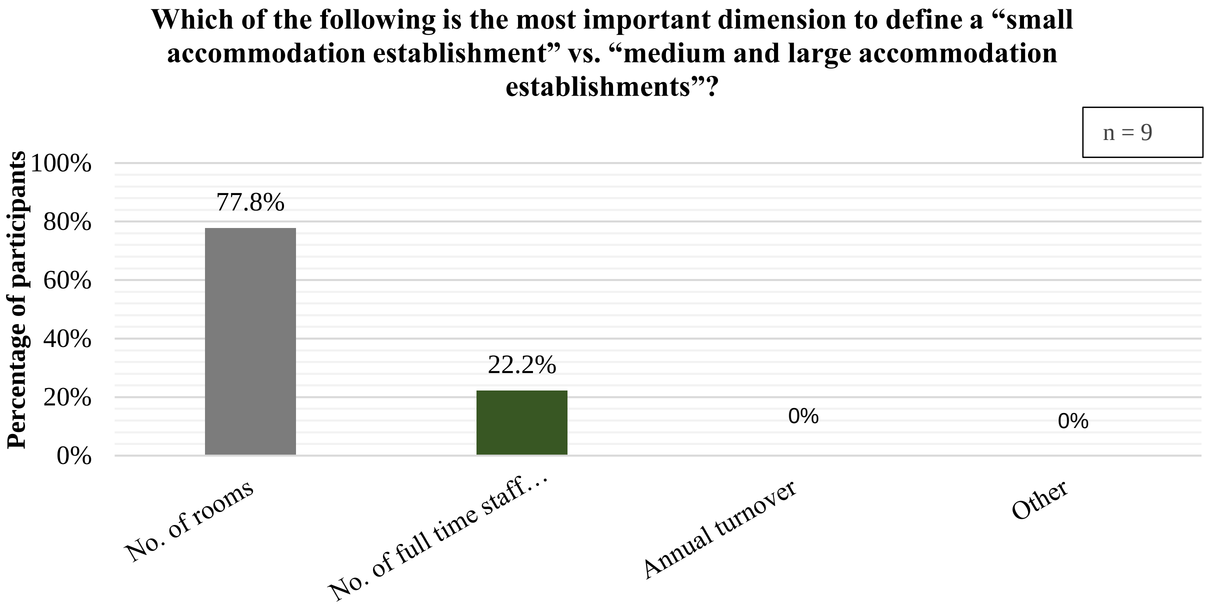

Figure 1: Measure of a smaller accommodation establishment

The industry experts reached consensus that all sub-sectors listed should be included in the overall definition of a small accommodation establishment. The experts also provided additional suggestions – these are included in Figure 2. One expert commented that "*there are many different sub-sectors of accommodation establishment, each of which requires a descriptor that will clearly distinguish one from the other for example 'guest lodge' or 'country lodge*". In none of the categories, were there fewer than 56% of the respondents that believed the category should be included as a sub-sector. Boutique hotel and small hotel rated the lowest (56%), while guest house and home stay rated 100%. For the other categories, less than 100% indicates that there could be some disagreement between experts regarding the full scope of categories that should be covered by "smaller accommodation establishment". It is nevertheless clear that there is merit in including all types. As the establishments (sub-sectors) listed in the questionnaire are mainly based on the Tourism Grading Council of South Africa's list of accommodation establishments (TGCSA, 2014), these could be used for the base definition, but additional sub-sectors could be added to accommodate the existence of commonly used categories in other literature.

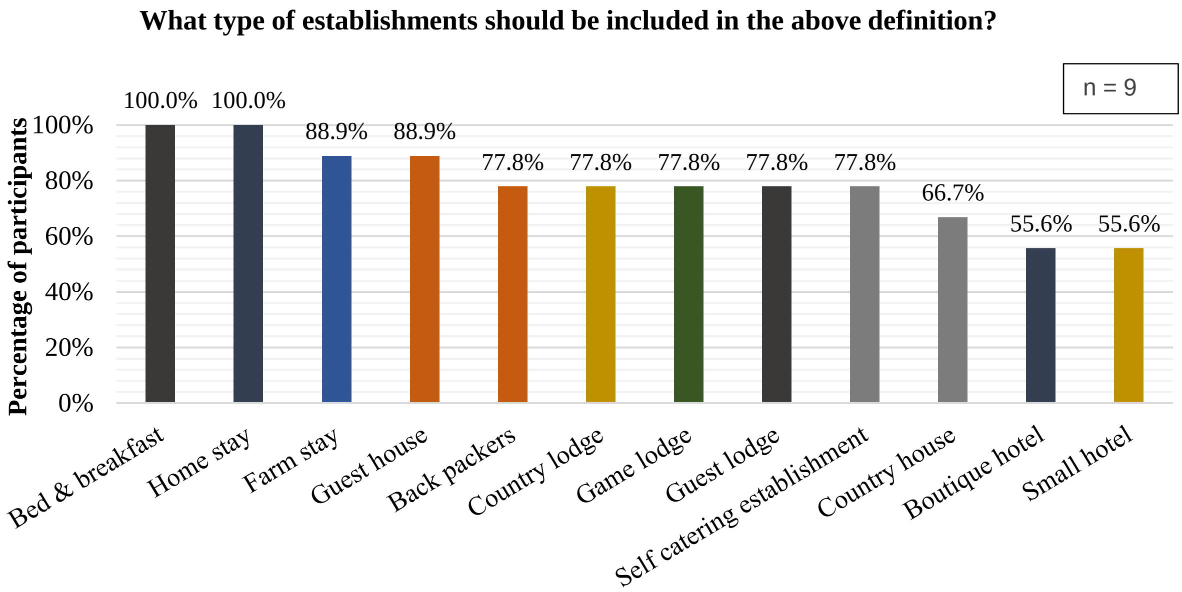

Figure 2: Categories of a small accommodation establishments

The level of agreement to include all categories in the definition of SAEs with sub-sectors is of significance, as it clearly highlights a gap in the understanding of the smaller accommodation sector. The absence of a definition confirms the sentiments highlighted in the literature, in that it indicates a lack of a true understanding of for example the SAE sector's importance in the overall economy, its contribution to the overall GDP and its job creation potential. In addition, a lack of clear definition will impact negatively on policy makers' ability to formulate fit-for-purpose policies for this sector. In summary, the industry experts agreed that: the broad industry survey tested alignment of the definition and categorisation to the proposed definitions of an SAE provided in the literature review and the industry expert interviews. Ninety-two-point two percent of participant accommodation was 20 rooms or smaller. Accommodation owners were requested to select the category that best describes their establishment from the same list that was provided by the industry experts. "Other" was also provided as an option. The results are presented in Figure 3.

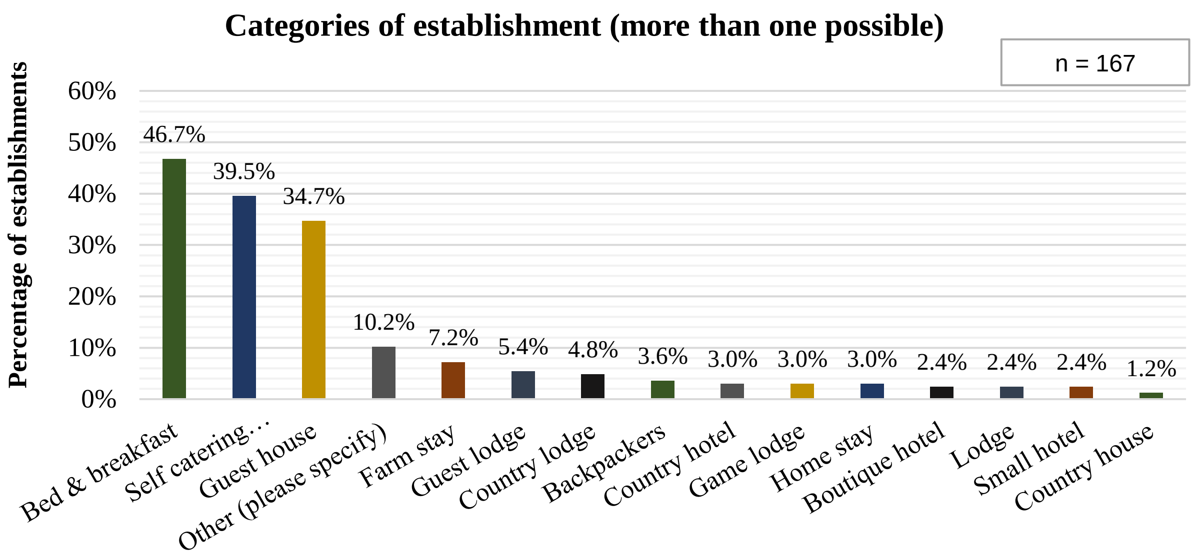

Figure 3: Categories of accommodation establishments

Most respondents referred to their businesses as bed and breakfasts, self-catering establishments or guest houses. Many other categories of establishments also offer self-catering options in addition to catered types of facilities. There were only 19 respondents that listed themselves as pure self-catering facilities. Twenty-three respondents listed themselves as both bed and breakfasts and guest houses. Other interesting observations included:

- One respondent listed itself as a guest house and a country hotel;
- Two respondents listed themselves as small hotels and guest houses;
- Four respondents listed themselves as boutique hotels, but of these, two referred to themselves as bed and breakfasts as well;
- A limited number of participants called themselves home stays or farm stays, and all these also listed themselves as either a bed and breakfast, guest house or self-catering establishment; and
- Under “other”, participants listed themselves as a variety of establishment that have not been defined elsewhere in the literature, for example ”boutique guest house”, “fly fishing estate”, “safari farm” and “specialty lodge with ox wagon accommodation”.

The question that is highlighted from the above responses is *what purpose does categorisation serve*? Are the categories required to communicate to guests or is it to analyse the industry? Either way, the more categories of establishments, the more confusing it will become for the tourist to distinguish between the various types, and the more complex data analysis and comparisons will become. It is also clear from the responses received that the actual business owners and managers do not understand the categories or choose to select their own as a means to communicate their uniqueness to the market.

Estimation of the size of the sector

What the literature says

It is important to accurately quantify the size of the smaller accommodation sector in relation to the overall tourism industry in order to identify its sustainability issues and policy requirements to for this sector. In South Africa there are many different sources that refer to accommodation establishment numbers, but without a clear reference as to how these are defined. For example, according to the International Standard Industrial Category of the United Nations number 55 (ISIC 55), which provides numbers of short stay accommodation, there are as few as 9,760 establishments in South Africa (Lehohla, 2015), while some estimates hover around 63,000 hotels and accommodation establishments (BMI, 2012). In 2011, hotels and motels, excluding casino hotels, represented only 608 of these (Market Line, 2012). According to PWC, (2013) there were 114,900 rooms available in South Africa in 2012, and this number is anticipated to grow to 123,700 by 2017. This translates into 21.1 million overnight stay units in 2012 and potentially 25.1 million overnight stay units by 2017. The references mentioned above do not extract data according to establishment size.

What the industry experts say

"*Without gaining the full picture means interested parties will fail to provide the necessary support or provide sustainable solutions*" - anonymous industry expert.

Based on the sub-sectors included in the definition of small accommodation establishments, industry experts estimated the number of establishments in South Africa. Four of the nine industry experts indicated that all the listed sub-sectors (types) should be included. Based on their various inclusions, experts estimated the size of the industry to be between 10,000 to

50,000 establishments (refer to Table2). The four experts who included all defintions estimated the industry to be between 20,000 and 40,000 establishments. One expert believed that only ten of the twelve categories should be used in the definition of SAEs, but estimated the market as up to 50,000 smaller accomodation establishments. The estimates of all experts are shown in Table 3. Until such time as a single definition of a "smaller accommodation establishment" has been agreed upon, this number will remain vague and inaccurate.

Table 2: Size of the small accommodation sector

Respondent	Sub-categories/types included	Sub-categories/types excluded	No. of categories included in definition	Total estimated size of SAE sector	Av. no. of establish-ments per category*
Expert 1	All		12/12	Approx 40,000	3,333.3
Expert 2	All		12/12	30,000 – 35,000 (av 32.500)	2,708.3
Expert 4	All		12/12	App 40,000	3,333.3
Expert 8	All		12/12	20,000 – 25,000 (av 22,500)	1,875.0
Expert 5	Backpackers, B & B, country house, country lodge, guest house, guest lodge, game lodge, self catering, establishment, farm stay, home stay	Small hotel Boutique hotel'	10/12	Possibly 50,000	5,000.0
Expert 6	Backpackers, B & B, country house, country lodge, guest house, guest lodge, game lodge, self catering,	Small hotel Boutique hotel'	10/12	10,000 – 15,000 (av 12,500)	1,250.0

	establishment, farm stay, home stay				
Expert 7	Backpackers, B & B, small hotel, boutique hotel, self catering establishment, farm stay, home stay	Country house, country lodge, guest house, guest lodge, game lodge	7/12	10,000 – 15,000 (av 12,500)	1,785.7
Expert 3	B & B, farm stay, home stay		3/12	10,000 – 15,000 (av 12,500)	4,166.7
Expert 9	B & B, guest house, home stay	Backpackers, country house, country lodge, guest house, guest lodge, game lodge, self catering, establishment, farm stay, small hotel, boutique hotel	3/12	20,000 – 25,000 (av 22,500)	7,500.0

Table 3: Estimated number of accommodation establishments by industry experts

Estimated no. of establishments based on 12 categories included in definition (first 5 respondents)	**37,500**
Average no. of esablishment per category	3,439
Estimated no. of establishments based on average no. per category (12 categories)	41,270
Guestimate no. of SAEs (average of 37,500 and 41,270)	39,385

NOTE: This is not a true reflection of how many establishements there are in a particular category, a more detailed analysis needs been undertaken. This approach was used to estimate the possible number of establishments based on all industry expert opinions / experience

All industry experts commented on the importance of an accurate sizing of the small accommodation sector, and there was 100% consensus that this is a key factor in a more sustainable industry. Some of the arguments provided indicate that the smaller accommodation sector's contribution to GDP, job creation and transformation as well as its resource requirements are critical input for policy makers to implement sector specific policies. An understanding of the sector would assist policy makers to more accurately determine the gaps for sustainable tourism interventions.

Eight of the nine industry experts agreed that the size of the overall smaller accommodation sector should be measured by the total number of establishments and seven of the nine believed that the number of bed nights available is also an important indicator, as shown in Figure 4. These two indicators would allow for an understanding of the overall contribution of capacity to the industry, but indicators such as total revenue, GDP contribution and job creation would allow for the comparison of the smaller accommodation sector with other accommodation sectors (i.e. medium and large) as well as the analysis of the relative efficiency of the sector, for example revenue vs jobs created or GDP vs jobs created, which in turn would aid in better planning and policy formulation. Six experts indicated that they believe a combination of indicators should be used, for example, the number of rooms or bed nights should be used in conjunction with number of jobs created. One expert suggested that the number of bed nights should be used in conjunction with energy consumption of the industry.

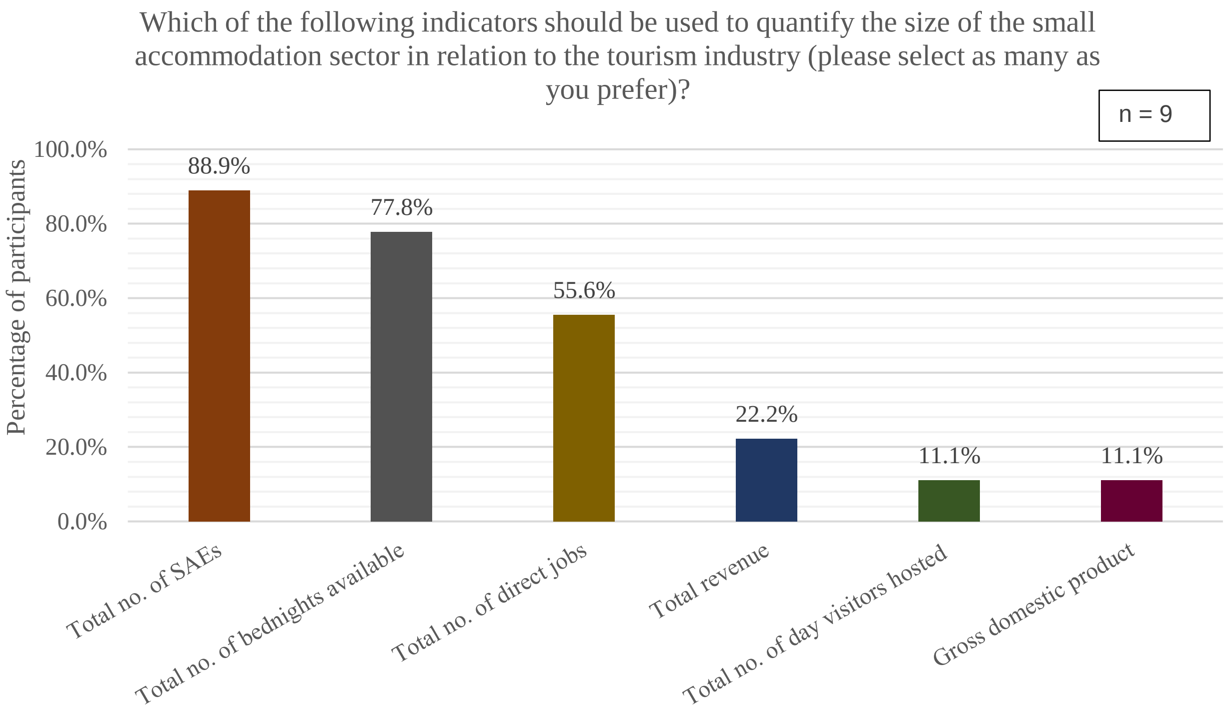

Figure 4: Sizing of the smaller accommodation establishment sector

Five of the nine experts made commented on the need to accurately define and size SAEs as a sector, and establish its contibution to the economy, as meaningful plans need to be developed to support SAE sustainability. They shared the view that such plans would differ from those of the larger accommodation sector.

Conclusion and recommendations

While the focus of this study was not to define the actual contribution of the smaller accommodation sector to the overall tourism industry, it nevertheless emphasizes the importance of the sector, the fact that it needs to receive more attention, and that the significance of this study and future research within this sector cannot be underestimated. The literature highlighted that the lack of a single definition for SAEs worldwide and locally means that comparative data cannot be turned into meaningful information that would support the SAE sector. It prevents a real assessment of the sub-sector's contribution to the economy, job creation and other performance indicators. This means that policy formulation, business support and marketing are not prioritised to support the competitiveness of the sub-sector.

Further, the lack of a single categorization system for SAEs means that additional categories are created by the owners themselves, as was evidenced in the broad industry survey, thus effectively watering down the ability to send a clear message to its market about what it really offers. The literature review suggested that there was huge inconsistency worldwide on how to define and categorize accommodation establishments (Bastakis *et al.*, 2004; Glancey & Pettigrew, 1997; Law & Ng, 2011; Ahmada, 2015). This also contributes to a lack of ability to compare "apples with apples" in the context of accessing specific markets, setting benchmarks, assessing trends and highlighting potential common issues within SAEs.

The industry experts in this research agreed that a single definition for SAEs should exist to facilitate a better understanding of the sector. The industry experts were not explicitly asked how many rooms a smaller accommodation establishment should have, but rather which indicator should be used to measure the size of smaller accommodation establishments. There was agreement that this should primarily be number of rooms. The research therefore adopted a definition of 20 rooms or less – this was based on anecdotal information from the industry rather than definite evidence, as it was asserted in the literature review that there is no single definition worldwide or in South Africa.

More than 90% of participants in the broad industry survey and the focus groups/individual interviews represented establishments of 20 rooms or less. As such, the research implicitly provided viewpoints and insights for establishments of 20 rooms or less, but no minimum size is suggested. The recommended definition of an SAE is therefore:

Any accommodation establishment that provides overnight accommodation to the travelling public with 20 rooms or less.

The industry experts also agreed that different categories of SAEs should be included in the definition and that each type of establishment requires a descriptor, which will clearly distinguish different categories of establishments to help facilitate better policy support, incentives and marketing efforts. As outlined in the literature and broad industry survey, there are numerous categorizations and some were developed by establishments themselves. Categorizations offered by the TGCSA (2014) provide an inconsistent mix of subjective descriptions. It is important that a simple, consistent and all-encompassing categorization is used to facilitate an understanding of each type of business as this will help to communicate unique offerings to the tourist markets and unique challenges to the industry.

It is therefore recommended that a single categorization system should include primary and secondary categories with the option of a tertiary category that communicates unique features of establishments marketing purposes. Each category must be described objectively and simplistically, as subjective descriptions would create greater confusion. It is recommended that SAEs of fewer than 20 rooms are categorized in primary and secondary categories. Primary categories should describe the primary types of services provided as utilized by the (2015) and other references, and should include:

- Backpackers
- Bed and breakfast
- Guest house
- Lodge
- Self-catering
- Small hotel

Secondary categories should provide a descriptor of the experience and/or the setting and could include lesser-used descriptions which are found in a variety of literature. Descriptions such as farm stays, homestays and boutique hotel provide for a specific type of setting and experience. The broad industry survey showed that the market itself dictates that homestays, farm stays and boutique hotels be secondary categories as they described themselves as bed and breakfast or guest houses as well. In the case of a lodge, the secondary category would provide for a description of the setting and/or experience, i.e. game lodge, wilderness lodge, nature lodge and country lodge. It is uncertain what the definitions of a guest lodge, mountain retreat or safari farm are, as no clear distinction could be found in the literature. However, looking at the TGCSA definitions for lodges, it may be required to distinguish between a natural setting (for example mountain retreat) and a manmade setting (for example safari farm). It is recommended that these two descriptors are included as secondary categories as, for example, “nature-based” and “activity-based” establishments. As highlighted in the broad industry survey, “self-catering” can be either a primary or a secondary category. Table 4 provides a suggested categorization system for SAEs. The letters shown in the table refers to the descriptions provided below.

A. Bed and breakfast (primary) / nature-based (secondary);

B. Guest house (primary) / activity-based (secondary);

C. Lodge (primary) / country (secondary);

D. Bed and breakfast (primary) / country house (secondary);

E. Small hotel (primary) / boutique hotel (secondary).

Table 4: Primary and secondary categories of SAEs – less than 20 rooms

Primary categories	Secondary categories								
	Boutique hotel	Farm-stay	Home-stay	Nature-based	Activity-based	Country house	Country lodge	Game lodge	Self-catering
Backpackers									
Bed & Breakfast				A		D			
Guest house					B				E
Lodge							C		
Self-catering				F					
Small hotel	E								

Additional descriptions that communicate unique features would then be included in individual establishments' marketing materials or as tertiary "free text" categories.

Future research should focus on how SAEs can use definitions and categorisations to create a compelling message to its tourist markets about its offerings. The TGCSA has created standards of grading to communicate to local and international market the level and quality of service that may be expected. Now it can refine this by also clearly communicating the types of experiences that can be expected from SAEs.

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The role of tourism associations in supporting sustainable tourism industries: as study of N3 Gateway Tourism Association

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Key words: tourism association, inclusive development, tourism marketing

Introduction to Tourism Associations

Tourism associations play a vital role in supporting a sustainable tourism industry, as they provide shared marketing services at affordable rates and act as a conduit for governments and industry role players to share important information with tourism businesses. According to Glen (2017), tourism associations act as local tourism industry facilitators that support local project implementation. They provide continuity in tourism development as opposed to short-lived tourism projects and interventions.

In South Africa, a number of different types of tourism associations exist. Associations such as the Southern African Tourism Services Association (SATSA), the Federated Hospitality Association of South Africa (FEDHASA), the Southern African Vehicle Rental and Leasing Association (SAVRALA) represent tourism products at a national or cross-border regional level. These associations support their member bases by lobbying on issues affecting inbound tourism (SATSA, n.d.), influence policy and interacts with government and other industry role players (FEDHASA, n.d., SAVRALA, n.d.) while at the same time providing their members with market access at a local and international level. Route tourism associations such as Garden Route Tourism Association, Midlands Meander and N12 Treasure Route Association provide members with market access while increasingly playing an important tourism development role across a tourism region, connecting different products and services through a common theme

(Lourens, 2007). At a local municipal level, however, a plethora of tourism associations (local tourism associations and community tourism organisations) exist. Their focus is primarily on marketing and promoting tourism products in and around their representative municipalies. These associations are well placed to provide information to their members on issues such as regulatory updates, while also sharing important information with tourists e.g. directions, road conditions, and local weather conditions (CDIC, 2018).

This article presents findings from a project undertaken by N3 Gateway Tourism Association (N3 Gateway) to gauge the importance of local tourism associations in supporting sustainable tourism development (which includes access to market for tourism products) within the N3 corridor (which is located in South Africa). The N3 corridor stretches from Johannesburg in the north to Durban in the south, traversing four provinces, namely KwaZulu-Natal, Free State, Mpumalanga and Gauteng, incorporates cross-border tourism with Lesotho and includes the Battlefields Route and Midlands Meander. The N3 Gateway Tourism Association facilitates cross-marketing and sharing of best practice amongst the tourism organisations and stakeholders within the corridor (N3GTA, 2017). N3 Gateway is increasingly focused on development and capacity building within tourism to grow more inclusive and authentic tourism destinations. The current scenario within the corridor is illustrated in figure 1, where a few community members benefit from the rich tourism diversity in the corridor, while others still struggle with ongoing inequality and poverty.

Source: Sustainable Tourism Partnership Programme (2015)

Figure 1: Current tourism industry scenario – South Africa and N3 corridor

The N3 corridor reaches more than 40 local municipalities. Many of these municipalities still experience economic development challenges, with tourism industries not having reached their full potential. Here, unequal benefits from tourism is still an ongoing theme as in many parts of South Africa (Rogerson, 2015), and unemployment rates are generally high (unemployment rates in, Gauteng, Free State and KwaZulu Natal for Q1 2015 – Q3 2017 were 28,9%, 21.1% and 32.7% respectively (South African Market Insights, 2017)). While the corridor possesses a plethora of tourism assets (N3GTA, 2017), much of the corridor is remains in distress Rogerson (2015).

Aim of the study

N3 Gateway recognises that creating successful tourism destinations is critically dependent on the successes of all value chain partners, which include tourism associations. N3 Gateway conducted a study the 25 tourism associations in 2017 after realising that most of the associations are not performing optimally and are hampered in their growth by a number of common challenges. N3 Gateway's success as a marketing and development organisation is critically dependent on the degree to which associations and their members are able to provide related information and share knowledge. While some associations proactively engage with N3 Gateway, many do not take advantage of key development opportunities that N3 Gateway offers their members free of charge, e.g. marketing initiatives, project development support, facilitation of fund raising and capacity building initiatives (L.Voss, Marketing Manager, N3 Gateway Tourism Association, 2017, [personal communication, 13 October 2017). In the course of business, various interactions with associations and their members highlighted that associations battle with factors such as lower than expected membership, lack of support from local municipalities, lack of funding and lack of resource commitment to execute the duties of an association. It also became clear that many associations do not have access to ongoing training and capacity building to support their own members in areas which will contribute to more sustainable tourism businesses and industries. In many regions, the full tourism potential of the N3 corridor is not realised in terms product development and job creation.

This study is one part of a baseline study which N3 Gateway is undertaking over 24 months, commencing in June 2017. The aim of this study is to gain insights on the barriers to tourism sustainability within the N3 corridor through assessing the strengths, weaknesses and challenges of various tourism associations. In line with the definition of sustainable tourism, this module aims to assess the relative capacity which associations have to help build a sustainable industry.

This article refers to the definition and guiding principles of sustainable tourism, and thereafter illustrates the approach and outcomes of the study undertaken. It then makes recommendations on the proposed interventions to help strengthen associations as critical tourism role players.

Literature review

Tourism as an important economic role player

The Global Economic Forum World Competitive Report 2017 - 2018 shows that South Africa still has a long way to go to eradicate poverty, with its Gini Index currently at close to 60. The Gini Index refers to a statistical measure that represents the income distribution of a country's residents with the most unequal being 100%. The same report shows an unfavourable Inclusive Growth Index for South Africa, meaning that the country's growth has not translated well into social inclusion (Schwab, 2017). Currently South Africa ranks 63rd out of 137 countries assessed in terms of global competitiveness (Schwab, 2017).

The United Nations World Tourism Organisation (UNWTO) identified tourism as an excellent vehicle for poverty alleviation. South Africa has identified tourism development as one the key focus areas for development, including agri-tourism, fisheries and SMME development (NPC, 2013). The National Development Plan 2030 (NDP) recognises that rural economies can be activated through, amongst other things, commitment to tourism investment (NPC, 2013). While 80% of SMMEs in South Africa provide retail services, tourism SMMEs are recognised as a key provider of non-retail related services (NPC, 2013). In South Africa, sector specific policies have been put in place across industries to help eradicate poverty and drive inclusive economic growth.

Policy support for tourism development

The National Department of Tourism (NDT) has, since 1996, developed the White Paper (DEAT, 1996), the National Tourism Sector Strategy (NTSS) (NDT, 2011), the National Minimum Standard for Responsible Tourism / SANS1162:2011 (SABS, 2011) and the National Tourism Act (NDT, 2014). All of these policy documents are intended to support sustainable and inclusive tourism development. The NTSS and the National Tourism Act of 2014 are currently under review (A. Malan, Director General Tourism Research, NDT, 2017, [personal communication], 15 November 2017) as the NDT has recognised the need for stronger policies to support tourism growth and development. To support these two policies, the NDT is currently developing in thevicinity of 15 additional policies, focussing on, amongst other, tourism marketing and promotion, tourism integration in planning processes, community participation and tourism and niche tourism development (NDT, 2017).

Many other efforts have been made to address the imbalance in beneficiation from tourism in South Africa and include for example the development of the *National Minimum Standard for Responsible Tourism / SANS 1162:2011* (SABS, 2011), *The Operational Guidelines for Community-Based Tourism Initiatives* (Edge Tourism Solutions, 2016), the *Responsible Tourism Manual for South Africa* (Spenceley, 2002) and *The South African tourism planning toolkit* (NDT, 2010). All of these toolkits and guidelines promote the improvement of business operations and marketing while at the same time fostering benefits for local communities through, for example, better utilisation of natural and cultural resources, increasing spend on local products as opposed to imported products and increasing job creation opportunities.

According to the NTSS (2017, p. 7), “tourism is outperforming many of the traditional South African sectors in growth terms under current economic conditions, and is able to replace jobs lost with new permanent jobs as well as stimulate enterprise creation”. However, tourism has not reached its potential and is not performing optimally as an industry across many parts of South Africa. The NTSS (NDT, 2011, p. 15) identified “fragmentation in planning, branding and marketing amongst government, local government, provinces and cities” as an ongoing challenge for the industry as a whole. A study by Glen (2017) showed that 157 accommodation establishments that responded to an industry survey listed a total of 29 different industry associations that they belong to other than their Local Tourism Associations (LTAs) or

Community Tourism Associations (CTOs). A total of 45 different LTA/CTOs were listed by the respondents. A quick survey of tourism associations within the Western Cape and KZN revealed that there are no fewer than 150 different tourism associations in these provinces.

Rogerson (2015) investigated the role of tourism in economic development in 23 priority district municipalities. These priority municipalities were identified by the Department of Rural Development and Land Reform, together with the Council for Scientific and Industrial Research as areas which experienced constrained economic development due to outdated infrastructure, high poverty levels, poor service delivery and high rates and taxes (Rogerson, 2015). According to Rogerson (2015), attempts to utilise tourism as a development tool in rural and outlying areas have variable outcomes. He argues that uneven distribution of tourism benefits is still the norm in South Africa due to the spatial constraints imposed by the pre-1994 planning regime. This continues to result in limited opportunities for development in the "peripheral areas" (Rogerson, 2015, p. 282). Research referred to in his study shows that the marketing efforts of central institutions such as SA Tourism reinforces this disparity. Rogerson states that rural tourism is more likely to succeed if top-down policy approaches are aligned to bottom-up local development realities. He concludes that there is a need for policy that promotes collaboration in rural areas, such as for example rural tourism businesses that source products from local farmers.

One policy that attempts to address cross collaboration in planning efforts, is the integrated development planning (IDP) policy (Van Niekerk, 2014). The IDP process must be undertaken by each municipality every five years and it legislates community participation in the planning process. It helps prioritise focus areas in a municipality, taking into consideration current challenges, dependencies and constraints across various sectors. Aligned to the principles of the IDP process, the NTSS states that for tourism to succeed, it "requires all stakeholders to work together to plan, execute, assess and constantly improve the tourism offer" (NDT, 2017, p. 69). The NTSS further points out that the success of destinations is dependent on how well inter-departmental collaboration supports tourism (NDT, 2017). The institutional tourism structures proposed by the NTSS includes a District/Metropolitan and Local Tourism Forum as well as Regional and Local Tourism Associations (NDT, 2017). It refers to the role of these structures as follows (NDT, 2017, p. 37):

> The Forum shall deliberate and determine tourism priorities to support tourism growth and development in the region, facilitate cooperation and alignment with provincial tourism development priorities; and confer relevant issues for consideration by the MEC Forum. The above arrangement can be replicated at a local level.

The Operational Guidelines for Community-Based Tourism Initiatives (Edge Tourism Solutions, 2016, p. 29) states that CBT projects:

> must be guided by local integrated development plans (IDPs) and strategies for local economic development which are in turn guided by national policies and strategies. IDPs and LED strategies can be obtained from local and district municipalities. Quite often, these are published on municipal websites. Ward councillors can be asked to get copies of the documents from the municipality. Representative of local and provincial tourism departments can also offer guidance. A regional tourism association constituted by tourism business operators to organise and represent the interests of the private sector speaking in one voice.

This is the case for all tourism related developments, as pointed out by Van Niekerk (2014).

Tourism associations – their role in sustainable tourism development

As pointed out in the NTSS (2017), tourism associations are critical stakeholders within the tourism supply chain, as they act as a conduit between government and the private sector. A study by Williams, White, and Spenceley (2001) on two community tourism organisations, one in Uganda and one in Namibia, showed that the role of these associations is to assist tourism businesses to become "self-sufficient and independent while contributing towards the development of the local community" (Williams *et al.*, 2001, p. 2). The function of the organisations included acting as a conduit between business and government on issues such as policy and inclusion of tourism in development plans as well as working with community tourism businesses to market and promote tourism, while creating a single representative voice through which to deal with government. In the case of the Namibian association, small grants and loans were also provided to tourism businesses for development (Williams *et al.*, 2001).

In South Africa, the KwaZulu-Natal (KZN) Department of Economic Development and Tourism (DEDAT) made it compulsory for tourism related businesses to register with a local CTO before a business license is granted (Glen, 2017 and TKZN, n.d.). CTOs are viewed as a critical facilitator for local tourism businesses to help build capacity towards more sustainable tourism destinations. According to Mshengu (2012. p. 7), CTOs are defined as:

> Locally based organizations that incorporate public, private and community elements as integral parts, that are structured to both develop and promote tourism at an area level. CTOs have a developmental orientation and are involved in product development, in the dissemination of tourist information, in the promotion of new tourism businesses and in the realization of the tourism potential of their areas through branding and marketing. CTOs are located in areas that have considerable tourism potential and where a tourism identity has been established, e.g. in the form of local history, heritage and culture, in terms of an existing tourism asset base and in terms of an existing base of service providers and product owners. Without these basic attributes, CTOs will not be viable or sustainable, especially because the aim is that they ultimately become self-sustaining.

Through the CTO structures, KZN has created a path to receive and address tourist complaints in addition to providing accurate tourism statistics at a national level and providing critically needed market access for tourism businesses. In addition, in most instances local municipalities support CTOs financially, providing for about 50% of CTO budgets from municipal coffers (TKZN, 2016).

Local Tourism Associations (LTAs), the vehicles adopted (but not mandated) by other provinces, are considered to fulfil a similar role to CTOs. In essence, CTOs and LTAs play a critical role in helping create sustainable local tourism industries. These organisations are mandated by the Tourism Act (NDT, 2014), but according to various sources they are still mostly ineffective, with only a few exceptions. The NTSS (NDT, 2011, p. 29) states that there is often a lack of communication and collaboration among different sub-sectors of the private sector; among the different spheres of government responsible for tourism, and between dedicated government tourism entities and the various government entities that have an impact on the tourism industry.

Twenty-five of N3 Gateway's members are either CTOs or LTAs. These tourism associations are member-based non-profit organisations that represent tourism businesses in specific municipal areas. Of the 23 priority district municipalities referred to by Rogerson's study (Rogerson, 2015), four are located within the N3 corridor, i.e. uThukela, Amajuba, Sisonke and uMzinyathi. Seventeen of the 25 N3 Gateway member associations mentioned are based within these four districts.

Definition of sustainable tourism

The UNWTO (2011) defines sustainable tourism as "tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities". This definition is simplistically illustrated figure 2.

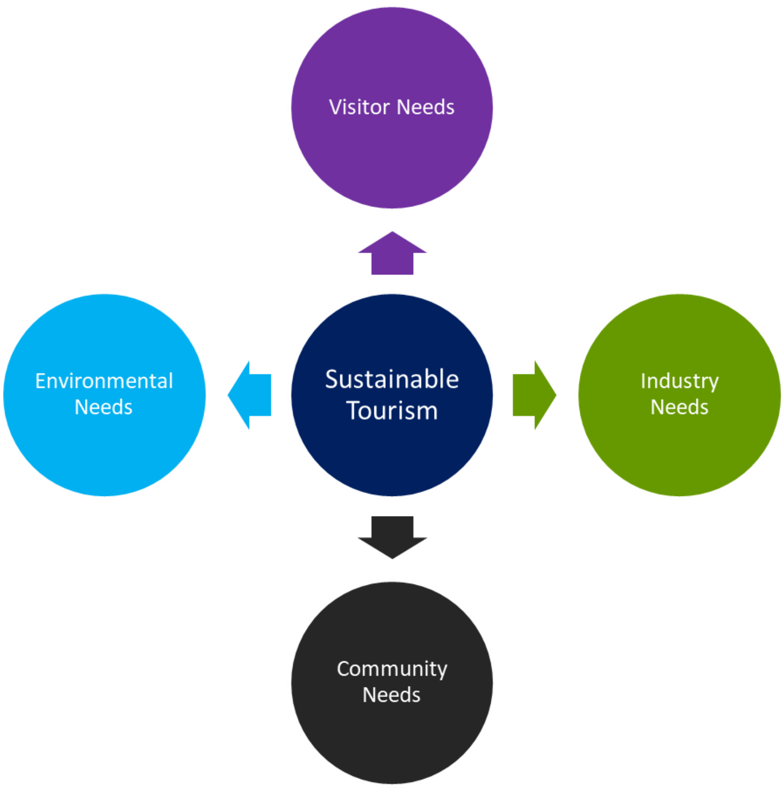

Figure 2: Definition of Sustainable Tourism

To achieve suitability within a business or a destination, a balance needs to be struck between the four pillars, and associations have a key role to fulfil, as outlined below.

Visitor needs: Visitors need to firstly locate a destination and its service offerings, and secondly enjoy the offering in a safe, secure and healthy environment. CTOs and LTAs fulfil a key role in collating information of a destination and disseminating this through, amongst others, media, social media, the development of brochures and print materials, participation in trade shows and engagement of tour operators. Associations are therefore dependent on tourism products collaborating with them and sharing their information. In many rural areas, where tourism is still less formalised, limited access to email and the internet means that associations fulfil a critical role in market access (Primorac, Smoljić, & Bogomolec, 2012). It is also important for associations to participate in various governmental structures to represent tourism business needs in creating attractive, safe and secure destinations.

Community needs: The identification of development opportunities as well as the development of feasible SMMEs with sound business plans allow more local community members to participate in the tourism value chain. CTOs and LTAs provide forums for tourism businesses (formal and informal, emerging and established) to communicate and network, while facilitating market access for members. These associations act as the local tourism industry facilitators who support local project implementation. They are mandated to ensure that communities who previously did not participate in economic activities, are incorporated into the tourism economy (Mshengu, 2012).

Industry needs: In quantifying the size and relative positioning of tourism within a municipality, it is important that tourism data can be collected and collated. Through their mandates and networks, CTOs and LTAs are ideally placed to perform this role, which should assist in the development of appropriate policies and setting of development priorities within a municipality. They can also support investment in tourism within destinations by for example illustrating the importance of tourism as a job creator. Glen (2017) showed that the average number of jobs created by accommodation establishments of less than 20 rooms is 2 jobs for every 3 rooms (i.e. a ratio of 1:1,5 jobs/room). This is similar to generic statistics by Stats SA, which states that for guesthouses and other accommodation, approximately 32,000 jobs are created for 51,000 stay units ((i.e a ratio of 1:1.6 jobs/room) (Stats SA, 2015) and (Stats SA, 2016). However, refining these statistics at a local level for different types of tourism businesses, this can provide a powerful tool to the industry to negotiate fair investment and showcasing the tourism sector is considered as unique in its potential for incorporating previously neglected communities into mainstream economic development.

Environmental needs: The link between conservation and tourism has been irrefutably illustrated across Africa. In many rural areas prioritisation of conservation efforts has had positive impact on tourism development. As a resource-intensive industry (e.g. water, energy and waste), the adoption of sustainable tourism practices in a destination can help support conservation efforts.

Methodology - N3 Gateway baseline study

This article looks at the importance of tourism as a catalyst for local economic development, thus supporting poverty alleviation. It then considers the potential role that local tourism associations could play in supporting tourism development and acting as the voices for local tourism industries, especially tourism SMMEs. It considers, in the context of the definition of sustainable tourism, the functions that local tourism associations could fulfil and how well N3 Gateway members are fulfilling these functions. Finally, the article considers the barriers to tourism associations fulfilling these mandates and ways in which these barriers could be overcome. This will support N3 Gateway in helping to transform tourism towards an industry that benefits all.

In assessing the performance of associations against a number of criteria extracted from the definition of sustainable tourism (UNEP & UNWTO, 2005, p. 12), N3 Gateway came up with a mapping of key common challenges experienced by its member associations. These challenges prevent associations from executing their directives as outlined by the KZN definition of CTOs, thus having less than favourable impacts on economic development, especially in areas where development priorities have been written into government policy. This enabled N3 Gateway to hone in on areas which need to be addressed through capacity building amongst its member base.

The following sources of data were used to create a perspective on the relative performance of associations.

1) Exploratory interviews with the Marketing Manager (MM) and General Manager (GM) of N3 Gateway to gain insights into the activities of associations in relation to the N3 Gateway offering, utilisation of media platforms, participation in capacity building workshops and collaborating on project development opportunities as well as the general level of interaction with the N3 Gateway team.
2) Aspects such as website quality and Facebook presence were evaluated by the MM and the GM in relation to criteria including:
    a. Active and updated website with blogs, events, enticing imagery and loaded with member information;
    b. Active, engaging, updated social media platforms e.g Instagram and Facebook;
    c. Availability of an updated brochure/booklet on their area;
    d. Associations attending trade shows, workshops and travel exhibitions; and
    e. Associations creating events to draw tourists to their area.
3) Questionnaires, aimed at collecting quantitative data on actual vs potential membership and access to resources as well as qualitative data on the associations' functions towards supporting their members were distributed to associations. Open-ended questions were included, inviting associations to expand on specific factors which help them and specific challenges that counter their efforts in supporting the local tourism industries.
4) Seven IDPs from municipalities linked to N3 Gateway associations were reviewed, and an analysis is provided on the degree to which the IDPs support tourism development (while more than 30 municipalities are located within the corridor, not all had IDPs available).

Due to N3 Gateway's relationship with its members, some data is updated and maintained on a regular basis, thus providing additional reference sources. Where data gaps were identified, the GM contacted associations directly.

Findings

This section summarises the findings as well as key insights gained from the above analysis. Unfortunately, not all 22 associations participated in all data collection activities. Some data is therefore based on the 13 responses to the questionnaire. In responding to the questionnaires, not all questions were adequately completed. A snapshot view, called the *N3 Gateway Weather*

Chart (a management information tool utilised by N3 Gateway to assess the relevant health of their associations) is provided in table 1. This chart summarises the findings of the analysis in a visual way, and allows the reader to get an indication of an association's relative strengths and weaknesses at a quick glance. The chart was updated based on data collected during this study, and supports the overall findings of this study. Certain sections of the *N3 Gateway Weather Chart* are discussed in more detail in subsequent sections.

Table 1: The N3 Gateway Weather Chart*

	Age & Membership			*Capacity Building & Support by N3 GTA*						*Marketing & Social Media*					*Resources*		*Priority*		
Association Name	*Newly established association (< 2 years)*	*Established association (> 2 years)*	*Actual vs Potential Membership*	*Participated N3 GTA Capacity Building*	*Participated in N3 GTA Social Media*	*Invited N3 GTA to special events*	*Regular meetings with N3 GTA team*	*Development Projects with N3 GTA*	*Association Survey Participation*	*Trade show Participation*	*Social Media Activity*	*Print and Brochure*	*Active Website*	*N3 GTA Website Presence*	*Municipality contributes financially*	*Full time or part time paid staff*	*Tourism is represented in the IDP*	*NGP 23 Priority Areas*	*Association participated in IDP*
Association 1		☀	⛅	❄	❄	❄	☀	❄	☀	⛅	☀	☀	⛅	⛈	☀	⛈			❄
Association 2		☀	⛈	☀	❄	❄	☀	❄	☀	☀	☀	☀	⛅	⛈	❄	☀		❄	❄
Association 3		☀	☀	☀	❄	☀	☀	☀	☀	☀	☀	☀	☀	⛅	❄	❄	⛈		❄
Association 4		☀	☀	☀	❄	☀	☀	☀	☀	☀	☀	☀	☀	⛅	☀	❄	⛈	❄	❄
Association 5		☀	❄	☀	❄	☀	☀	❄	☀	☀	⛅	☀	⛅	☀	☀	☀		❄	❄
Association 6		☀	❄	❄	❄	❄	☀	❄	☀	⛅	⛈	☀	☀	⛈	☀	⛈			☀

	Age & Membership			Capacity Building & Support by N3 GTA						Marketing & Social Media					Resources		Priority		
Association Name	*Newly established association (< 2 years)*	*Established association (> 2 years)*	*Actual vs Potential Membership*	*Participated N3 GTA Capacity Building*	*Participated in N3 GTA Social Media*	*Invited N3 GTA to special events*	*Regular meetings with N3 GTA team*	*Development Projects with N3 GTA*	*Association Survey Participation*	*Trade show Participation*	*Social Media Activity*	*Print and Brochure*	*Active Website*	*N3 GTA Website Presence*	*Municipality contributes financially*	*Full time or part time paid staff*	*Tourism is represented in the IDP*	*NGP 23 Priority Areas*	*Association participated in IDP*
Association 7	☀		❄	☀	❄	☀	☀	☀	❄	❄	❄	❄	❄	⛅	☀		⛅	❄	
Association 8		☀	❄	☀	❄	☀	☀	⛈	☀	❄	❄	❄	❄	⛈	☀	☀	⛈		❄
Association 9		☀		☀	❄	☀	☀	❄	❄	☀	☀	☀	☀	⛈		☀		❄	
Association 10	☀		⛅	☀	☀	☀	⛅	❄	☀	❄	❄	⛈	❄	⛈	❄	❄			❄
Association 11		☀	❄	☀	☀	☀	☀	☀	☀	❄	⛈	❄	❄	⛅	❄	❄		❄	❄
Association 12		☀		☀	❄	❄	☀	⛅	❄	❄	⛈		☀	❄	☀	☀	⛈	❄	
Association 13	☀			❄	❄	☀	❄	❄	❄	❄	❄		❄	❄	❄	❄		❄	

	Age & Membership			*Capacity Building & Support by N3 GTA*						*Marketing & Social Media*					*Resources*		*Priority*		
Association Name	*Newly established association (< 2 years)*	*Established association (> 2 years)*	*Actual vs Potential Membership*	*Participated N3 GTA Capacity Building*	*Participated in N3 GTA Social Media*	*Invited N3 GTA to special events*	*Regular meetings with N3 GTA team*	*Development Projects with N3 GTA*	*Association Survey Participation*	*Trade show Participation*	*Social Media Activity*	*Print and Brochure*	*Active Website*	*N3 GTA Website Presence*	*Municipality contributes financially*	*Full time or part time paid staff*	*Tourism is represented in the IDP*	*NGP 23 Priority Areas*	*Association participated in IDP*
Association 14	☀			❄	❄	☀	❄	❄	❄	❄	⛈	❄	❄	☀	❄	❄		❄	
Association 15		⛈	❄	❄	❄	❄	☀	❄	☀	❄	❄	❄	❄	❄	❄	❄			❄
Association 16		☀		☀	☀	❄	☀	❄	❄	❄	❄	❄	☀	⛈		⛅			
Association 17		☀		☀	❄	❄	⛈	❄	❄	☀	☀	☀	☀	⛈	☀	❄	⛅	❄	
Association 18		☀		☀	❄	❄	❄	❄	❄	❄	❄	❄	❄	⛈	❄	❄		❄	
Association 19		☀	⛅	☀	❄	☀	⛅	❄	☀	❄	❄	☀	⛈	⛈	❄	⛅	⛅	❄	❄
Association 20	☀			❄	❄	☀	⛈	❄	❄	❄	❄	❄	❄	❄	❄	❄		❄	

	Age & Membership			*Capacity Building & Support by N3 GTA*						*Marketing & Social Media*					*Resources*		*Priority*		
Association Name	*Newly established association (< 2 years)*	*Established association (> 2 years)*	*Actual vs Potential Membership*	*Participated N3 GTA Capacity Building*	*Participated in N3 GTA Social Media*	*Invited N3 GTA to special events*	*Regular meetings with N3 GTA team*	*Development Projects with N3 GTA*	*Association Survey Participation*	*Trade show Participation*	*Social Media Activity*	*Print and Brochure*	*Active Website*	*N3 GTA Website Presence*	*Municipality contributes financially*	*Full time or part time paid staff*	*Tourism is represented in the IDP*	*NGP 23 Priority Areas*	*Association participated in IDP*
Association 21		☀	⛅	❄	❄	☀	☀	☀	☀	❄	❄	❄	❄	⛈	❄	❄			
Association 22		☀	☀	❄	❄	❄	☀	❄	☀	❄	❄	⛈	⛅	❄	☀	☀		❄	☀

N3 Gateway Weather Chart Key

***** Cells left blank shows that no data was available or that no activity was recorded.

Established Organisation: This gives a sense of how long the organisation has been in existence

> 5 years

2 – 5 years

> 5 years, but being re-established

Actual vs Potential Membership: Percentage of current member base vs potential member base

> 70 %

40 % - 69%

20 % - 39 %

< 20 %

Capacity Building: Participation in initiatives offered by N3 Gateway members

High Activity

Medium Activity

Low Activity

No Activity

Active Website: Members have their own active and updated website full of blogs, events, enticing imagery, loaded with member information

High Activity

Medium Activity

Low Activity

No Activity

Social Media Activity: Active, engaging, updated Social media platforms - Instagram and Facebook are ideal for tourism.

High Activity

Medium Activity

Low Activity

sNo Activity

N3 GTA Website Presence: Percentage of current member base who has a presence on the N3 GTA website

> 70 %

40 % - 69%

10 % - 39 %

< 10 %

Brochure and Print: Updated Brochure/booklet on their area

High Activity

Medium Activity

Low Activity

No Activity

Full time or part time staff: The association employs staff to run its day to day operations

Adequately staffed

Well-staffed, but slightly under capacity

Staffed but well under capacity

No staff employed

Tourism is represented in the IDP: The existence of an IDP was checked / associations were asked to indicate whether they participated in IDP processes

IDP exists / tourism is well represented

IDP exists / tourism not represented

IDP exists / no tourism plans included

No IDP located

Funding allocated to tourism in IDP: Projects have been identified to support tourism development and funds have been allocated

Comprehensive project list with appropriate funds allocated

Comprehensive project list, but inadequate funding IDP exists / no tourism plans included

Limited project list with limited funding allocation

Limited project list with no funding allocation

Age and membership

The percentage of actual memberships vs potential membership is represented in figure 3, which shows that most associations did not enjoy optimum membership. The *N3 Gateway Weather Chart* also provided a column to show the relative age of an association, as young associations would normally have fewer members. It must be noted, however, that most associations are older than 5 years. Even the KZN associations, where membership of a tourism business to a CTO is compulsory, showed low overall membership.

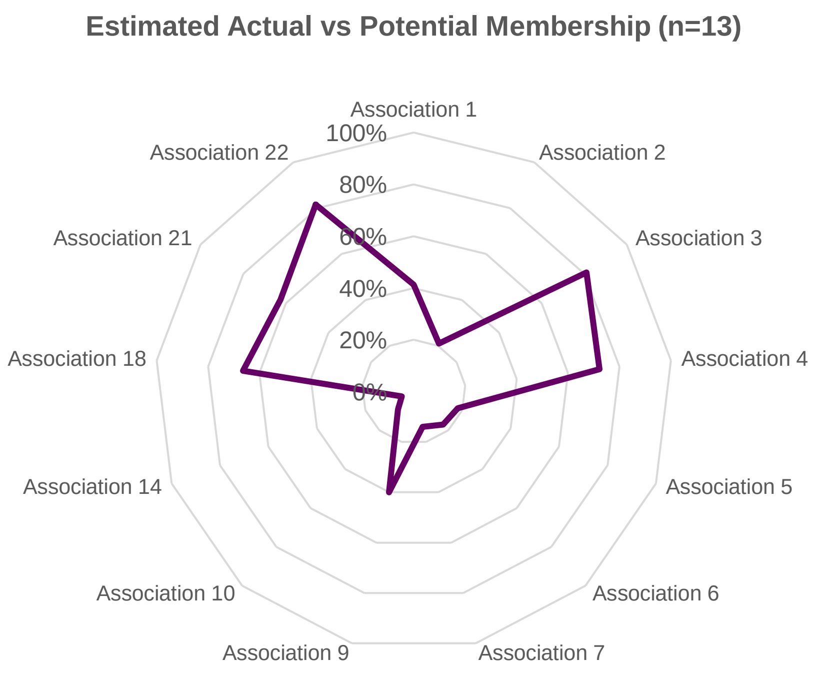

Figure 3: Actual vs Potential Membership

Access to resources

The fact that association have less than adequate membership means that they enjoy less income. All associations charge membership fees, which is their main source of income. Membership fees of the respondents varied between R250 (Euro 17) per annum and R1500 (Euro 105) per annum. There does not appear to be a correlation between the number of members and the membership fees. More detailed analysis would need to be undertaken to assess the relative value that is provided by associations vs the perceived value of the members. However, what is significant about the findings, is that due to low memberships, associations lose out on income, which would be applied to collective marketing and representation of their member base. Some other sources of income listed by associations are illustrated in figure 4, with only a few associations having additional income streams.

In KZN, all CTOs are supposed to receive a portion of their income from the municipality, while the associations in other provinces may be able to negotiate a contribution from the municipality. However, of the nine KZN based respondents, only five indicated that they received a contribution from their municipality.

The associations were also requested to indicate whether their staff works on a voluntary or paid basis and whether staff members are full-time or part-time. Only six of the 12 respondents had full- and or part-time paid staff appointed. In other words, the other six associations were entirely reliant on volunteers to run the activities of their associations. Secondary data sources, e.g. historical correspondence with associations, similarly showed that 50% of associations are run by volunteers. The main reason cited for this is the lack of budget availability to pay staff members. Those that do employ staff members employ a maximum of 2 staff members, but often also utilise interns when they are available.

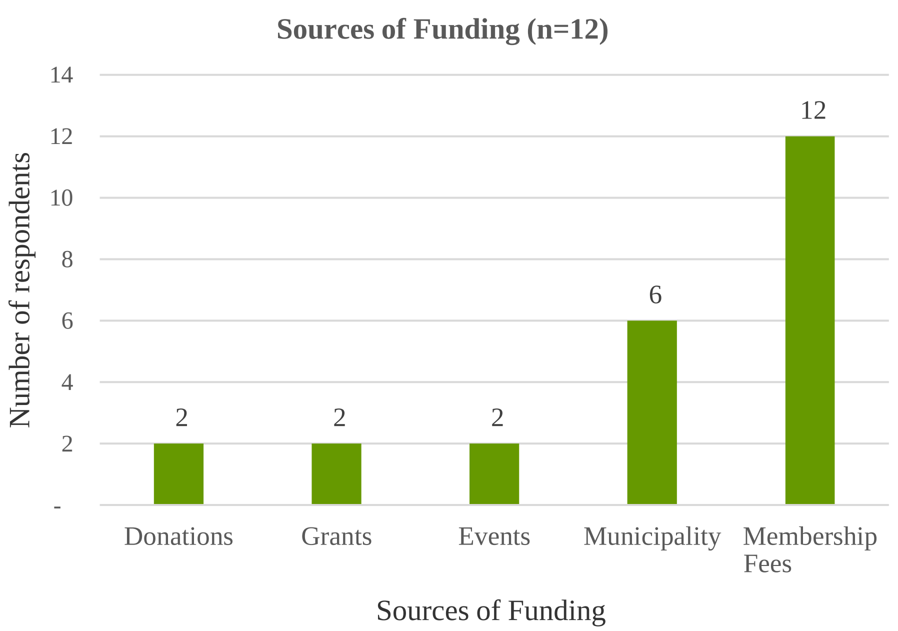

Figure 4: Sources of funding

Marketing and social media

Only 12 of the 22 N3 Gateway association members included in this analysis have websites. However, as shown in the weather chart, not all the websites are active and updated regularly with blogs, events, imagery and new member information. As an added value service to association members, N3 Gateway offers free listings for all members of associations. However, on average, less than 47% of the association members (> 1,800) have registered for this service since N3 Gateway upgraded their website in early 2017.

Only 12 of the 22 associations have Facebook pages. However, only five associations show any significant activity on Facebook (measured only in number of likes), as shown in figure 5.

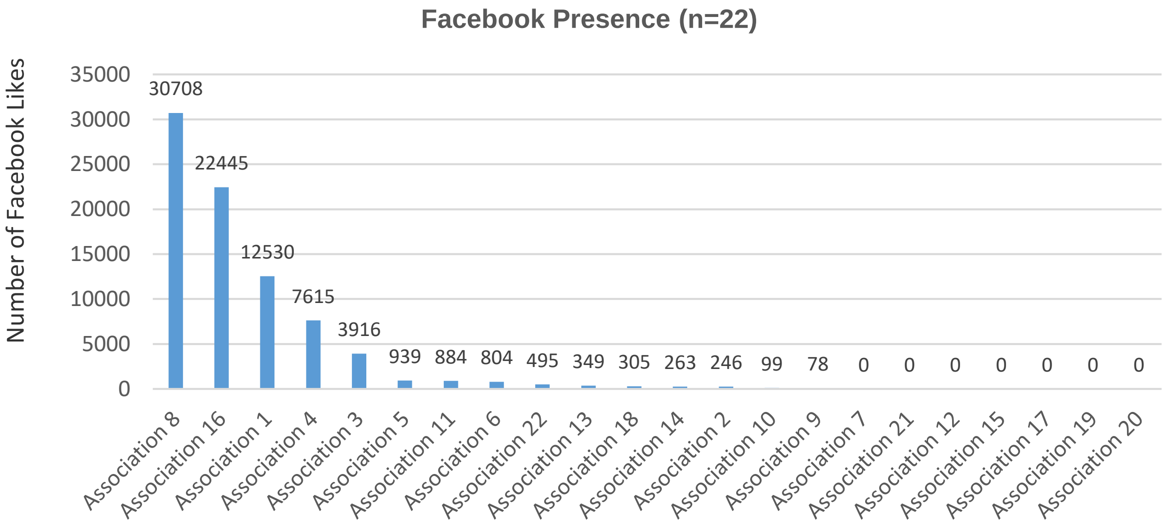

Figure 5: Facebook presence

Utilisation of other social media such as Twitter and Instagram was not investigated, as the MM indicated that Facebook is the most frequently used social media platform of N3 Gateway members.

N3 Gateway also offers its association members an opportunity to participate in major tourism trade shows. N3 Gateway takes up a stand at these shows, and offers members a highly subsidised rate to participate through physical presence. All associations have the option of supplying brochures for the show, free of charge. N3 Gateway markets and promotes their associations and their members, i.e. N3 corridor tourism destinations, during these shows. However, as shown in the *N3 Gateway Weather Chart*, only six associations have utilised this opportunity, with four of the larger associations regularly taking up the space offered by N3 Gateway. One of the most basic means in which an association can market and promote its destination and its members is through brochures. As shown in the weather chart, only 11 of the 22 associations have produced brochures for these purposes.

Development planning

N3 Gateway offers project development support services to its associations and their members. Projects identified are prioritised using predefined criteria and N3 Gateway will support the development of a detailed feasibility study and business plan should the criteria be sufficiently met. N3 Gateway also facilitates fund raising for such projects. Once a project business plan has been developed, it should be included in the IDP of a municipality.

Of the 25 tourism association members of N3 Gateway, only four associations have taken up this offer. One of the key challenges identified by N3 Gateway in raising project funding, is the lack of feasibility studies and comprehensive business plans. The benefit offered is therefore invaluable for associations that generally lack the resources and capacity to undertake the work required to get a project funding ready.

Further, of the 12 respondents that participated in the survey, only two indicated that they believed they provided adequate input into IDPs. The rest of the participants did not partake in the IDP planning process.

In looking at 7 IDPs from across the N3 corridor, it is clear that tourism is not adequately considered and represented. For the purposes of this study, the identities of the various municipalities have been omitted so as not to link them to the various associations as the associations participated anonymously. The findings of the IDP analysis are summarised below:

- None of the IDPs consulted made reference to the size of tourism in relation to the overall GDP or % contribution to the local economy and only two IDPs referred to the number of jobs created by tourism. One IDP lists tourism as the largest job creator within the municipality but failed to quantify this contribution.

- Only two IDPs listed the key stakeholders of tourism development and only one listed the local CTO as a key partner in achieving the overall tourism objectives of the municipality. One IDP explicitly states that no structure exists to champion tourism development and listed the establishment of a CTO as an important initiative, even though a CTO had been in existence for more than five years within that particular municipality. None of the IDPs make provision for the funding of a CTO.
- All IDPs acknowledge tourism and hospitality as an important sector of the local economy and all IDPs list a number of current and potential tourism attractions. Only three IDPs refer to a tourism plan or strategy that should be read in conjunction with the IDP.
- All IDPs list tourism infrastructure development as a requirement, while only one IDP highlights the need for road infrastructure. Three IDPs include the construction of new hotels as projects, even though the average occupancy within the corridor is only in the region of 50%.
- None of IDPs highlight or address causes of underperforming tourism industries in the context of revenue generation, compliance and capacity.
- Only three IDPs explicitly state the need for more local community members to benefit from tourism, but no clear plans are outlined as to how this would be achieved. Only two IDPs emphasise the need for skills development and capacity building.
- All IDPs identified a specific job role within the municipality responsible for tourism development.
- Five IDPs assigned budgets to tourism projects, but three of these budgets are so small, that no meaningful impacts could possibly be achieved. One IDP has assigned a budget of R6 million to tourism signage over the next 3 years, but nothing to any other tourism development-related projects. The same municipality had a similar amount allocated in the previous three years, but that funding was re-allocated to other non-tourism related projects. The other IDP that budgeted a reasonable amount of money to tourism allocated this to an investment conference to raise funds for one specific project.

Key challenges

During informal interviews with 22 of its members in early 2017, N3 Gateway asked associations to list the key challenges that the associations and their members experience.

These questions were raised again in the questionnaires. All respondents to the questionnaires listed at least two of the following main challenges, which were identified previously by N3 Gateway i.e.

- Lack of collaboration between businesses and government resulting in fragmented planning and lack of prioritisation of tourism initiatives;
- Access to markets due to under-development of destinations; and
- Lack of funding availability.

Other items listed include concerns about safety and security (often based on perceptions) and challenges with brown tourism signs (directional signage).

Conclusions and recommendations

The importance of tourism as a vehicle to local economic development and poverty alleviation cannot be disputed. South Africa faces many challenges in eradicating poverty and improving the overall quality of life for its citizens. The South African National Department of Tourism as well as provincial governments have recognised these challenges and have put in place a number of policies that aim to support and promote sustainable tourism development. It has been acknowledged that every role player within the tourism value chain needs to be empowered to support sustainable marketing, promotion and development and one such stakeholder, included in the institutional tourism structures of the NTSS (NDT, 2017), is the local tourism association.

However, the study undertaken by N3 Gateway to determine the capacity of tourism associations to support tourism development, has shown that the top-down policy formulation is not having the desired outcomes at grass-roots levels within the N3 corridor. Utilising an internal management tool, the *N3 Gateway Weather Chart* as a reference to guide the study, N3 Gateway has unearthed a number of systemic issues which, when addressed, could support more effective tourism development initiatives within the corridor.

One the one hand, tourism associations experience low membership, have little access to funding and are mostly staffed by volunteers. The *N3 Gateway Weather Chart*, supported by quantitative indicators, shows large gaps in the associations' ability to back their members through marketing and capacity building. Associations, as key conveyors of information about local tourism industries, are not active in the formulation of IDPs. The IDPs themselves lack depth and insight of the tourism industries, and as a result fail to prioritise tourism as a development focus, thus further stifling the growth of underperforming industries. While Edge Tourism Solutions (2016) and Van Niekerk (2014) refer to the importance of IDPs for local tourism projects, they fail to assert that unless communities and tourism role players are aware of the IDP policy, and unless they make a concerted effort to participate in the consultative phases of the IDP development processes, their plans will not be included in the IDPs or receive local municipal budget allocation or priority attention. In reviewing NTSS no indication of how tourism stakeholders should work together is provided.

On the other hand, a number free or highly subsidised services are provided by the N3 Gateway to its associations and their members, including support for the development of feasibly studies and business plans, social media awareness and training, website listings, extended social media services and trade show participation. While access to market and lack of funding were listed as key challenges, the opportunities provided were not utilised. In addition, while the IDP process provides an opportunity for public and private sector to collaborate, most associations did not participate in the processes. The municipal staff mandated to oversee tourism activities more than likely do not have the capacity to support tourism prioritisation and budget allocation without input from the private sector, which should be facilitated by associations.

It is therefore clear that a concerted effort needs to be made to ensure that the policies intended to help tourism reach its full potential are implemented at a grass-roots lever. As such, N3 Gateway should focus efforts over the next 24 months on the following key initiatives.

1) Increase efforts to help tourism stakeholders understand the need for action and the need to take responsibility for these actions.
2) Increase efforts to ensure associations and their members utilise resources available to them more effectively by actively participating in opportunities provided by N3 Gateway.
3) Equip tourism associations and local municipalities with tools to quantify the importance and economic contribution of tourism to their local economies and therefore gaining a deeper understanding of the role that tourism can play in job creation and ultimately poverty alleviation.
4) Lobby with local municipalities as well as provincial and national government to enforce mandated contribution to increase the financial support for CTOs in KZN and

voluntary support to LTAs in other provinces. Each CTO / LTA should have at least one paid employee.

5) Create platforms for municipalities and tourism stakeholders to interact, share knowledge and collectively develop meaningful and implementable tourism plans with appropriate business plans and funding requirements quantified. These plans should be sufficiently developed by the time the next IDP development process is conducted within the municipality and tourism stakeholders should be equipped to participate meaningfully and effectively in these processes, thus improving the prioritisation and funding of tourism in the IDPs.
6) Conduct a follow-up study to review the *N3 Gateway Weather Chart*, thus illustrating any improvements of association performance.

It is recommended that similar studies are undertaken in the rest of South Africa and that both local and national government prioritise initiatives that will help refine the roles of associations in tourism development. It is further recommended that similar initiatives to those planned by N3 Gateway are funded and supported by national and provincial governments across South Africa.

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The role of research-based evidence in destination marketing and management

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Key words: marketing, research-based evidence, partnership, rural tourism, city tourism, sustainability

Introduction

The ultimate goal of marketing is to positively influence consumers' decisions to purchase (Andreasen, 2006). A key to marketing success is to differentiate his/her product from that of the competitors. For thorough differentiation, he/she has to clearly understand the strength and the weakness of his/her product and then make a right decision (Nagai, 2016). This development process including decision-making needs to use evidence and data. For this, an integrated, participatory, structured and empowering approach is required (Baker, 2017; Sheehan et al., 2016). The same logic can be applied to tourism development and marketing, judging from the fact that the guidelines of many national governments encourage tourism stakeholders to employ a scientific approach in order to obtain evidence and data for effective destination management and marketing (e.g. Ministry of Land, Infrastructure, Transport and

Tourism, 2017). The problem is that local tourism practitioners generally lack familiarity with the process of collaborating with academic researchers since they have seldom used academic research (e.g. Cooper, 2015; Xiao & Smith, 2010).

Aim

The aim of this paper is to articulate the important role that research-based evidence can play in shaping effective marketing and management practices in the goal of spurring local socio-economic regeneration in a tourism destination. This paper reports on how local stakeholders could obtain research-based evidence and data, and interpret them, through the collaboration with academic researchers.

Description of the study subject

Asahikawa destination

Asahikawa is located in the middle of Hokkaido, Japan and the second-largest city in Hokkaido after Sapporo, the capital city. The city of Asahikawa has been a base to visit the various nearby ski resorts including Kamui Ski Links, Asahidake, Furano Ski Resort, NAC Cat Skiing, Kurodake, Tokachidake, Pippu Ski Area, and Nayoro Piyashiri (Asahikawa Tourist & Convention Association, 2018). However, the number of ski tourists to the city has steadily decreased since 2000—with the exception of international tourists. The chief reason for this lies in the overdependence on large tourist groups arranged through national travel agencies. This industry was slow to start restructuring their operations to target independent travelers (JICA, 2017). In addition, the Asahikawa destination faces significant challenges such as depopulation and an aging society.

"Ski Holiday," a local volunteer group

In 2016, some Asahikawa ski tourism stakeholders organized a volunteer group, "Ski Holiday," with the objective of tackling the decline of tourist numbers during winter. Although the members of Ski Holiday previously had met several times in the attempt to resolve this problem, they were unable to come up with any concrete mitigation strategies. Faced with a situation where the Ski Holiday members were struggling to determine effective strategies for achieving their goals, they decided to reach out to outside expertise for support. A decision was made to reach out to the Graduate School of Environmental Science, Hokkaido University

(GSES) since a key person of the Ski Holiday group had previously worked with researchers from this graduate school in making an environmental interpretation program at a ski resort in another area (see Higuchi & Yamanaka, 2017a; Higuchi & Yamanaka, submitted).

Niseko destination

In contrast to the Asahikawa destination facing significant challenges such as depopulation, an aging society, and the decline of tourist numbers, Sapporo, the capital city of Hokkaido, and Niseko, a world-famous ski resort, have overcome these fundamental demographic issues (JICA, 2017). Especially, tourism in the Niseko area has developed dramatically for the last two decades. This is because the Niseko destination has attracted a gigantic amount of investment from overseas since 2000. The world-famous multinational resort companies including YTL Hotels & Properties, Capella Hotels & Resorts, Hyatt Hotels and Resorts, and Marriott International have entered into the Niseko destination one after another and built many luxurious facilities. The inflow of foreign capital was triggered by some Australian people who moved into Niseko as a ski/rafting instructor. They were fascinated by Niseko's rich natural environment, particularly sufficient powder snow in winter, and positively disseminated the attractiveness to the world. Distributing information in English, which most Japanese people are not good at, contributed to increasing the number of immigrants and tourists coming to Niseko from all over the world (Onitsuka, 2006). This accelerated internationalizing the Niseko destination and growing the inflows of foreign capital. On the other hand, however, the traditional local community people, most of whom are farmers, have begun to feel estranged from this internationalized luxurious atmosphere. In fact, Shimizu (2016) argues that Niseko's local community has not received so much benefit from the tourism development.

Methods

The prior discussion and knowledge sharing between Ski Holidays and GSES led to the generation of research question that was chosen to guide the implementation of questionnaire survey at the next stage: To what degree are international tourists visiting the Asahikawa destination satisfied or dissatisfied with its tourism attributes? To address this research question, a questionnaire survey was carried out to the international tourists staying in the Asahikawa destination. The questionnaire was distributed to a total 15 accommodation facilities in the City of Asahikawa in January/February 2017. These 15 accommodation facilities are the hotels that Ski Holiday considered as the top 15 hotels in the Asahikawa City in terms of scale. Overall, 600 surveys were distributed to international tourists at random at each hotel's reception desk, and 124 valid responses were collected.

The questions of this survey included ratings of ski-destinations on twelve predetermined tourism attributes. The most important point of this survey is that each respondent is asked to give a score while comparing three ski-destinations including Asahikawa, the subject of research, Niseko, the most well-known ski resort in Hokkaido, and his/her most favourite ski-slope. Each respondent was asked to freely raise one ski resort that he/she likes best, in addition to predetermined Asahikawa and Niseko. The respondents were then asked to rate the attractiveness of each ski-destination on 12 predetermined tourism attributes (i.e., slope size and diversity; facilities within the ski resort; variety of recreational facilities after skiing; nightlife in the area; variety of cuisine; reasonability of food prices; reasonability of accommodation prices; atmosphere of shopping places in the area; range of shipping items or souvenirs; access of local cultural experience; opportunity of interaction with local people; and traffic accessibility to the ski slope) through scoring 1 to 5 ("Not at all attractive" = 1 and "Extremely attractive" = 5). The relative positions of the three ski-destinations were emerged through articulating the strengths and the weaknesses by rating.

In addition, the survey asked respondents to rate the importance degree (1 = not at all important, 5 = very important) of 16 predetermined criteria when they try to choose a ski destination. This was aimed at identifying the most important requirement from the demand side. The relationship between the criteria when choosing a destination and the evaluation of the three destinations was analyzed, using the criterion rating as a weighting of tourism attribute evaluation. As the same as ordinary surveys, of course, this survey included the questions relating to demographics.

After the above survey, the interview with the members of Ski Holiday was conducted. This was a follow-up study to detect how the customer survey data (the outcomes from the collaboration between Ski Holiday and GSES) influenced the members in building a marketing management plan.

Findings

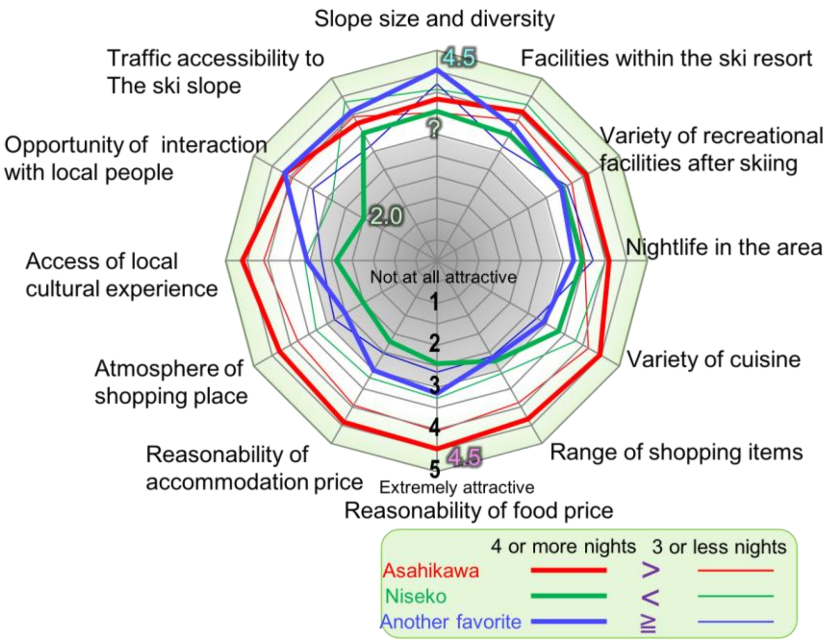

Figure 1. Radar chart: ratings of ski-destinations on twelve tourism attributes.

Source: the author.

Asian respondents and Western respondents showed different propensity in the way of enjoying staying in the Asahikawa destination.

Over 90 percent of Western respondents stayed in the Asahikawa destination for 4 or more nights. Many of these were proficient skiers who were highly attracted by Hokkaido powder snow, and enjoyed touring different slopes in/around the destination during their long-stay. When choosing a ski-destination, this group attached higher value to criteria such as the number and the design of slopes, and the price of accommodation. They thought that, in terms of size and diversity, any of the slopes in the Asahikawa destination were not as good as their most favourite slopes. But, they highly appreciated the atmosphere, the services, and the prices that the Asahikawa City offered.

In contrast to Western respondents, most of Asian respondents stay in the city for 3 or fewer nights. About 40 percent of Asian respondents enjoyed skiing, but most of them experienced skiing for the first time or were beginners. Most of the Asian respondents did not know well about Niseko. They were busy trying to enjoy as many activities other than skiing as possible during their short stay, for example, visiting the Asahiyama Zoo.

Overall, compared with other ski resorts, the Asahikawa destination obtained a relatively higher appraisal in the attributes of "food quality," "food price," and "accommodation price."

In the comparison between Asahikawa and Niseko, this survey results showed one point that was clearly different from the truth. It was quite true that Niseko's prices of products and services were very expensive, and the survey results reflected on this fact. On the other hand, in terms of the slope diversity and size, the reality was that Niseko was superior to Asahikawa. However, the survey results indicated that Niseko was inferior to Asahikawa. It was presumed that there were two reasons that this discrepancy happened. One is that the respondents who gave low ratings on Niseko had never been to Niseko or belonged to the group who had a less favourable view of Niseko due to its high prices. The other is that, since the survey was conducted in the Asahikawa destination, the responses might have become favourable to the destination. It was possible that Niseko might have received unreasonably low ratings. Anyway, the survey results confirmed that an increasing number of Western skiers in Asahikawa had flowed in from Niseko, the strongest competitor, since many tourists were dissatisfied with Niseko's high prices.

The interview with the Ski Holiday members, a follow-up study, revealed how the above research-based evidence influenced the members to determine the direction in shaping effective marketing and management practices. The findings from this interview and the detailed discussion are made in the next section.

Discussion

The results revealed strengths, weaknesses, and opportunities of the Asahikawa destination. This would be helpful for the local stakeholders to start building specific strategies and prioritizing their challenges for developing international tourism around the local resources that the destination possesses at this time. The findings also overrode several long held presumptions in the Asahikawa stakeholders. For example, they had assumed that Niseko – the most luxurious and internationalized ski resort in Hokkaido – was a much more attractive destination than Asahikawa, especially for the international ski tourists. Also, looking at the prosperity of Niseko into which a tremendous volume of capital flow one after another from overseas, they had previously believed that local regeneration by tourism development would require large-scale capital investment (Higuchi & Yamanaka, 2017b). The results, however, demonstrated otherwise and also pointed to an important opportunity that, instead of following the way of other destinations with a large-scale property development, the Asahikawa stakeholders would be able to differentiate their tourism activities through supporting, using, and valorizing the local resources that they already have. This includes making efforts to elaborate local food recipes or provide secure comfortable accommodation at reasonable price. The research-based evidence provided hope to the local stakeholders who were forced to tackle with developing international tourism at low cost and on a small scale because of depopulation and an aging society.

The uniqueness of the Asahikawa destination is that, in addition to offering ski and snow-related activities, it can provide tourists with a variety of city tourism experiences – including touring a variety of restaurants, cafes, bars, shops, and spa-related facilities – at a reasonable price since it is the second biggest city in Hokkaido. The respondents highly appreciated this feature of the Asahikawa destination. The Asahikawa destination also possesses characteristics of rural tourism since it is surrounded by a number of farms including ranches. So, it has the ability to provide guests who want to get away from standardized impersonal service provision with a very personal experience in unique authentic places away from the tourist crowds. This can help guests interact with the local community. Therefore, the respondents rated high these rural tourism features that Asahikawa possesses. The results of survey imply that many of the respondents intentionally chose Asahikawa to enjoy both skiing and other activities after skiing. Lane (2015) mentions that many post-modern tourists are multi-motivational, seeking a range of very diverse places and experiences. These tourists try to enjoy as much as possible in any one trip. Considering the fact that the greatest competitive threat to city tourism comes from rural tourism, Asahikawa is really a unique destination.

The follow-up-interview with the Ski Holiday members was conducted after the survey. This revealed that the customer survey data was also helpful for increasing the number of the local stakeholders who support the collaboration between Ski Holiday and GSES. Although Ski Holiday wanted other tourism-related business people who are engaged in the field of hotel, transportation, foods, or government to be collaborators, they almost failed in getting those people involved. Only appealing fear of immediate future economic contraction was not enough to convince other stakeholders to take a new action. The customer survey data functioned as a presentation material. This allowed for convening a meeting, inviting as many people as possible, to disseminate the collaboration between Ski Holiday and GSES and deeper understanding about the Asahikawa destination. Consequently, many stakeholders agreed, based on the survey results, to further strengthen the tourism experiences unique to the Asahikawa destination by supporting, using, and valorizing their "traditional" local community and culture that had been seen threatened by change. This is quite similar to the rural tourism development that is mentioned by Barbieri (2013). He argues that, while responding to change, developing rural tourism can spur fostering a variety of niche businesses and linking tourism to sustainability in the region. Also, Clemenson and Lane (1997) say, "As rural tourism grows, the transformation and diversification of tourism activities would turn into a complex, which would also trigger a multi-faceted business. It has become an umbrella concept, accepting of many forms, rather than tightly defined. It includes many specific niche types of tourism."

The follow-up interview also revealed another important outcome accrued from the collaboration between Ski Holiday and GSES. That is that, by providing 'usable' customer survey data, GSES made certain the members of Ski Holiday understand the role that research-based evidence can play in shaping effective marketing and management practices in the goal of spurring local socio-economic regeneration in a tourism destination. This understanding became a strong motive for further continuing a collaborative activity: after the survey, Ski Holiday subsequently asked GSES to conduct an interview with international tourists in order to deeply analyze their needs. The research cost for this GSES's interview was determined to be borne by the City of Asahikawa, thanks to the strong recommendation by Ski Holiday. Furthermore, dissemination of deeper understanding about the destination, which was brought by the research-based evidence, resulted in establishing a destination management organization (DMO) called "Kamuy Mintar" in the Asahikawa City. Although being still in the early developmental stage, this DMO is expected to function as a center to combine local knowledge to research-based evidence and closely connect the stakeholder from different fields.

As previously mentioned, since the survey was carried out to the international tourists actually staying in the City of Asahikawa, the responses might have been favourable to this destination. It is undeniable that, if the same survey were conducted in a different ski-destination, the ratings of Asahikawa might be lower. In order to obtain more accurate ratings for the Asahikawa destination, the authors are planning to repeat the same kind of survey, using a more sophisticated questionnaire, in as many ski-destinations in Japan as possible. Next time, the questionnaire in Chinese will be prepared since the biggest group visiting Hokkaido come from the neighbouring Asian countries. It is very important to let the local stakeholders know what Asian people are more interested in.

In addition to ski tourism promotion, Asahikawa's tourism authorities have endeavored to enhance food tourism and cycling tourism for the last five years. The Asahikawa region has a suitable climate and geography for farming. Rich water resources originating from Mt. Daisetsuzan fertilize the vast Asahikawa basin, and the inland climate with a wide range of temperatures makes agricultural products rich in taste. Utilizing this special feature, the tourism authorities encourage the food-related business people to attract as many gourmet customers as possible by elaborating their recipes. A group of GSES gets involved in this practice by participating in the food tourism network and transferring a scientific approach. Also, the number of cyclers visiting Hokkaido in summer is rapidly growing. Taking this opportunity, the authorities also endeavor to convene a variety of events relating to a cycling race. These efforts that are comprised of multiple business fields, governmental organizations, and academic experts will result in creating a synergy effect to spur Asahikawa's socio-economic regeneration.

Conclusion, Contribution, and Limitations

The key argument made in this paper is that the evidence provided by academic researchers has the high potentiality for visualizing or verbalizing local weakness and opportunities, and, therefore, could make destination marketing and management workable and sustainable. As this study has demonstrated, research-based evidence has the power to change even long-held presumptions held by tourism stakeholders and practitioners. It is often the case that stakeholders' wrong presumptions derived only from their accumulated practices or feelings prevent them from building effective strategies (Pyo, 2012). Research-based evidence relating to customer needs can support articulating the degree of importance and/or urgency of actions that stakeholders should take for the improvement of customer satisfaction. Based on this, stakeholders would be able to properly set a priority order of actions. For effective destination marketing and management, it is crucial to update strategies and priorities according to the changing international situation.

Many local destinations, however, have problems of competition, funding, and, perhaps above all, of organizations capable of helping their activities to better cope with a changing future. One of their weaknesses is their fragmentation into many non-cooperating, short-term businesses, struggling against well-organized long-term competition (Cooper, 2015). In addition, it is often the case that their destination management organizations have a lack of governance system and leadership (McGehee et al., 2015). Lane (2009) argues that the partnership between tourism stakeholders and academic researchers would help overcome these problems. To make it real, he emphasized that academic researchers have to change their approach. Research into tourism was usually an academic pursuit with few operational/managerial consequences (Lane, 2015). Lane (2015), however, insists that new generation researchers should employ an integrated, proactive approach that could produce research outcomes leading to tangible developments for destinations. To do so, he says that it is necessary to collaborate with various stakeholders and other researchers in different institutes, fields, or countries. This paper tangentially provides a verification example to Lane's argument, although it is limited to one set of actors and one socio-cultural context, a Japanese university and tourism destination.

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Using Delphi technique to identify experts' opinion on conservation behaviours protecting the Great Barrier Reef

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Introduction

Recording 2.19 million visitor days in 2016 (GBRMPA, 2016), the Great Barrier Reef (GBR) is of great value to the Australian tourism industry and is continually ranked as the number one reason to visit Australia. The GBR has received a lot of attention of late from scientists, researchers, public figures and the media because the health of coral, fish and their habitats is declining as a direct result of global warming and climate change. The GBR has experienced above average sea temperatures resulting in mass coral bleaching events over the past two years (GBRMPA, 2017).

The year 2015 saw 1.184 billion tourists travelling internationally (UNWTO, 2017) and is forecast to grow by 4% per annum over the next ten years (CREST, 2017). Accounting for approximately 20% of total international travel, nature-based tourist destinations attract billions of visitors globally (UNWTO, 2017). Nature-based tourism continues to grow around 7% per year (Balmford, Beresford, Green, Naidoo, Walpole & Manica, 2009), largely due to visitors' increased desire to reconnect with nature. In the year ending June 2016, 68% (5 million) of international visitors to Australia alone engaged in some form of nature-based activity; visits to Australia's aquatic and coastal environments accounted for two thirds of these international visitors (Tourism Australia, 2016). Tourism is a channel that has the potential to reach large audiences and prompt the adoption of environmentally friendly practices particularly in natural settings.

Research has shown that tourism has an important role to play in protecting natural environments such as the GBR. Visiting a nature-based site, especially a site with wildlife, has been shown to create emotional engagement amongst visitors and consequent reflective engagement with the site visited (Ballantyne, Packer & Falk, 2011). The testing of a variety of interpretation methods have also been shown to elicit some increase in the uptake of environmentally friendly behaviours in visitors (Orams & Hill, 1998, Powell & Ham, 2008, Dierking et al, 2004, Ballantyne et al, 2011, Hughes, 2013), however, it is still insufficient to achieve meaningful change (Capstick, Lorenzoni, Corner & Whitmarsh, 2014).

This limited uptake of environmentally friendly behaviours amongst individuals has been attributed to a mismatch between environmental concerns and the pursuance of material interests and their extrinsic rewards (Frederiks, Stenner & Hobman, 2015). Although cognitive biases and motivational factors require more attention in the promotion of conservation behaviours (Fredricks et al, 2015) research regarding the specific behaviours promoted should first be undertaken to ensure their effectiveness in the protection of natural environments. An in-depth understanding of the most effective actions and behaviours and their link to conservation requires inquiry among community groups, activists and scientists specialising in this domain (Capstick et al, 2014).

Currently, little is known regarding the most effective individual behaviours and their direct link to the protection of the Great Barrier Reef and other environmentally sensitive areas. Therefore, it is essential to explore the opinion of experts, specialising in and experiencing the effect of climate change on the Great Barrier Reef, prior to any further development and testing of interpretation tools and campaigns designed to meaningfully increase the uptake of effective conservation behaviours.

Aims

The aim of this project is to identify the actions and behaviours individuals can perform to contribute to the protection of the Great Barrier Reef. Specifically:

- Identify experts and stakeholders involved in and affected by the effects of climate change on the GBR;
- Identify individual actions that reef visitors and non-visitors can do to help save the Great Barrier Reef;
- Identify the key messages to include in materials provided to reef tourists and individuals off-site that will contribute to the long-term conservation of the reef.

Method

The method used to achieve these aims will include the following:

1. A field of experts will be contacted including marine scientists and citizen scientist groups, global and local conservation bodies, tourism management organisations and operators. Sampling was conducted through personal contacts of the author and recommendations from these contacts. A total of 18 experts were selected;
2. Conduct one on one in-depth interviews. In depth interviews have been selected for this research as it is not currently known what the most important behaviours are to protect the reef and this style of interviewing seeks to clarify information regarding examples, experiences and insider knowledge;
3. Using the Delphi technique the most important on-site and off-site conservation behaviours according to experts in the fields of reef conservation, climate change issues and environmental protection will be identified and ranked.

Findings and contribution

Interviews are currently being transcribed and key behaviours are being extracted to commence the Delphi technique. A total of 62 behaviours were extracted from the interviews. Results of the Delphi Technique, now underway, will be presented at the conference. The findings of this study will contribute to knowledge academically and practically. Initially the results will inform researchers on the behaviours to be targeted when designing, developing and testing interpretive tools contributing to the conservation of the GBR. Knowing the most effective behaviours and their link to conservation will add credibility and persuasiveness of environmental messages.

Practically, these results will also inform global and local protection agencies, interpreters and tourism operators on the most effective behaviours contributing to the conservation of the reef. Providing a concise list of behaviours to both visitors and non-visitors may reduce the issue of over-load and consequent resistance towards to the uptake of conservation behaviours. Incorporating these behaviours and key messages into conservation campaigns may also increase the commitment and uptake of these behaviours by individuals along with the consequent benefit to the Great Barrier Reef.

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Certification as a tool to identify sustainable tourism products – A comparative assessment of the quality of sustainable tourism certification schemes for businesses in Germany

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Abstract

In Germany, as in many other European countries, there is a large number of sustainable tourism certification schemes and labels granted by them. However, these certificates have a relatively low market coverage so far and most consumers and even most tourism professionals do not know much about them (Rome et al. 2006, Lund-Durlacher 2007). Therefore may authors consider voluntary certification as ineffective (a.o. Buckley 2013). However, in spite of these shortcomings, a majority of German tourism experts and stakeholders consulted prior to this project considered them as important tools to identify sustainable tourism offers and to promote sustainable tourism in general. This led to the conclusion that sustainability certificates must be made better known amongst consumers and the tourism industry itself in order to promote their spread and effectiveness. However, according to the experts, a precondition for this is to assess the quality, the ambitions and the credibility of the certification schemes (ZENAT 2016). Such assessments have been carried out in the past, for instance by Barth & Weber (2011) for Switzerland and by Totem Tourism (2013) on an international level, but not for Germany as a whole. In addition, quite concise international standards and guidelines have recently been developed for sustainable tourism certification which could be used for this study.

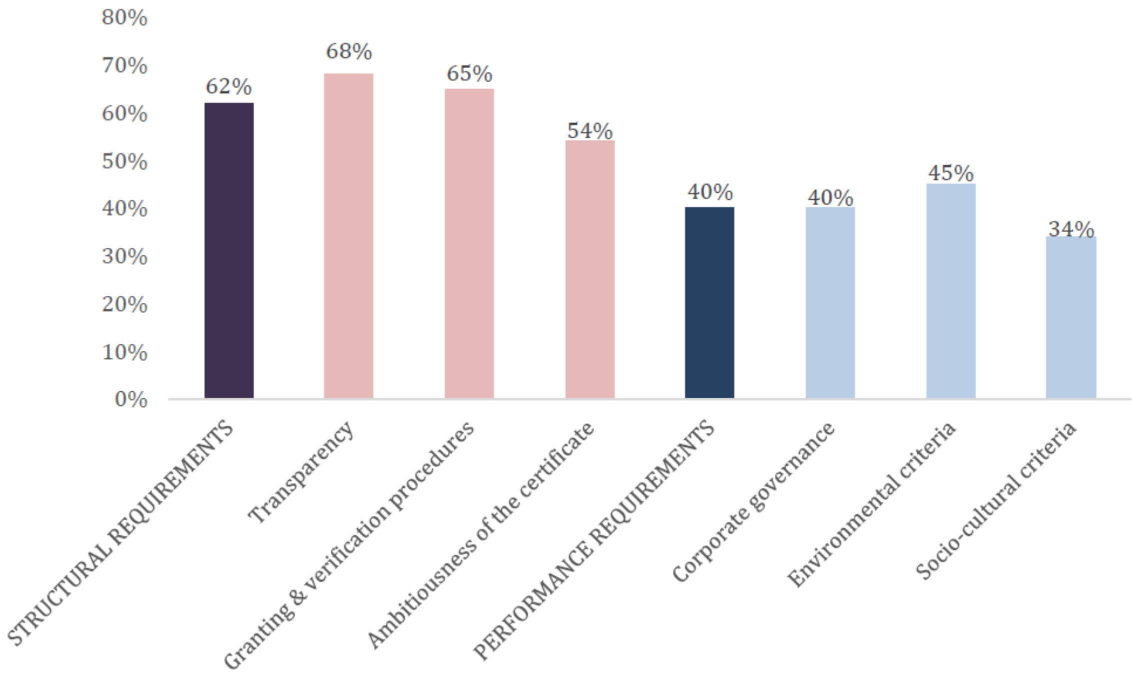
In total, 32 certificates for accommodation businesses, tour operators and other tourism enterprise were assessed. As a first step, an evaluation scheme was developed which was based on the above-mentioned standards, in particular the Global Sustainable Tourism Criteria (GSTC), ISO 26.000 for corporate responsibility and the criteria of the ISEAL Alliance for the quality of sustainability standards. These were adapted to the German context where necessary. The assessment covered requirements regarding the contents of certification (covering a broad range of sustainability aspects) as well as certification procedures and structures (transparency

and credibility, in particular). As a result, 36 process-related and 33 performance-related criteria were identified. The certification organisations were contacted and asked to fill in a questionnaire. The response rate was 61%. In addition, publicly available information from the organisations' websites was analysed and sometimes used to modify or correct information given in the questionnaires.

As a result, only four certificates reached an overall compliance rate of over 75%. These are TourCert for tour operators, TourCert for hotels, Travelife Gold and Green Sign/Infracert. About one third of the schemes scored over 50%. All other certificates displayed various shortcomings or have a rather narrow thematic focus. As a general rule, internationally oriented certificates (some of them with GSTC recognition) scored best. Labels that are restricted to Germany often focus on environmental or quality aspects only and can be regarded as weaker in terms of sustainability.

Regarding certification structures and procedures, the overall results are better. On average, about two thirds of all criteria in this field are covered by the schemes. However, five certificates remain dubious in terms of transparency because of their high percentage of information that was not been provided and is not publicly accessible. The study could not investigate to what degree stated verification procedures are actually being implemented.

The following graph shows the average scores of each group of criteria.



With only 40% of average compliance the relatively low performance-related requirements are the biggest weakness of most certification schemes for sustainable tourism in Germany. Surprisingly, this is also the case for environmental criteria (average of 45% of compliance), which are at the centre of most certificates. In this regard, the non-tourism international standards EMAS, the E.U. Ecolabel and ISO 14.000 score best. Certificates that are tourism-specific mostly cover the classical environmental fields of energy, water and waste management, but to a much lesser degree the protection of biodiversity and the challenge of climate change.

As expected, the field of socio-cultural sustainability is the least developed with only 34% of compliance. While the sub-criteria of local value generation and vocational training are reasonably well covered, favourable working conditions or non-discriminatory practices at work are hardly mentioned. In general, socio-cultural criteria are more present among internationally oriented certification schemes, as these usually follow a more encompassing sustainability philosophy.

Finally, the requirements regarding a strategic approach to sustainability are relatively weak among the certification systems. Even though many certificates require certain management aspects, such as sustainable procurement or the active participation of staff, an encompassing sustainability strategy is a criterion for only 42% of the schemes.

Based on the evaluation results and with regard of the role that certification may play to promote sustainable tourism in Germany, the following recommendations were given to stakeholders shaping German tourism policies:

1. It is desirable to **broaden the thematic scope** of most certificates towards an encompassing concept of sustainability. For an international sector such as tourism it is no longer timely to only focus on certain environmental aspects or service quality.

2. In particular, aspects of **social sustainability** should be more emphasized by most certification schemes. These should include staff concerns (wages, work hours, diversity) and fair trade practices, among others.

3. But there is also a need for catching up in some **environmental fields**, especially regarding climate change and biodiversity. Furthermore, there should be attempts to measure environmental criteria more often in quantitative terms and by using benchmarking rather than just working with yes/no options.

4. The certification organisations should pay more attention to **strategic sustainability management** among their certified companies by developing corresponding criteria.

5. Apart from broadening their thematic approach, some certification systems could **improve** their **certification structures** and **procedures** towards more transparency and credibility.

6. For consumers the high number of certificates with different levels of quality is confusing, especially in the accommodations sector. It is therefore be desirable to **consolidate this market** by various measures.

7. By contrast, **tour operators** and **travel agencies** (incl. online booking platforms) are seldom certified, thus offering a very limited choice to consumers. It is desirable to guide these sub-sectors more towards sustainability as they have an important multiplier function.

8. In general, the certification standard developed in the course of this study and its evaluation results should be broadly **disseminated** and **communicated** to its target groups (consumers, tourism companies and organisations) in order to help the certification schemes that have a higher quality to reach a greater impact in the tourism market.

9. Finally, the authors of this study maintain the opinion that a **national minimum standard** for certification would be conducive to the further promotion of sustainable tourism in Germany, similarly to what has been successfully implemented in the organic food sector. The standard developed in this study, which has already been discussed with relevant stakeholders, would be a substantial basis for such an endeavor.

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Community participation and stakeholder engagement in natural resource management. An opportunity for the co-creation of sustainable tourism products.

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Keywords: natural resource management, community participation, stakeholder engagement, co-creation, sustainable tourism, Networks of Reserves.

Abstract

Our research considers sustainable tourism in community destinations. The focus is on bottom-up approach and public-private partnerships in the creation of tourism products. We investigate a new approach to the management of Natura 2000 areas: the Networks of Reserves (NoRs). NoRs were set up in order to create an ecological network within the territory, with a particular focus on the socio-economic dimensions of nature conservation and with a bottom-up approach. The paper shows the main results of a research carried out in Trentino (Italy) in five NoRs. We administered 167 online questionnaires to private and public stakeholders identified by NoRs coordinators as important for their development. We collected data about (a) the activities carried out by local actors; (b) the level of their involvement in the creation of NoRs

activities; (c) their opinion about the opportunities for and/or limitations on the territories' socio-economic and tourism development. The data analysis followed two steps: first of all we analysed the frequency of the responses at the aggregate level (n = 110); then we only took into account the stakeholders involved in at least one of the NoRs projects (n = 99), and considered the differences between private and public actors. We discuss community participation and stakeholder engagement in NoRs projects and activities, and highlight the opportunities offered by shared project to support local actors in the co-creation of sustainable tourism products. Public and private stakeholder profiles are currently being created using a cluster analysis, in order to establish levels of stakeholder engagement and community participation. A first output of this analysis is shown.

Introduction

Since the 1990s tourism management studies have focused increasingly on destination development models which deliver competitive advantage through a combination of sustainable economic, environmental and social factors (Blanco-Cerradelo, Gueimonde-Canto, Fraiz-Brea, & Diéguez-Castrillón, 2018; Cucculelli & Goffi, 2016; Hunter & Green, 1995; Laesser & Beritelli, 2013; Mazanec, Woeber & Zins, 2007; McKercher, 1993; Ritchie & Crouch, 2005; Simpson, 2008). That natural capital, the basic resource upon which tourist development depends in the long term, must be protected and valorised is becoming more and more widely accepted (Boley & Green, 2016; Bramwell & Lane 1993; Butcher, 2006; Collins, 1999; Cronin, 1990; Cater, 1993; Lane, 1994; Hunter, 1997).

Our research considers sustainable tourism in community destinations, with a particular focus on bottom-up approach and public-private partnerships (PPPs) in the creation of tourism products. In contrast to corporate destinations (Bieger, 1996; Flagestad & Hope, 2001), community destinations (Kaspar, 1995; Murphy & Murphy, 2004) are territories in which numerous stakeholders (public and private) and the local community contribute - with different roles, and degrees of power - to the creation of the local tourism offer. Each actor (i.e. hotelkeeper, cable operator, public organisations, …) manages and controls only a part of the wider destination tourism offer, through their particular activity (i.e. accommodation, entertainment, restaurants, …) and/or by regulating access to natural resources or public services (Beritelli et al., 2016).

Our research investigates whether and how the sharing of projects aimed at the conservation and valorisation of a destination’s landscape and environment stimulates collaboration among actors and leads them to create sustainable tourism initiatives.

In community destinations, local actors find it particularly challenging to share projects: private actors manage their businesses and/or activities autonomously while the public actor plays an important role in regulating business activities and public resources, but does not have the power to force anyone to collaborate with anyone else.

The object of our research, therefore, is to analyse whether these initiatives: 1) are proposed by, and/or involve the local community (*bottom-up approach and community participation*); 2) lead to the formation of PPPs between local stakeholders, in the planning stages and/or realization of the projects (*stakeholder engagement and co-creation of tourism product*). By so doing we tackle the questions of participation in community-based tourism, a major issue in today’s current scientific debate (Lin & Simmons, 2018; Mayaka, Croy, & Cox, 2018) and the capacity of local actors to contribute to local tourism development (Beaumont & Dredge, 2010; Choi & Murray, 2010; Dredge, 2006; Khazaei, Elliot, & Joppe, 2017; Richard & Hall, 2000). Nunkoo & Ramkissoon (2011) stress the key role of local residents and their empowerment in sustainable tourism development. Hamilton & Alexander (2013) explore the role of local communities in destination development and discuss how product co-creation processes may be facilitated.

Our research investigates whether projects aimed at preserving natural resources can contribute to the development of sustainable tourism products in community destinations, i.e. a context where offer largely depends on the coordination and collaboration of many public and private actors (Beritelli et al., 2016). In these destinations local actors are the potential protagonists of environmental interpretation and of the valorisation of tourism offers linked to natural resources.

The area of research is the *Networks of Reserves* in Trentino - a new approach introduced in this Italian Alpine region to manage Natura 2000 areas. In summary:

- Natura 2000 was introduced by the European Commission (Council Directive 92/43/CEE, the “Habitats Directive”) and is defined as “a network of core breeding and resting sites for rare and threatened species, and some rare natural habitat types which are protected in their own right. […] The aim of the network is to ensure the

long-term survival of Europe's most valuable and threatened species and habitats. […] The approach to conservation and sustainable use of the Natura 2000 areas is […] largely centered on people working with nature rather than against it. However, Member States must ensure that the sites are managed in a sustainable manner, both ecologically and economically."
(http://ec.europa.eu/environment/nature/natura2000/).

- The Network of Reserves (NoRs) were established in Trentino by the regional government (Provincial Law n.11/2007) and their genesis lies in the European project LIFE11/NAT/IT/000187 "TEN - Trentino Ecological Network" (www.lifeten.tn.it). NoRs were set up in order to create an ecological network within the territory, with a particular focus on the socio-economic dimensions of nature conservation and with a bottom-up approach. Their main objectives are the improvement of natural and semi-natural environments and resources and the development of sustainable human and economic activities.

In the following section we illustrate the main problems related to natural resource management and refer directly to the challenges posed by participatory decisional processes involving multiple actors. Community destinations provide a particularly appropriate context for the investigation of bottom-up approaches in multi-stakeholder environments. The main research results are described in the third section. We conclude with a discussion of community participation and stakeholder engagement in NoRs projects and activities.

The research contributes to the scientific debate on sustainable tourism in community destinations by highlighting the importance of projects based on a bottom-up approach and involving both public and private stakeholders.

Literature Review

The management of natural resources in Alpine areas has always been based on the principles of sustainable development (Pollini & Tosi, 2000), and community participation has been generally accepted as crucial (Notaro & Paletto, 2011). The Alps are emblematic examples of community destinations, where resources, activities and competences are shared by the local community, and multiple private and public actors, linked by their common geographical and cultural environment (Beeton, 2006; Martini & Buffa, 2015; Murphy, 1985 and 1988; Murphy

& Murphy, 2004; Simpson, 2008; Tosun, 2000 and 2006). In these destinations natural resources are a vital element of the tourist offer (in the Dolomites, for instance, they are a key pull factor for tourism destinations) and therefore their valorisation is clearly an effective means through which to express the aspects unique to each destination. However, these very specificities mean that the process of creating a tourist offer that does justice to the destinations' uniqueness and authenticity is inevitably very complex: everything depends on the will and ability of local actors (the community, businesses, public bodies) to collaborate with each other and to adopt coordination mechanisms that can generate (collective) value for the destination as a whole (Beritelli et al., 2016; Hung, Sirakaya-Turk, & Ingram, 2011; Simpson, 2008). Participatory processes involve numerous actors and variables, and complexity and uncertainty must be managed. They are also expensive in terms of time and resources and require organizational flexibility and the simultaneous consideration of multiple values, interests and sources of knowledge. The key factor for success is the degree of stakeholder participation (Freeman, 1984) - i.e. their sharing of, and involvement in, creative decision making and the realization of local initiatives.

In order for a participatory process to be effective in the long term, it must be institutionalized (Reed, 2008), that is conducted under the direction of an agency (i.e. public body) whose role and authority are widely recognized in the territory (Kothari, 2001; Richards, Blackstock, & Carter, 2004). Moreover, the participatory process must also become a part of the destination's community dynamic, and gain acceptance as common practice in the territory. It has been shown that an initiative is much more likely to continue after the project which launched it has ended when local people and their knowledge are deeply involved in the planning and implementation of the initial project (Pretty & Frank, 2000). It is only when the learning process can be capitalized upon that the benefits of a participatory development experience last into the long term, even when technical and financial assistance is no longer being provided. Otherwise, when the incentives and/or regulations are removed, people return to their previous behaviours.

Crucially, when the ultimate goal is actually the sustainable development and natural resource management of the area, and not just the stimulation of community participation, not only the methods of interaction between stakeholders (i.e. the participatory approach) but also the values that underlie the concept of sustainable development and the protection of natural resources must be internalized. Education in these values becomes as important as education for participation.

Methodology

We analysed community participation and stakeholder engagement in five of the ten NoRs in Trentino (Italy) (Figure 1). All these NoRs contain particularly valuable protected areas and natural resources, but differ in terms of economic development and levels of integration within the tourism sector.

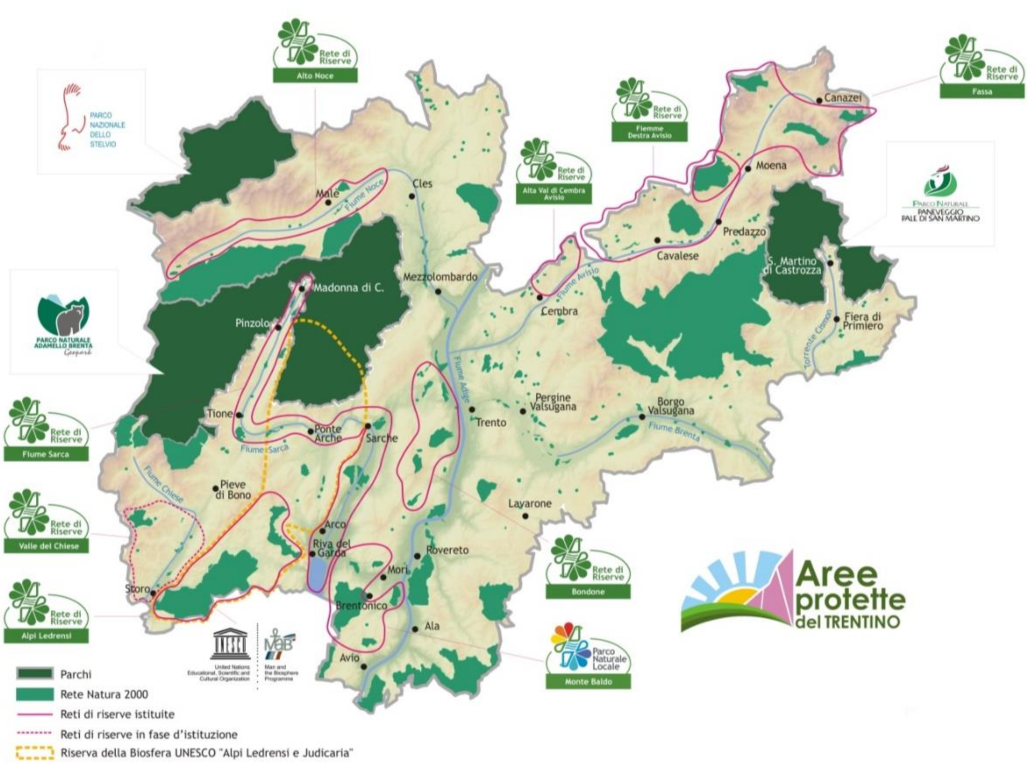
The research was carried out in 2017 and combined qualitative and quantitative methods.

In this paper we focused on our quantitative analysis in order to determine the role of the community and local stakeholders in the definition of initiatives and/or activities intended to valorise the area's natural resources. The main focuses were: the types of activity carried out by local stakeholders; stakeholder involvement in the creation of activities; analysis of the opportunities for and/or limitations on the territories' socio-economic and tourism development.

We designed an online questionnaire and sent it to all the stakeholders whom the five NoRs coordinators (involved in the qualitative research step) had identified as important for the NoRs' development: we consider both key stakeholders and adversary stakeholders.

The questionnaire was sent to 167 stakeholders and 110 were returned (response rate 65.9%).

Figure 1. Networks of Reserves, Natura 2000 sites and protected areas in Trentino (Italy)



Note: Parchi (Parks). Rete Natura 2000 (Natura 2000 network). Reti di riserve istituite (Established Networks of Reserves). Reti di riserve in fase di istituzione (Networks of Reserves currently being created). Riserva della Biosfera UNIESCO "Alpi Ledrensi e Judicaria" (UNESCO Biosphere Reserve "Alpi Ledrensi e Judicaria").
Source: Province of Trento (www.areeprotette.provincia.tn.it).

The data analysis followed two steps: in the first we analysed the frequency of the responses at the aggregate level (n = 110); the second only considers the stakeholders involved in at least one of the NoR projects (n = 99). Among these stakeholders: 56 are private, 33 are public and 10 are students and pensioners (this last group has been classified as "others"). The second step investigates, using bivariate analysis (contingency tables), what, if any, differences emerge with regard to:

- stakeholder participation in each type of project (i.e. projects primarily aimed at valorising natural resources *vs* projects whose main focus is the creation of tourism products);
- participation in the different phases of the projects (i.e. planning *vs* realization);
- the type of stakeholder involved (public *vs* private). The "private" stakeholders include those involved in tourism, agriculture, industry, trade, handicrafts and support services for the private sector.

Public and private stakeholder profiles are currently being created using a cluster analysis, in order to establish levels of stakeholder engagement and community participation. A first output of this analysis is shown in the next section.

Main research findings

The first step of the analysis (n = 110) shows that more than half of the stakeholders "strongly agree" that the creation of the NoRs represents an opportunity for the promotion of the territory as a sustainable tourism destination. This is the item with the highest agreement (Table 1). Strong agreement is also given to the role of NoRs in the valorisation of natural areas, and the creation and restoration of paths. Half of the respondents "largely agree" that their NoR has increased residents' awareness of the importance of conserving the local environment and recognize that the NoRs have strengthened their own personal sense of connection to the territory. The NoRs have also provided opportunities for new economic activities, have contributed to the recovery of local traditions, have increased the business community's awareness of the issue of sustainability and have provided opportunities for job creation. Finally, more than 50% of respondents “completely disagreed” with the statement that NoRs had hindered farming operations; about half of respondents expressed either weak agreement, or actual disagreement, with the statement that the NoRs had increased restrictions on land use/change of use.

We collected data on both the number of NoRs projects in which local stakeholders have participated, and the specific project phases and types. 51% of stakeholders have taken part in 2-5 projects; 19% in one; 11% in up to ten projects and 9% in more than ten; 10% of the stakeholders have never participated in a project.

More than a half of the stakeholders were involved in both the planning and the implementation of the activities; 31% only in the planning; 5.5% only in the implementation; 2% were not involved in any of the phases but had undertaken certain operations; the remaining 10% have never participated in a project.

Of the 90% of stakeholders who had taken part in at least one project, 50% were involved in nature conservation initiatives, 43% in path creation/restoration, 41% in environmental education, 41% in the organization of exhibitions and/or events targeted at local audiences, 40% in the organization of guided tours to natural/cultural/artistic resources and 32% in the promotion of local products. Between about 20 and 30% of stakeholders had taken part in environmental education activities for schools, in activities aimed at valorising agriculture, in initiatives aimed at de-seasonalising tourism, and in sustainable transport projects. Less than 5% were involved in activities related to the development of commerce or handicrafts.

Table 1: Levels of local stakeholder agreement with the statements "The creation of the NoRs has ..." (n=110)

	Strong	Average	Weak	Not at all	NO*
Provided an opportunity to promote the territory as a sustainable tourism destination.	55.5%	30.9%	7.3%	2.7%	3.6%
Enabled the valorisation of valuable natural areas.	46.4%	36.4%	10%	2.7%	4.6%
Enabled the creation or restoration of paths.	43.6%	42.7%	10.9%	0.9%	1.8%
Enabled the restoration of abandoned/degraded areas.	30.9%	36.4%	24.6%	1.8%	6.4%
Strengthened their own personal connection with the territory.	26.4%	46.4%	18.2%	4.6%	4.6%
Increased residents' awareness of the importance of environmental conservation locally.	23.6%	50.0%	16.4%	2.7%	7.3%
Has provided opportunities for new economic activities.	21.8%	33.6%	26.4%	4.6%	13.6%
Enabled the recovery of local traditions.	17.3%	35.5%	30.9%	6.4%	10%
Increased awareness of sustainability within the business community.	13.6%	40.9%	26.4%	7.3%	11.8%
Has provided opportunities for job creation	14.6%	29.1%	40.9%	4.6%	10.9%
Increased restrictions on land use/change of use.	6.4%	16.4%	27.3%	25.5%	24.6%
Has reduced local conflicts	4.6%	35.5%	30.9%	10%	19.1%
Hindered farming (arable/livestock) operations through restrictions imposed by protected natural area.	2.7%	7.3%	23.6%	50.9%	15.5%

* NO = no opinion

The second step of the analysis dealt with the stakeholders who had taken part in at least one project (n=99) and highlighted the extent to which PPPs have been involved in NoRs projects. Most of the stakeholders involved in between 1 and 5 projects were private; as were most of those who participated in more than 10. The majority of the stakeholders involved in between 6 and 10 projects, however, were public (Table 2).

Table 2: Stakeholders involved in NoRs projects (n = 99)

Stakeholder	Number of projects			
	1	2 - 5	6 -10	> 10
Private	66.7%	54.6%	41.7%	70.0%
Public	9.5%	40.0%	50.0%	20.0%
Others	23.8%	5.5%	8.3%	10. 0%

Private stakeholders were in a majority in both the planning and the realization phases; in the latter - as discrete operations - no public actors were involved. Although the figure of 2% appears in the table, this refers to public actors whose only involvement was in operations indicated by others (Table 3).

Table 3: Stakeholder involvement in various phases of the NoRs projects (n = 99)

Stakeholder	Phases of the projects			
	Planning	Realization	Planning and realization	No phase: only operational task
Private	61.8%	66.7%	54.4%	0.0%
Public	32.4%	0.0%	35.1%	100.0%
Others	5.9%	33.3%	10.5%	0.00%

A distinction is made between those projects which conserve natural resources and provide environmental education (more closely linked to the role of the NoRs) and those which valorise natural resources primarily as a function of sustainable tourism development. The analysis reveals greater involvement on the part of private stakeholders in all the projects. Only in the nature conservation projects are public stakeholders almost as prevalent as private (40.8% vs. 46.9%). In all the others private sector engagement is considerably higher than public (Tables 4 and 5).

Table 4: Stakeholders involved in natural resource conservation and environmental education projects (n = 99)

Stakeholder	Kind of project				
	Nature conservation	Creation/conservation of paths	Environmental education	Organization of environmental education activities in school	Sustainable transport
Private	46.9%	53.5%	56.1%	53.6%	72.7%
Public	40.8%	30.2%	34.2%	39.3%	18%.2
Others	12.3%	16.3%	9.8%	7.1%	9.1%

Table 5: Stakeholders involved in projects intended to valorise natural resources in order to promote sustainable tourism (n = 99)

Stakeholder	Kind of project				
	Organization of events/exhibitions for local residents	Organization of guided tours to natural/artistic/cultural resources	Promotion of local products	Valorization of agriculture/livestock	Initiatives aimed at de-seasonalising tourism
Private	56.1%	51.3%	71.9%	57.7%	73.9%
Public	36.6%	35.9%	18.8%	30.8%	13.0%
Others	7.3%	12.8%	9.4%	11.5%	13.0%

Finally, with regard to stakeholder agreement with the statements that identify benefits linked to the NoRs (see Tab.1), the analysis reveals that more private stakeholders respond very positively (strongly agree; generally agree) (Tables 6 and 7). On the question of the limitations associated with the NoRs *a)* many private stakeholders do not express an opinion; *b)* more public actors than private do not associate the NoRs with limitations on development. Public and private stakeholders differ in their opinions on the limitations on agricultural development.

Table 6: Agreement with the statements "The creation of the NoRs has …" (n = 99) - Answers of private stakeholders

	Strong	Average	Weak	Not at all	NO*
Provided an opportunity to promote the territory as a sustainable tourism destination.	55.2%	62.5%	0.0%	66.7%	66.7%
Provided opportunities for new economic activities	60.9%	57.8%	54.2%	50.0%	53.3%
Provided opportunities for job creation	50.0%	60.0%	57.5%	33.3%	58.3%
Has reduce local conflicts	80.0%	57.9%	44.8%	55.6%	66.7%
Enabled the valorisation of valuable natural areas.	51.0%	69.4%	33.3%	0.0%	75.0%
Enabled the creation or restoration of paths.	51.1%	61.4%	50.0%	0.0%	100%
Enabled the restoration of abandoned/degraded areas.	52.9%	68.4%	33.3%	0.0%	100%
Strengthened their own personal connection with the territory.	48.3%	54.2%	75.0%	50.0%	75.0%
Increased residents' awareness of the importance of environmental conservation locally.	48.0%	58.5%	64.3%	0.0%	66.7%
Increased awareness of sustainability within the business community.	50.0%	70.5%	54.2%	0.0%	41.7%
Enabled the recovery of local traditions.	38.9%	57.9%	63.3%	25.0%	77.8%
Increased restrictions on land use/change of use.	57.1%	53.3%	58.6%	44.0%	69.6%
Hindered farming (arable/livestock) operations through restrictions imposed by protected natural area.	33.3%	57.1%	58.3%	53.0%	71.3%

* NO = no opinion

Table 7: Agreement with the statements "The creation of the NoRs has …" (n = 99) - Answers of public stakeholders

	Strong	Average	Weak	Not at all	NO*
Provided an opportunity to promote the territory as a sustainable tourism destination.	31.0%	31.3%	100%	33.3%	33.3%
Provided opportunities for new economic activities	31.0%	31.3%	100%	33.3%	33.3%
Provided opportunities for job creation	42.9%	23.3%	35.0%	0.0%	0.0%
Has reduce local conflicts	0.0%	34.2%	41.4%	44.4%	22.2%
Enabled the valorisation of valuable natural areas.	32.7%	27.8%	55.6%	100%	25.0%
Enabled the creation or restoration of paths.	35.6%	30.0%	50.0%	0.0%	0.0%
Enabled the restoration of abandoned/degraded areas.	32.4%	26.3%	52.4%	100%	0.0%
Strengthened their own personal connection with the territory.	34.5%	39.6%	12.5%	50.0%	25.0%
Increased residents' awareness of the importance of environmental conservation locally.	40.0%	28.3%	35.7%	100%	33.3%
Increased awareness of sustainability within the business community.	28.6%	22.7%	41.7%	60.0%	50.0%
Enabled the recovery of local traditions.	44.4%	31.6%	30.0%	50.0%	22.2%
Increased restrictions on land use/change of use.	14.3%	40.0%	27.6%	52.0%	21.7%
Hindered farming (arable/livestock) operations through restrictions imposed by protected natural area.	66.7%	42.9%	20.8%	37.3%	28.8%

* NO = no opinion

With regard to PPPs and stakeholder engagement, more private stakeholders consider specific NoR objectives to be very important: to sustain public-private collaboration, to identify commonly agreed local development paths; to facilitate contact between the various productive sectors; to improve the social climate through the comparing and sharing of projects and activities (Tables 8 and 9).

Table 8: The perceived importance of the aims of the NoRs (n = 99) - Answers of private stakeholders

Aims	Major	Quite	Minor	Non-existent
Fostering public-private collaboration in the territory	58.5%	50.0%	75.0%	0.0%
Identifying local development paths shared by the various local interest groups	61.8%	50.0%	33.3%	100%
Facilitating dialogue between the different categories of producer	68.1%	43.2%	62.5%	0.0%
Improving the social climate through dialogue and collaboration	55.6%	55.3%	66.7%	100%

Table 9: The perceived importance of the aims of the NoRs (n = 99) - Answers of public stakeholders

Aims	Major	Quite	Minor	Non-existent
Fostering public-private collaboration in the territory	33.9%	33.3%	25.0%	0.0%
Identifying local development paths shared by the various local interest groups	27.3%	40.0%	66.7%	0.0%
Facilitating dialogue between the different categories of producer	21.3%	45.5%	34.5%	0.0%
Improving the social climate through dialogue and collaboration	31.1%	38.3%	16.7%	0.0%

As highlighted at the end of the methodological section, public and private stakeholder profiles are currently being created using a cluster analysis, in order to establish levels of stakeholder engagement and community participation. Our initial findings are shown in Figure 2. The map highlights the major contribution of private stakeholders to the planning phase of nature conservation projects (Nature conservation - Yes) and those involving the creation/conservation of paths (Paths - Yes). Whereas public stakeholders (Sector-Public) focus on the planning and realization (Planning + Realization) of projects - namely organization of events/exhibitions for local residents (Events - Yes), organization of guided tours to natural/artistic/cultural resources (Guided tours - Yes) and environmental education (Env. Education) - as part of a wider plan to promote the territory with a focus on the theme of education.

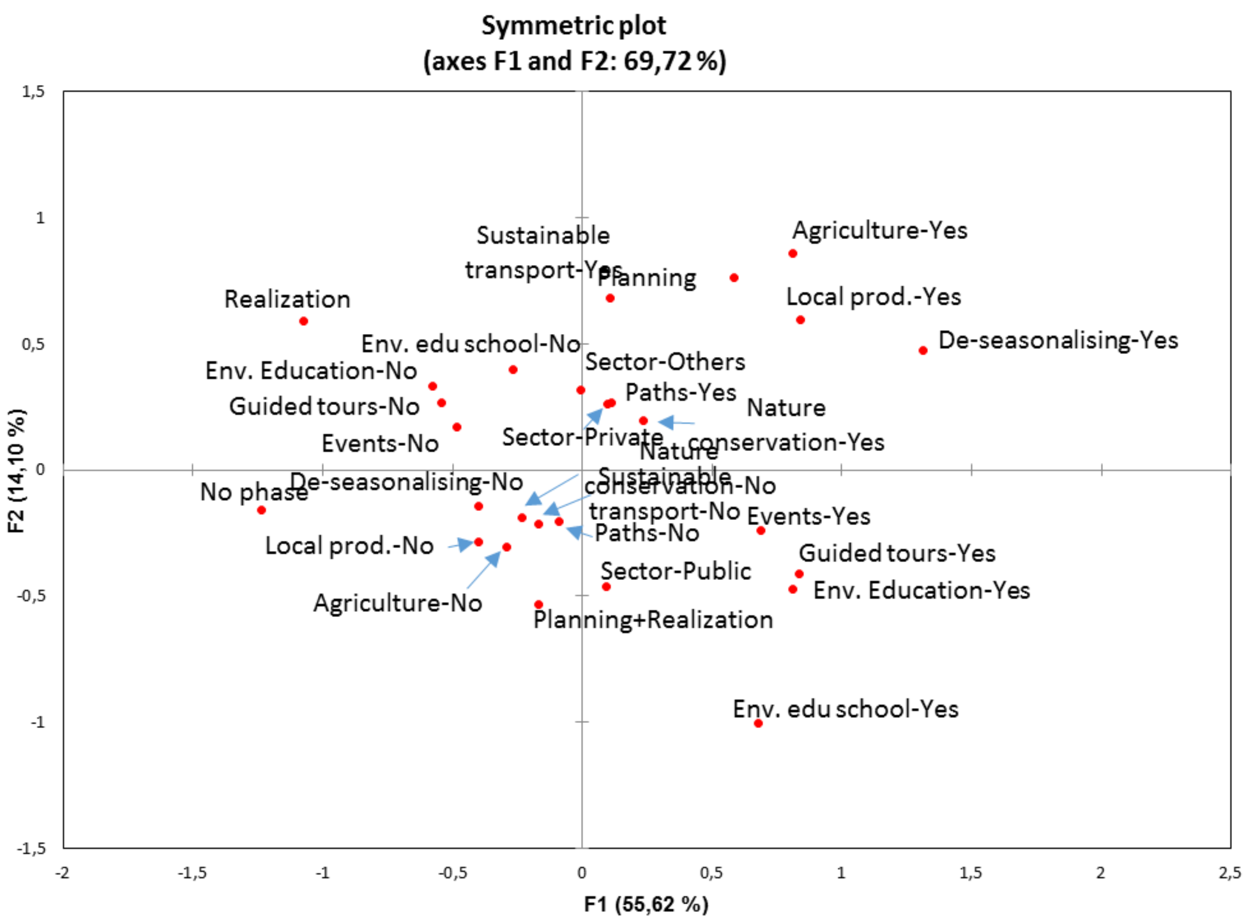


Figure 2. Output of the cluster analysis: private and public stakeholder engagement in projects.

Discussion and conclusions

Our research investigates whether and how the sharing of projects aimed at the conservation and valorisation of a destination's landscape and environment stimulates collaboration among actors and leads them to create sustainable tourism initiatives. The results demonstrate the broad participation of public and private actors in the definition of activities and initiatives that contribute both to the conservation of the natural capital of these destinations and to the valorisation of local resources through the creation of sustainable tourist products. This broad participation is explained by the fact that stakeholders perceive the opportunities and benefits to be gained from their involvement in the projects. The presence of motivating factors and a recognition of potential opportunity are thus proven to be significant in terms of increasing participation in tourism development processes, as discussed by Hung et al. (2011).

The NoRs have contributed both to an increase in opportunities for economic and business development in these territories and to the facilitating of dialogue and exchange between public and private actors and local communities, thus strengthening the social fabric. The NoRs system thus proves an effective tool for fostering collaboration between local actors and engaging them in initiatives, right from the planning stage. These results bode well for the activities in the future: local actors see themselves as key players in project creation, rather than merely implementing projects devised - and imposed - by outsiders. Although the multivariate analysis is still in progress, the engagement of private actors is already clearly evident, above all in projects which involve the rediscovery of the territory (i.e. the maintenance of paths, nature conservation) and the promotion of its typical products; these activities are all predicated on a positive attitude to the sustainable management of the territory. The role of the public actor is revealed as crucial to the development of these destinations, particularly in the projects which entail environmental education and the involvement of schools.

In conclusion, the NoRs - with their adoption of bottom-up approaches and community participation - are proving to offer effective strategies for the management of natural resources, with high levels of local stakeholder participation in the projects right from the planning phases. It seems probable that this engagement is encouraged by the involvement of a regional government body - i.e. a recognised agency - in the coordination of the NoRs (Kothari, 2001; Richards et al., 2004). As Pretty & Frank (2000) have shown, these high participation levels auger well for the continuing success of the project, at least in the medium term. Joint public and private stakeholder participation in projects is thus clearly an effective means of fostering collaboration in fragmented contexts such as community destinations (Beritelli et al., 2016) and affording benefits - described by Simpson (2008) as community benefit tourism initiatives. Finally, we observed that in all the projects, including those linked to sustainable tourism development, the relationships between public and private actors and local community participation were key to stakeholder engagement and the co-creation of tourism products. Our research corroborates the hypotheses that local actors play a vital role in the co-creation of sustainable tourism products, as asserted by Hamilton & Alexander (2013), and that the empowerment of local community is crucial to promote sustainable tourism development, as Nunkoo & Ramkisson (2001) have pointed out.

This research contributes to the scientific debate on participation in community based-tourism. Future research will concern the identification of natural resource management models similar to NoRs in other contexts.

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Advocating the utilisation of visitor book inscriptions to determine visitor experiences and satisfaction: the case of the Mnemba Island Lodge, Zanzibar.

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Key words: Visitor books, visitor experience, visitor satisfaction, Mnemba Island, Zanzibar.

Introduction and background

Sustainable development has been promoted as the solution to many of the world's contemporary environmental problems. Sustainable development originated from the modern-day environmental movement whose origins stem in part from 19^{th}-century Europe where the traditional approach that humans have dominion over the environment, as a result of the devastating environmental effects humans had on the environment this changed to a conservation ethic, where humans started to see themselves as part of nature, not separated from it (Hall & Lew, 1998). This shift made social and environmental issues seen as equally important to economics which was ruling the day.

Sustainable development was first publicised by the World Commission on Environment and Development's (WCED) Brundtland Report titled 'Our Common Future' (WCED, 1987), which advocated the integration of environmental and economic issues. The Report stated that the "[f]ailure to manage the environment and to sustain development threatens to overwhelm all countries. Environment and development are not separate challenges, they are linked. Development cannot subsist upon a deteriorating environmental resource base" (WCED, 1987, 37). The WCED (1987, 43) defined sustainable development as

> *"development that meets the needs of the present without compromising the ability of future generations to meet their own needs".*

The United Nations Conference on Environment and Development (UNCED) took place in Rio de Janeiro five years later. The 'Rio Earth Summit' accentuated environmental issues could no longer be seen as a luxury but as a necessity in the same vain as social and economic issues. The Summit promulgated five documents, one being 'Agenda 21', which provides guidelines for the implementation of sustainable development into the 21st century (UN, 1993). From these and other conferences the Millennium Development Goals (MDGs) and later the Sustainable Development Goals (SDGs) originated, all emphasising the importance and implementation of sustainable development.

Being one of the largest industries in the world is the travel and tourism industry as such it has a critical role to play in the achievement of global sustainability. A greater level of environmental consciousness amongst tourists has lead them to selecting destinations on the basis of their environmental quality this was already predicted by the UNWTO (1998). In response to this international pressure and changes in market forces and consumer pressure the tourism industry has proposed sustainable tourism as a means through which the tourism industry can make a meaningful contribution towards sustainability. Tourism ventures now have to give careful consideration to their impacts on the social, ecological and economic environment, enhancing the positives while minimising negatives.

Sustainable tourism is seen as a constructive tool contributing towards the conservation of natural and cultural heritage, while promoting sustainable development (UNEP & UNWTO, 2005). According to UNEP and UNWTO (2005: 11) the aims of sustainable tourism are the following:

- "To make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity;
- to respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance; and
- to ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation."

The above quote differentiates three pillars of sustainability, namely social, economic and environmental sustainability. Economic sustainability implies optimal growth at a manageable level with full consideration of the limits of the destination environment. Environmental sustainability recognizes that the natural environment is not in perpetual supply and may be degraded and depleted. Socio-cultural sustainability in turn implies respect for social- and cultural- capital and assets (Choi & Sirakaya, 2006). These dimensions of sustainability are interdependent and have to be managed carefully in order to maintain a fine balance to ensure tourism does not become self-destructive process destroying the very resources upon which it is based. The measurement of the progress towards sustainability has been through the use of indicators (Morse, 2004). Indicators measure progress in all three sphere of sustainability namely environmental, social and economic domains. Sustainable tourism indicators have been proposed as a key to the operationalisation of sustainable tourism (Bell & Morse, 1999).

Tourism can only be sustainable in the long-term if it is economically viable. Fairer-Wessels (2017) indicates that a key challenges for tourism is to develop economically viable enterprises that provide benefits for local communities. Visitor experience and satisfaction is critical to ensure the attainment of this economic viability and sustainability. The United Nations World Tourism Organization (2004) identified 12 baseline indicators which should serve as a starting point for the measurement of sustainability at any tourism destination. These baseline indicators include of social, economic and environmental issues. Tourist or visitor satisfaction is one of these 12 baseline indicators Tourist satisfaction is listed by the UNWTO (2004) as an Economic indicator as it affects the economic sustainability of tourism ventures directly. Tourist satisfaction or alternatively visitor satisfaction also has a direct bearing on the environmental and the social sustainability as well. According to McCool (2006:5) Satisfaction may be defined in various ways “such as the realisation of expectations, the difference between a person’s normative definitions of a preferred experience and what is realised or the attainment of that individual’s defined quality experience. Tourist experience and satisfaction is central to whether tourists return, recommend the destination to others or conversely advise others to stay away. It is therefore a leading indicator of the longer-term sustainability of a destination (UNWTO, 2004). In order to sustain tourist satisfaction a number of different aspects have to be carefully managed these include the state of the natural environment, the attractiveness of the destination, accessibility, quality of service, perceptions of value for money and the experiences visitors have during their visit. Sustainability is there dependant on visitors having a quality experience. It therefor flows that the sustainability of tourism ventures are very dependent on the experience visitors have.

Mustkia *et al.* (2013, 230-231) suggests that “the level of tourist satisfaction is often considered to be an index of the service level of a tourist attraction and of the likelihood of tourists returning or recommending a site to others and, by extension, an indicator of social, economic and managerial sustainability”. One of the most cost effective forms of marketing and promotion is satisfied tourists recommending destinations and ventures to other perspective visitors. It is not surprising that at destinations there is a positive correlation between tourist satisfaction and long-term economic success (Akma & Kieti, 2003). If tourists expectations are not met they are left dissatisfied this in turn will negatively influence the future sustainability of the tourism ventures. This study aims to investigate visitor experiences and satisfaction at the Mnemba Island Lodge in Zanzibar, Tanzania.

The novelty of the research lies in the method of measuring or determining the visitor experiences. In order to determine the tourist’s experience this research looks into the inscriptions in visitor books at Mnemba Island Lodge. The best way to ask a visitor about their experience is to ask then to simply write it down. Often this is done at very short notice and visitors are placed under pressure to comment on their experience which many times does not give an opportunity for reflection. This may be seen as a major gap in the research into visitor experience measurement. Visitor books provide an alternative methodological approach to allow visitors the freedom to reflect in their own time on their experience and if they want to, to comment or add an inscription, poem or sketch relating to their experience. Visitor experiences and satisfaction have conventionally been determined through visitor feedback forms and other data collection methods such as interviews and questionnaires. Although these methods yield insightful knowledge pertaining to visitor attitudes and satisfaction, these methods may often be restrictive and prescriptive. Lynch *et al.* (2011) however argue that further investigation should focus on the analysis of other contemporary sources such as travelogs, autobiographies and visitors books which may yield new insights and knowledge into what Lynch *et al.* (2011) calls narrative hospitality or narrative tourism. Choi *et al.* (2015, 116) argue that “visitor books are indeed important repositories of knowledge and thus key sources that can inform the understanding of societal phenomena” such as tourism. According to Andriotis (2009, 71) “visitor books contain reflective accounts of experiences […] and provide visitors with the opportunity to publicly articulate and express their experiences in a creative way.”

Tourism is seen as a meaning making practice. The meaning that is ascribed to the tourism attraction and the landscape to a large extent depends on the tourist experience. According to Soica (2016: 99) “visitor books frame the meaning actively created by tourists in the light of their own experience”. According to Robinson (2001) visitor books (or alternatively called guest books or comment books) are a wealthy source of qualitative data. One of the main reasons for this is that they archive unsolicited and spontaneous visitor narratives. Although, Stamou and Paraskevopoulos (2004) found that many of the comments they considered were on vague subjects they found extensive comments on many other important areas that affect visitor experience, they also found that almost all the comments related positive attitudes. Various authors note that visitor books are an under-researched data source within tourism research and very little academic endeavour has been spent on the investigation of this prevalent and easily accessible data source (Stamou & Paraskevopoulos, 2004; Macdonald, 2005; Noy, 2008 & Lynch *et al.*, 2011). Visitors books are further described as “treasures of comments, impressions and observations” (Noy, 2008, 509). Visitor books are potentially a very valuable source of data portraying visitor satisfaction. Choi *et al.* (2015, 116) indicate that in the “past, it was assumed that the function of visitor books was solely for inscription. However, within contemporary society, the use of visitor books has varied based on its functions of inscription, self-expression, and communication”. Visitor books have developed in terms of their content to the extent that they entail various expressions such as personal stories, creative accounts (e.g. drawings, poems and verse), emotional and cognitive responses to experiences and sometimes random thoughts. Visitors read entries of past visitors and then inscribe their thoughts and ideas for future visitors the read thus leaving a legacy for future travellers to enjoy. This study will therefor explore the usability of visitor books as a valuable under-researched data input source to determine visitor experiences and satisfaction in order to recommend management interventions for the enhancement of long-term economic sustainability of the tourism venture under investigation.

One of the major advantages of visitor books is that they were not written at the researcher’s request and as a result have totally minimised reactivity and as a consequence this has maximised naturalness. Visitor books are therefore more “organic” to tourism, require very little effort to maintain and produces data that resembles other more intensive and invasive data collection methods. Visitor books can as a result be considered as a self-revealing and honest research instrument, serving as a fountain of lived experiences which researchers could extract practical insights (Noy 2008; Andriotis 2016). The entries may include short, banal entries to longer entries of verse sketch and poem. The disadvantages of visitor books as a data collection device are as a result of the casualness of the collection and many visitors may never add inscriptions. There may also be a bias that only visitors who have the most exceptional – whether positive or negative –experience comment in visitor books, therefore the visitors that have not taken part are all excluded from the analysis of the findings.

This paper advocates the utilisation of inscriptions in visitor books as a viable option for the determination of visitor experience and the resultant satisfaction which has been identified as a critical indicator of economic sustainability of tourism ventures. The usability of the resultant visitor satisfaction patterns will also be compared against 1) the product and the offering, as well as 2) the ethos of the company, at the specific case under investigation to determine possible remediatory management actions that could facilitate long-term economic sustainability of the Mnemba Island Lodge. If the results are useful the application of this research could have far reaching impacts on the tourism industry through the utilisation of a freely available data source. Guest book or visitor book entries provide candid views and opinions of tourists experiences. Understanding these experiences and the relationships tourists perceive to have with the landscape, the physical and natural environment and the images generated through their experiences may have major implications for marketing. There is therefor potential for increased marketing and advertising (through social and ecological marketing to mention an example) aimed at the promotion of the of the wellbeing benefits of contact with nature and tourist experience (Moskwa, 2015).

The proposal to utilise these inscriptions will be an exploratory study that will take place within a specific context. Although no empirical results are included here the research design, methods, study area and company background provide a critical background against which such a study could take place.

Research design and methodology

The research design indicates the type of study that will be undertaken. According to Mouton (2001, 55) “a research design is a plan or blueprint of how you intend conducting the research”. In the same way the research problem, aim and objectives guide the research, the same way the research design guides the research process. The emphasis of the research is to investigate visitor experiences utilising the inscriptions or entries in the visitor books of Mnemba Island Lodge in Zanzibar.

The study will follow an exploratory research design. According to Mouton (1996) the aim of exploratory studies are to establish facts, to gather new data and to determine meaningful patterns or themes in a relatively unknown research area, hoping to gain new insight into the phenomenon being researched. Babbie (2007, 88) claims that "[e]xploratory studies are most typically done for three purposes: (1) to satisfy the researcher's curiosity and desire for better understanding, (2) to test the feasibility of undertaking a more extensive study, and (3) to develop the methods to be employed in any subsequent study". It was hoped that this study would meet all three of the stated criteria of exploratory research by satisfying the researcher's curiosity for a better understanding of the visitor experiences from visitors books for long-term sustainability. It was hoped that in the absence of a substantial knowledge base this study would generate insights into the understanding of visitor experiences and satisfaction through the analysis of visitor books. Babbie (2008, 98) states that exploratory studies are valuable and essential whenever a researcher is breaking new ground, and that exploratory studies almost always yield new insights into a topic of research.

The primary research strategy of this study is that of the case study. Yin (2009, 2) states that "case studies are the preferred when the investigator has little control over events, and when the focus is on a contemporary phenomenon within some real-life context". Secondary data is the major type of data that will be obtained and analysed. 'Secondary data' is data that has been collected by an individual or organization other than the researcher. This research design for the study will be a single exploratory secondary data analysis case study.

Consent for the utilisation and analysis of the visitor book entries was provided by &Beyond. The anonymity of the guests who made the inscriptions has to be ensured. The personal details of the respondents will not been released by the researcher and will remain confidential. As a result of the visitor entries and inscriptions in the visitor books being in the public domain as they are accessible to anybody visiting the Lodge does provide implied consent.

The determination of the visitor experiences patterns will be done through the utilisation of both quantitative and qualitative content analysis. According to Hannam and Knox (2005, 23) content analysis bridges "the gap between quantitative and qualitative methodologies, content analysis is an empirical technique which involves the counting, identification of issues and interpretation of the content of a text which is assumed to be significant". The entries from the visitor books will be photographed for collection and capturing and later input into Excel and then imported into either Atlas.ti™ or Leximancer™ in order to facilitate the Quantitative content analysis. After the data has been entered into software package the triple the coding process will commence through open, axial and finally a selective coding exercise. This triple coding process will facilitate the qualitative content analysis (Bryman & Bell, 2011). The resultant visitor experience patterns will then be utilised to compare the tourism venture offerings and activities and to reflect of the company ethos of &Beyond. Additional secondary data and direct observations on site to determine the activities and offerings as well as the ethos of the company. The on-site observations will be supplemented with photographic records of observations. In this regard Yin (2009, 110) states that "[t]he observations can be so valuable that an investigator may even consider taking photographs at the case study site. At a minimum, these photographs will help to convey important case characteristics to outside observers." These will serve as the basis for the comparative analysis component (Pickard, 2013).

This study will explores the utilisation of a potentially useful data source for the establishment of visitor experiences and satisfaction which has been identified as a critical indicator of economic sustainability of tourism ventures. The usability of the resultant visitor experience and satisfaction patterns will also be compared against 1) the product and the offering, as well as 2) the ethos of the company, at the specific case under investigation to determine possible remediatory management actions that could facilitate long-term economic sustainability of the Mnemba Island Lodge. If the results are useful the application of this research could have far reaching impacts on the tourism industry through the utilisation of a freely available data source. The proposed study and future studies investigating the utilisation of visitor book inscriptions for the determination of visitor experiences and satisfaction need to be investigated within a specific background and setting. The study area and the organisation operating the tourism venture provide a unique set of localised circumstances within which the results of the findings have to be contextualised. The proposed pilot study will investigate the inscriptions of the Mnemba Island Lodge Located in Zanzibar, Tanzania operated by &Beyond.

Study area and &Beyond company background and ethos

Mnemba Island is located within the Zanzibar archipelago. The archipelago is a semiautonomous region of Tanzania about 32 km off the coast of East Africa (see Figure 1).

The two main islands are Unguja in the south and Pemba in the north. Historically the archipelago was ruled by Arabians from Oman and was an important hub in the 19th century slave trade (Longair, 2016). During this time, Zanzibar also became famous for the locally abundant crops of cloves, cinnamon, and other spices (Longair, 2016). In recent times the Zanzibari economy has moved away from spices towards the tourism service industry as it is becoming a more popular tourist destination (Sharpley & Ussi, 2014). The Revolutionary Government of Zanzibar has estimated that by the year 2020, 50% of the population will be involved in the tourism industry (www.zanzibar.go.tz). With colourful coral reefs in warm blue water and a seemingly endless coast of white sand beaches fringed by coconut palms Zanzibar offers an idyllic destination.

About 2 kilometres off the north-eastern coast of Unguja, Zanzibar is a small island called Mnemba (Figures 1 and 2). Mnemba Island is a small landmass with a vegetated coastline. The island is encircled by a shallow coral reef. Portions of this reef are considered to be among the healthiest coral reefs in the region. The Mnemba atoll is an important source of tourism revenue for Zanzibar while also being a vital and historical fishing ground for rural communities living on the north-eastern coast of Unguja, Zanzibar (Gustavsson, Lindstrom, Jiddawi & de la Torre-Castro, 2014).

Today there is a luxury ecotourism lodge on Mnemba Island that is leased from the Revolutionary Government of Zanzibar by &Beyond, an ecotourism operator running numerous lodges across Tanzania. In 1989, Mnemba Island was leased by the government to an Italian company called Tanzanian Cattle Products who used the island as a resort and built basic infrastructure for holidaying corporate staff. The 33-year renewable lease for Mnemba Island was taken over by &Beyond when they secured a series of leases and properties from Tanzanian Cattle Products in the late 1990s. &Beyond is a luxury tourism company formerly known as Conservation Corporation Africa (CC Africa). It is a globally recognized leader in ecotourism. Their stated ethos is “care of the land, care of the wildlife and care of the people” (&Beyond, 2017). As far as possible, &Beyond have employed local Zanzibarian staff. When the research was conducted 89% of their lodge staff were Zanzibarians (Personal communications with Mnemba Island lodge management, September 29, 2017). In recognition of the importance of other stakeholders’ contributions, &Beyond also hosts researchers on Mnemba and buys fish almost daily from local fishermen..

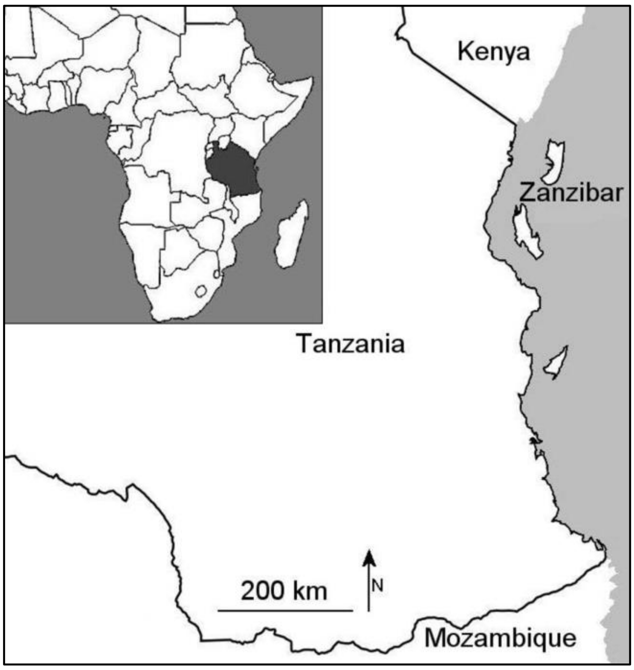

***Figure 1*. Map of the Tanzanian coastline and the Zanzibar archipelago (inset: Map of Africa showing position of Tanzania in east Africa) (Burgoyne *et al.*, 2017).**

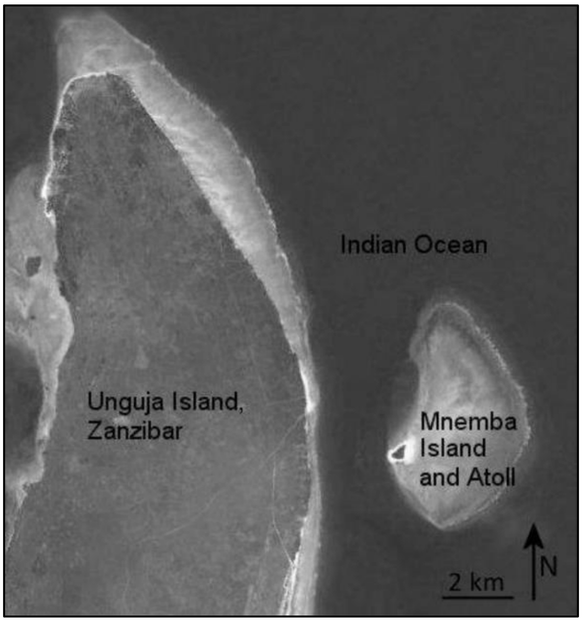

***Figure 2*. Satellite image of Unguja coastline and Mnemba atoll, Zanzibar (Image courtesy of US Geological Survey). (Burgoyne *et al.*, 2017).**

&Beyond is a globally recognised luxury tourism company that operates a number of luxury lodges throughout southern and eastern Africa, and the Indian. The company is driven by a set of core values: 'Care of the land. Care of the wildlife. Care of the people.'(Figure 3). These core values are driven by a business philosophy of taking less and giving more (&Beyond, 2015). Taking less relates to reducing the footprint of the business, while giving more in turn means giving to the land, the wildlife and the communities which form an integral part of the tourism experience. (&Beyond, no date). This ethos is apparent in the way that they work more closely with the community in comparison with many other tourism operations, spending time and money on community development.

The study area and the ethos of the company operating the tourism venture provide a unique context within which such a study may take place. The product offering and activities are dependant of the study area and the ethos of the company determines to a large extent the way in which the operation and experience of the product will be offered.

***Figure 3*. &Beyond's core values (&Beyond, 2017)**

Conclusion

Although no empirical evidence is available yet to support the utilisation of the visitor book inscriptions for the determination of visitor experience and satisfaction, the literature review provides a sound motivation for the implementation of the study. The study area and the company background provide an important setting for the content analysis of the visitor book inscriptions. These inscriptions will then be contextualised to determine the visitor satisfaction levels and reflect on the company ethos to improve the visitor experience for greater long-term economic sustainability of the tourism venture. Visitor book as a valuable means of establishing visitor experiences should however not be considered in isolation and should be considered as part of multiple research data collection means for understanding and monitoring visitor experiences.

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Connecting through Stories: Adapting Communication to Create More Sustainable Tourism Products

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The Changing Context for Sustainable Tourism

Heritage interpretation has a long history of use as a management tool to encourage recreationists and tourists to engage in environmentally responsible behaviors both within and beyond protected heritage environments (Moscardo, 2017). One suggestion for improving tourism sustainability has been to embed heritage interpretation into a wide range of tourism products and thereby create positive tourist experiences that encourage enhanced understanding of, and concern for, conservation (Weaver, 2014). The question is how do we adopt and/or adapt techniques and lessons learnt from heritage interpretation and does this approach enhance the development of more sustainable tourism products?

Moscardo's (2014) review of interpretation research suggests that tourism product providers should be cautious. One major issue is that many heritage interpretation approaches and methods have been developed in a Euro-North American context for predominantly Euro-North America visitors with a strong emphasis on western science. International tourism is changing rapidly, with China now a dominant force and India and other Asian and Middle

Eastern countries showing continuous strong growth. This is a very different mix of visitors to those traditionally seen as audiences for heritage interpretation – practitioners and researchers need to carefully consider which methods of communication are likely to be most useful for sustainable tourism products.

Mainland Chinese Tourists as an Example

Much attention has recently been paid to Mainland Chinese tourists in the tourism literature. This focus reflects the very large number of Chinese tourists moving around the globe, the fact this tourism market is very different from many others, and increasing concerns about the negative social and environmental impacts of this group on the destinations they visit. Preliminary analyses of environmental challenges associated with managing Chinese tourists suggest that these challenges are due in part to tourists' inability to understand and connect to the landscapes they visit and in part by their lack of familiarity with the available interpretation. Hughes (2016) used photo elicitation to explore Chinese students' perceptions of Australian landscapes and reported that many found it difficult to connect to these places. Perceived familiarity had mixed impact – some sites were appealing because they were familiar, others were considered boring because they were too familiar. Regardless of familiarity, there was a consistent preference for interpretation that focuses on information about the formation of the landscapes and indigenous legends and stories. Further, work by Xu, Cui, Ballantyne and Packer (2013) in China identifies a number of features of Chinese culture that influence the way visitors respond to natural environments and nature-based interpretation, and suggests interpretation should take a more aesthetic approach. Researchers have also reported that the Chinese view of nature and culture as one entity means that scenic spots and nature reserves in China often incorporate gardens, artificial lakes and waterfalls, roads, concrete paths and lookouts that "improve" natural heritage sites and enhance visitor access and comfort (Sofield

& Li, 2007; Winter, 2009). These all suggest that a different approach to communicating with Chinese tourists may be needed.

Stories, Landscapes and Sustainable Tourism: A Research Agenda

The dominance of stories in Chinese interpretation offers one possibility for encouraging more sustainable behavior amongst a wider range of tourists. Stories are a universal communication technique and have been consistently found to be effective tools for connecting people to places and encouraging the kind of deeper cognitive processing and emotional response that underpins behavior change (Moscardo, Ballantyne & Hughes, 2007; Staiff, 2016). This suggests that one approach to improving the marketing of sustainable tourism products to all tourists could be the greater use of stories to connect them to natural environments and landscapes.

Kaplan (1987) suggested that an individual’s connection to, and preferences for, particular landscapes depend on a number of key variables:

- Understanding - comprehending or making sense of the landscape.
- Exploration/mystery – the sense that more can be gained from exploring the scene. A meta-analysis by Stamps (2004) expanded on Kaplan’s work and found that mystery (the amount of further information that could be gained by walking into a scene) was a key determinant of environmental preferences.
- Familiarity.

Researchers have also suggested that preferences for certain landscapes could have an evolutionary basis, with places that provide views and refuge being favoured because they tap into our needs for survival (Appleton, 1996). If so, it is likely that places which do not afford such protection would not be attractive. From a tourism perspective, it could be inferred that landscapes that elicit fears about personal safety (being attacked by dangerous wildlife, getting lost, suffering from negative weather events etc.) might be regarded unfavorably.

Following a more recent review of approaches to understanding landscape, Stephenson (2008) developed a Cultural Values Model that includes three culturally valued aspects of landscapes:

- *Forms* - the physical features of the landscape that are either natural (e.g., landforms, rivers, flora) or man-made (e.g., garden beds, paths). This category also incorporates historic and cultural features.
- *Relationships* - the meaning humans ascribe to particular landscapes (e.g., myths, stories, memories, spirituality).
- *Practices* - events in the landscape emerging from human processes (farming, building, irrigating) and/or natural process (erosion and flooding).

Stephenson (2008) argues that landscape has a temporal dimension, with things that happened in the past (e.g., conflicts, historic events, human achievements) affecting how communities see landscapes in the present and future.

The presentation of landscapes in tourism marketing often focuses on forms (landforms, vegetation, historic structures), occasionally on practices (processes or events), but rarely on relationships (myths, stories, memories). The use of stories to present landscapes has the potential to contribute to international tourists' understanding of natural processes, as well as enhance their perceptions and appreciation of natural environments.

Research into the connections between stories, landscapes and sustainable tourism is rare. Research is required to investigate:

- the extent to which stories help tourists connect to and care about the places they visit;
- whether stories can be used to encourage tourists to engage in responsible actions; and

- whether and how the features of stories (such as plot, theme, and presentation mode) are linked to different outcomes for different types of tourists.

The authors have commenced a long-term project to explore some of these research questions focusing on international tourists' perceptions of Australian landscapes. Although the work originated in studies of Chinese tourists the present research is interested in how stories can link all tourists to landscapes in such a way as to encourage more sustainable actions. The pilot has been completed for an experimental survey-based study of perceptions of five iconic Australian landscapes. Using on-line survey methods, this is now being expanded globally. Research participants are randomly allocated to one of four conditions:

– a photograph of the landscape in a similar fashion to that used in traditional tourism marketing with no story;
– a photograph accompanied by the scientific significance of the site;
– a photograph accompanied by a European historical story linked to the landscape; or
– a photograph is accompanied by an Indigenous creation story for the landscape.

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What to communicate about sustainability actions of Finnish holiday villa companies for Finnish and Russian consumers?

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Key words: sustainability, responsibility, marketing, communication, Finland, villa holiday

Introduction and aim

The last decades have seen the fast growth of travelling which has multiple effects on global climate as well as local destinations (e.g. Gössling & Buckley, 2016; Juvan & Dolnicar, 2016). At the same time, the awareness concerning sustainability issues has been on the rise. Many of the travellers respond positively to sustainability and act quite sustainably at home, but still quite a few have bought responsible tourism products, although the interest is rising (e.g. Dolnicar & Grün, 2009; Barr et al., 2010; Tripadvisor, 2010; 2012; Wehrli et al., 2013; Booking.com, 2016). Many of the so-called normal travellers are not familiar enough with the topic or they do not know where and what information to look for. There are also differences between nationalities with the level of engagement and knowledge base. (Wehrli et al., 2013; 2014.)

Sustainability marketing is seen as a one way of making tourism more responsible. However, sustainability marketing messages have traditionally been directed to travellers already interested in sustainability issues, and as such have a rather minimal effect on the sustainability of tourism on a larger scale (e.g. McDonald & Oates, 2006; Miller et al., 2010; Wehrli et al., 2014). The most appealing messages for mass markets appeal to the emotions rather than logic of travellers, are directed straight to the customers, are written in a way that the customer can see the benefits of sustainable actions to him/herself, are credible and reliable, emphasize active participation, and are persuasive and written in active rather than passive format. (Wehrli et al., 2013; 2014; Villarino & Font, 2015; Gössling & Buckley, 2016; Pereira, 2016; Hardeman et al., 2017; Ponnapurreddy et al., 2017.) The marketing messages should first be used for raising the awareness about sustainability issues, which then, in best cases, can enhance the willingness of buying more sustainable tourism products. (Kim et al., 2016; Babakhani et al., 2017.)

Based on previous research there is a lot of information on how to convey sustainability messages to consumers. However, there is a lack of information of the most important and appealing issues of sustainability to highlight for diverse target markets. This study aims to make a contribution to the sustainability communication discussion by examining different aspects of sustainability communication messages that would be the most effective in marketing holiday villas, one of the main tourism products of Lakeland Finland for Finnish and Russian tourists. Travellers are getting more aware of the sustainability issues concerning travelling, but the entrepreneurs do not know which elements would be the best and most appealing to include in marketing. On the other hand, the Russian consumers might not be that familiar with sustainability issues at the moment (Komppula et al., 2018), so there is a need to find the aspects of sustainability that would be a good starting point for guiding them towards more sustainable travelling.

Methodology

Based on former research a description of a holiday villa located in Lakeland Finland was created. These villas are usually rented through OTA platforms and the introduction of them are usually plain and short. The description created for this research brought forth several different elements of sustainability and used methods acknowledged being most appealing in sustainability communication. The text was not restricted only to the ecological aspect of the sustainability but included social, cultural and economic aspects as well.

The respondents were asked to highlight whole sentences or matters from the text that appealed to them the most. In addition, the respondents answered to several questions related to the most important aspects in the villa description for their decision making, sustainable behaviour at home as well as their attitudes and values towards sustainability issues.

The data was collected using consumer panels. The target of the study was in both countries people above 18 years old that are interested in travelling in their home country or abroad. The

Finnish data was collected in February 2018 (n=515), and the Russian data in March 2018 (n=501).

Findings

The results from Finnish data show that the most important aspects of sustainability in the marketing of a holiday villa are the ones that most Finns feel most familiar with or are emotionally connected to. For Finnish consumers these were related especially to socio-cultural aspects of sustainability, e.g. locality and local lifestyle but also some ecological aspects were seen important (Table 1.). Russians gave higher values basically at all points which might be a cultural feature. However, the most important aspect for them was also the cultural aspects of sustainability along with the clean nature surroundings of the cottage. The only aspect less important for Russians than Finnish was the economic sustainability of the local economy.

The results from highlighting the most appealing parts from the villa description confirm partly these results. However, there were more differences in this part of the study between the Russian and Finnish consumers than in the Likert style question. Finnish consumers highlighted more words and text parts than Russians. Both nationalities highlighted both cultural and ecological aspects and especially aspects that appeal to their emotions. Over one-fifth of both nationalities highlighted text parts describing the beautiful natural surroundings and the location by the lake Saimaa with wood-heated sauna and a grill hut by the lake, enjoying the natural warmth of the heat-storing fireplace, energy efficient appliances, recycling opportunities and geothermal energy used for heating the villa and the water. The most significant differences between these two nationalities were in the depth of highlighted ecological aspects and in activities. Over one-fifth of Finnish consumers highlighted parts describing renewable energy sources that are used in the villa to reduce greenhouse emission and parts describing the recycling opportunities in more depth (materials that can be recycled). Finns also found more appealing the description where the typical Saimaa lifestyle summer evening at the cottage with sauna, swimming in the lake and grilling local food was described. Russians, on the other hand, chose more often text parts describing ecological nature-based activities i.e. how they can themselves get to nature and pick local ingredients as well as the accessibility of the cottage i.e. the possibility to arrive in town by public transportation and getting a ride to the cottage with an electric car.

Table 1. The aspects of sustainability communication and the mean values given to them by Finnish and Russian consumers (scale: 6=very important – 1=not at all important)

	Finnish	Russian
Description of the environmental friendliness of the heating system	3,90	4,06
Description of the energy efficiency of the lighting	3,69	4,10
Description of the energy efficiency of the domestic appliances	3,61	4,08
Description of the energy efficiency of the insulation	3,78	4,02
Telling about the measures taken for water saving	3,82	3,95
Description of how energy efficiency measures will benefit you as a customer	3,80	4,06
Description of how energy efficiency measures protect the environment	3,98	4,13
Telling about the origin of building materials	3,68	3,95
Telling about the possibility of using public transport	3,94	4,59
Telling about the origin of furniture and furnishing material	3,38	3,99
Telling about the origin of electricity (renewable/non-renewable resources)	3,54	3,90
Telling about the origin of firewood	3,45	3,84
Telling about the ecological activities possible to do in the surroundings	4,01	4,80
Telling about the possibility of renting an electric car	3,43	4,42
Description of how the actions taken to reduce emissions will benefit you as a customer	3,67	3,94
Description of how the measures taken to reduce emissions will protect the climate	3,84	4,02
Telling about the Protected Fauna and Flora of the Area	4,23	4,39
Telling about the environmental friendliness of building materials	3,63	4,10
Telling about the environmental friendliness of cleaners	3,62	4,00
Telling about the forest certificates of wood (e.g. FSC)	3,31	3,86
Telling about the sustainability certificates	3,59	3,76
Telling about the recycling opportunities	4,24	4,20
Telling about the environmental effects of recycling	3,65	3,99
Telling about the natural state of the environment	4,38	4,90
Telling about the measures taken to keep the nature and air clean	4,20	4,68
Telling about the opportunities for exploring the local landscape	4,52	5,14
Telling about local food and food culture	4,29	5,07
Telling about the availability/accessibility of local food supply	4,39	5,10
Telling about the meaning of sauna	3,91	4,51
Description of how a traveller can try a local lifestyle	3,99	4,87
Telling about the use of local furniture and furnishing materials	3,15	3,87
Description of the entrepreneur and his/her background	3,74	3,93
Description of what the company is doing to support local businesses	3,83	3,66
Description of how local business purchases support local employment and the economy	3,79	3,69

Conclusions and contribution to the research

This research offers new information for the sustainability marketing of tourism enterprises, especially for Finnish and Russian markets. According to this study, to raise the awareness and to market sustainable accommodation product for Finnish consumers, the enterprises should use aspects related to local lifestyle, food and landscape as well as ecological aspects in mid- or deep-level like heating system, recycling opportunities, natural state of the environment and measures done to keep the air and nature clean. For the Russians, the most important aspects to highlight are the local culture and food, clean nature surroundings, the ecological activities they can get involved during their holiday and some general level ecological aspects, like mentioning recycling opportunities in general. Although the tested product was a villa holiday in a certain area, the results can be utilized also in marketing of other forms of accommodation and to some degree in other lines of tourism business. Previous research has shown how to communicate sustainability matters and this research offers insights on what sustainability aspects to highlight in a first place to raise the awareness and interest of travellers.

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Persuasive communication: an experiment on hotel guests' values, inconvenience and smart water-saving technology.

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Key words: personal values, smart water-saving technology, community-based social marketing, science communication, pro-environmental behaviour, field experiment.

Introduction

Pro-Environmental Communication (henceforth PEC) to foster sustainable behaviour is much needed. Depletion of freshwater is one of the Earth system processes contributing to the man-made, current geological era, the Anthropocene (Steffen et al., 2015). Human behaviour is, at least partly, the origin of current environmental problems (Gardner & Stern, 2002; Oskamp, 2000; Zelezny & Schultz, 2000). Effective PEC, although it has its challenges (e.g. information deficit model), can help to reduce Hardin's (1968) *tragedy of the commons* by encouraging a more Pro-Environmental Behaviour (henceforth PEB), a cornerstone to achieving a sustainable development (Belz & Peattie, 2012; Jackson, 2005; McKenzie-Mohr & Schultz, 2014; Miller & Spoolman, 2012; Sheth, Sethia, & Srinivas, 2011). The tourism sector is part of this problematic; it contributes 8% to global CO_2 emissions (data for 2013; Lenzen et al., 2018). Particularly, accommodation accounts for 21% of those CO_2 emissions (Gössling & Peeters, 2015) and uses an average of 350 litres of water per guest/night (estimation of direct water consumption, including water use in rooms, gardens and pools; Gössling, 2015). Moreover, with a prospect of international tourist arrivals to increase by 3,3% per year until 2030

(UNWTO, 2017), tourism CO_2 emissions are expected to keep growing (Gössling & Buckley, 2016; Lenzen et al., 2018) and the existing freshwater shortages to become more threatened (Rodell et al., 2018). This research looks at encouraging hotel guests' more responsible water consumption through persuasive PEC.

Aim

The hedonic nature of tourism means that people demonstrate less of a PEB away than at home (Barr, Shaw, Coles, & Prillwitz, 2010; Dolnicar & Grün, 2009; Eurostat, 2009; Gössling et al., 2012; Juvan & Dolnicar, 2014; Miao & Wei, 2013) . Thus, the overarching purpose of this research is to contribute to the effectiveness of Pro-Environmental Communication (PEC) to foster Pro-Environmental Behaviour (PEB) in a hedonic context, a largely under-researched area (Font & McCabe, 2017; Tölkes, 2018; Villarino & Font, 2015; Warren & Becken, 2017; Wehrli et al., 2014). Specifically, this research pursues three objectives (see Figure 1):

1. To explore the link between hotel guests' environmental values (i.e. hedonistic, altruistic and biospheric) and the level of inconvenience of a PEB (i.e. reducing water consumption during showers in hotel rooms), reflected as low inconvenience scenario (high-efficient showerhead / low water pressure) and high inconvenience scenario (low-efficient showerhead / high water pressure). The aim is to measure how the beneficiary (i.e. the self [hedonistic], others [altruistic] and the environment [biospheric]) - inconvenience (low, high) interactions affect PEB.
2. To assess the use of the Elaboration Likelihood Model's (Petty & Cacioppo, 1986) peripheral and central routes of persuasion according to the beneficiary-inconvenience variables. The aim is to analyse the effectiveness of each route of persuasion in relation to the beneficiary and the inconvenience of reducing shower time.
3. To evaluate the behavioural impact of Amphiro (www.amphiro.com/en/), a smart water/energy-saving shower meter displaying real-time feedback on water and energy consumption that collects and stores that information (see Tiefenbeck et al., 2018). The aim is to explore the effect of real-time feedback on PEB in a hedonic context.

The impact of this experiment will be measured by the litres of water saved in each scenario and the potential financial savings for the hotel.

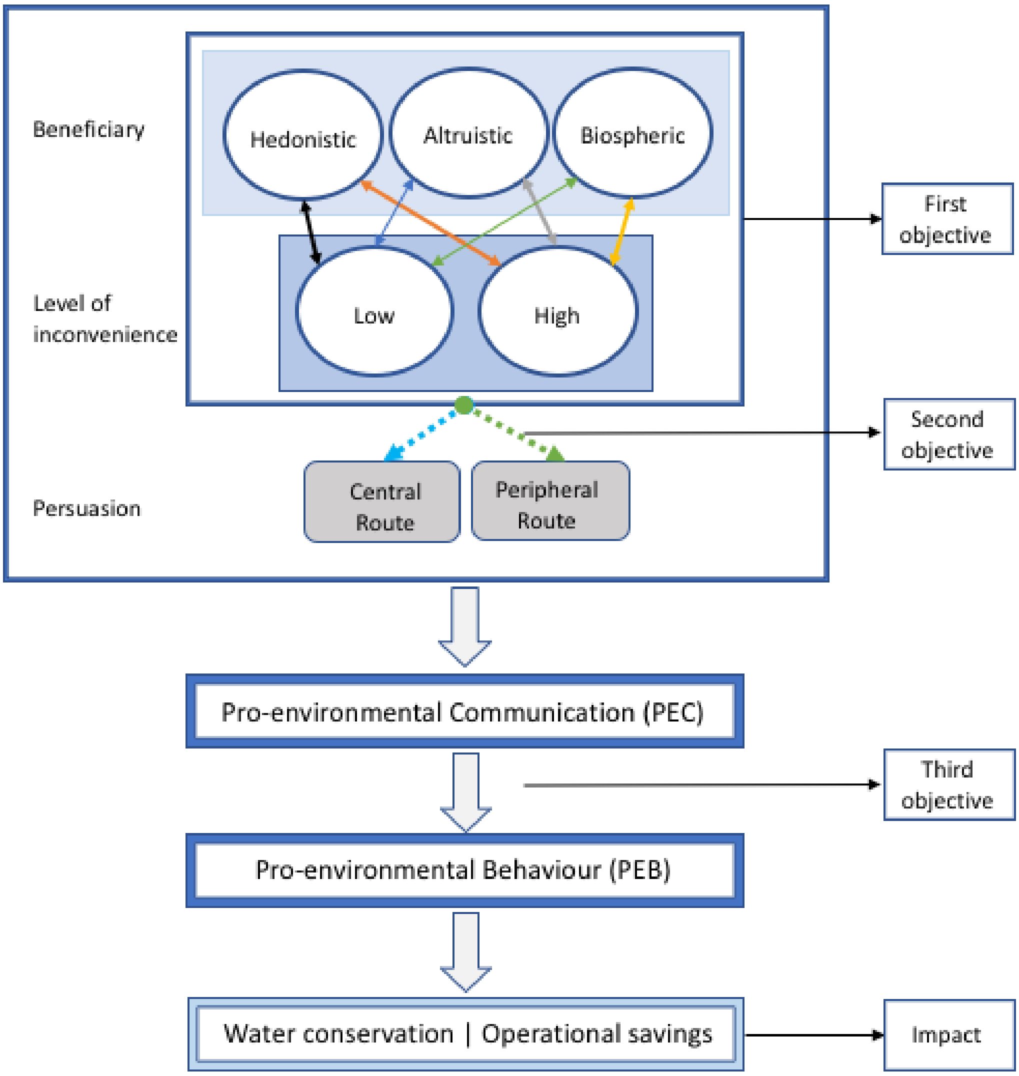

Figure 1. Research objectives and impact. Authors' own (2018).

Methodology

The methodological framework is based on Community-Based Social Marketing (CBSM; McKenzie-Mohr, 2000), modified according to the beneficiary-inconvenience model introduced before. CBSM is a hybrid between social marketing and psychology, revealed as very effective at fostering PEB (Lynes, Whitney, & Murray, 2014; McKenzie-Mohr, 2011; Tabanico & Schultz, 2007). Once the PEB is selected (i.e. reduce water consumption during shower), the CBSM involves four stages (see Figure 2):

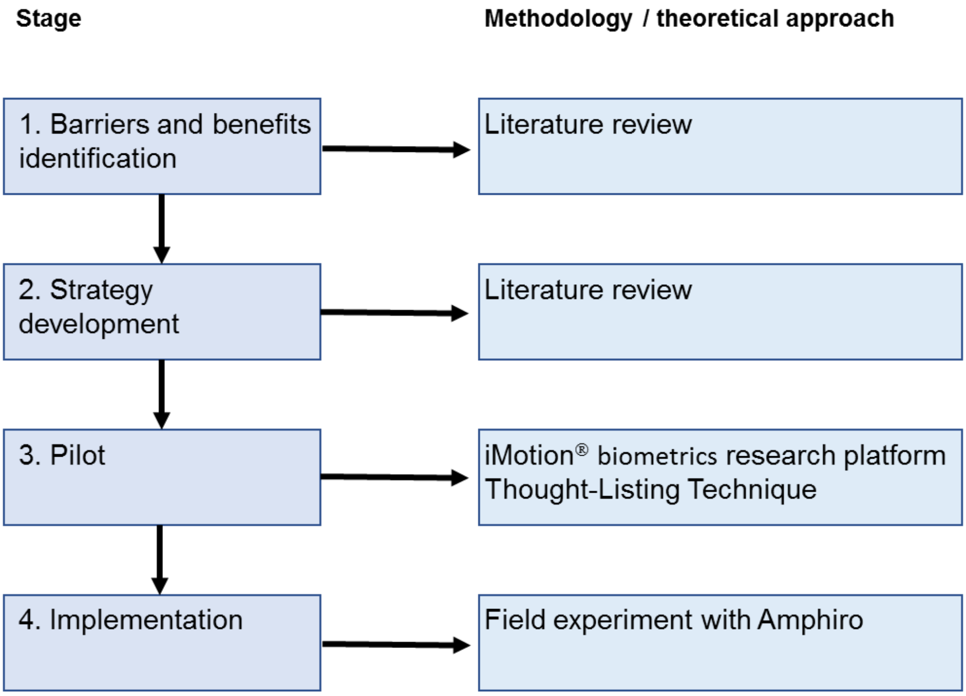

Figure 2. Methodology, based on the CBSM framework by McKenzie-Mohr (2011). Authors' own (2018).

1. The first stage comprises the identification of barriers and benefits related to the PEB. As the focus is on the beneficiary-inconvenience model, this stage will be fully informed by the literature review about 1) values and relevant behavioural change theories (e.g. Ajzen & Madden, 1986; Klöckner, 2013; Schwartz, 1977, 1992; Steg, 2016; Stern, 2000) and 2) the level of inconvenience to engage in the PEB in a hedonic context (e.g. Diekmann & Preisendörfer, 2003; Guagnano, Stern, & Dietz, 1995).
2. The second stage is about preparing the strategy to foster PEB (i.e. the PEC design). Thus, different messages will be designed based on literature review about 1) persuasion theory (e.g. Bettinghaus & Cody, 1994; Cialdini, 2007, 2016; Stiff & Mongeau, 2016) and behavioural economics (e.g. Cartwright, 2018; Dhami, 2016; Kahneman, 2012; O'Keefe, 2016; Thaler & Sunstein, 2009), and 2) the Elaboration Likelihood Model (Petty & Cacioppo, 1986). As the same message will cover both low and high inconvenience scenarios, a total of six messages will be tested in twelve scenarios, using Amphiro to display real-time water consumption and to collect that data. An additional scenario with no messages will analyse Amphiro real-time feedback for each level of inconvenience. The last scenario with no intervention (i.e.

Amphiro displaying uniquely water temperature), will serve as control for each level of inconvenience (see Fig. 3).

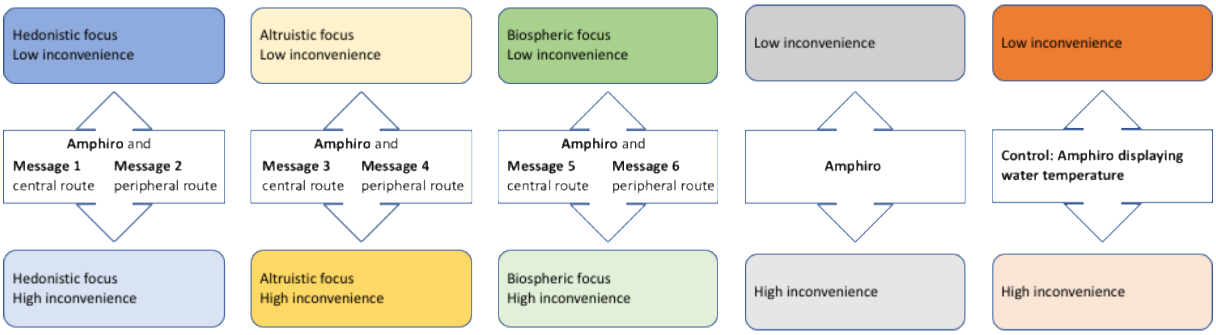

Figure 3. Research scenarios. Authors' own (2018).

3. The third stage involves pilot-testing the strategy. Thus, the 6 messages will be pretested using iMotions® biometric sensors (i.e. facial expression analysis and galvanic skin response) in combination with the Thought-Listing Technique (TLT; Brock, 1967; Greenwald, 1968). TLT is a socio-psychological methodology to gather the cognitive responses of individuals. The objective is to test that each message is understood and fits its purpose and, if needed, to make the necessary changes before the intervention.
4. The last stage involves the implementation and evaluation of the field experiment. The implementation will have two stages. The first stage will collect baseline data from showers in hotel rooms using Amphiro displaying real-time water and energy consumption. Warren et al (2016) demonstrated the effectiveness of feedback, thus non-real-time, given to lodge guests on water and energy consumption. The second stage will introduce the different designed messages to analyse their effectiveness in fostering water conservation.

Contribution

This research will contribute to a better understanding of pro-environmental behaviour and to the largely unexplored field of how to better communicate sustainability, within and beyond tourism, with a consumer focus approach. Besides the positive environmental impact that this study may have in water conservation, it has also multiple opportunities for research impact, significant for both academia and industry. The emphasis in hedonic contexts is unusual as most research on PEB has been done on home environments. In contrast, hotel rooms provide a similar contextual setting not available in home environments. Also, this research will clarify the role of the level of inconvenience on attitudinal variables, which may contribute to the broader behavioural change theories. Moreover, the research contributes to the behavioural dimension of sustainable tourism, informing theoretically the way hotel guests respond to PEC and the way to elicit behaviour change. For the industry, the most relevant contribution is two-fold: the economic savings from a lower water consumption and the business accountability for customers, destinations and governments.

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Deconstructing mass tourism with "upscale, all-year-round" tourism: local residents' perspective on mechanisms for mitigating seasonality

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Key words: local residents, seasonality, mass tourism, sustainability, tourism development.

Introduction

Tourism destinations, especially those subject to climate and weather conditions, are experiencing serious seasonality issues, and the best way to address these issues is through counter-seasonal strategies (Andriotis, 2005; Butler, 2001; Šegota & Mihalič, 2018). Many coastal tourism destinations face the rise in tourism caused by the influx of the 'same place, same time' tourists (Koenig-Lewis & Bischoff, 2005). This mass influx of tourism revolves around the seasonality of the venue and host community, with most of tourism activities occurring during the warm summer months, with no or little activity during the rest of the year. These short intervals of tourist concentration are repeated yearly, which creates challenges for the tourism destination managers to change or mitigate them (Šegota & Mihalič, 2018; Trajkov, Biljan, & Andreeski, 2016).

Evidently, tourism industry, destination managers, and governments are all trying hard to identify and establish policies and strategies to minimise the negative impacts of seasonality. Challenged by economic aspirations and lived realities, many coastal destinations decided to adopted policies to be transformed into tourism destinations that offer upscale, all-year-round tourist activities, whilst limiting the further growth of mass tourism (Ioannides & Holcomb, 2003). Many authors argue that tourism development and planning should be more inclusive for local residents (Murphy, 1985; Tosun, 2006), and that both "short and long-term tourism planning projects should be identified and prioritised according to their value to the community, value to the tourist and their advantage over competing communities", including both the offer at the destination (i.e. community's assets) and interests of potential visitors (Beeton, 2006, p. 97). However, these decisions are still up to the tourism managers and governments concerned, whereas, as destination hosts, local residents have scarce say in the processes of identifying counter-seasonal strategies due to still feeling uninformed or uninvolved in decision-making activities (Šegota, Mihalič, & Kuščer, 2017).

Aim

This study looks at the counter-seasonal responses from a resident's point of view, especially from the perspective of sustainable tourism development. The study focuses only on resident's perspective, since once a community becomes a tourist destination, it is difficult for residents to completely sidestep from experiencing or forming an opinion on tourism. Moreover, it is highly noted that residents are able to develop a sense of "how much better or worse the performance is perceived to be" (Oliver, 2006, p. 580) and can place value on different community resources (Andereck & Nyaupane, 2011; Mihalič, Šegota, Knežević Cvelbar, & Kuščer, 2016).

Hence, the main purpose of this study is to provide the perspective of local residents on mechanisms that are needed for transforming a mass tourism destination into the upscale, all-year-round holiday community.

Method

This study is framed as a qualitative exploratory research style with local residents' interviews as the main data source. Data was collected in two mainland coastal destinations – Rovinj in Croatia and Piran in Slovenia. The two destinations were chosen due to high similarity in tourism community characteristics: they are home to approximately 18.000 residents, boast with more than one million arrivals and two million overnight stays, of which the majority is recorded in summer months, and are champions of tourism influx in their respective countries for a consecutive number of years.

The interview process was guided by pre-defined themes related to the research objective. The research instrument consisted of open-ended questions in investigating the mechanisms among local residents for mitigating seasonality in the community. A total of 43 local residents were selected by means of convenient and snowball sampling, with the effort made to construct sampling that covered a broad range of ages, gender, direct economic dependency from tourism, and distance from the tourist zone. In-depth face-to-face one-on-one thematic interviews in Slovenian and Croatian were conducted between March and August 2017 until the saturation was reached (Connelly, Zweig, Webster, & Trougakos, 2012). The participants included 21 residents from the Municipality of Piran in Slovenia and 22 residents from the Municipality of Rovinj in Croatia. Content analysis was used to evaluate resident perceptions and opinions about tourism, it's development and future of the community.

Findings

Diverse perceptions on mitigating seasonality were found among the 43 interviewed local residents in Rovinj and Piran. However, a common theme to emerge from the data pertained to mass tourism. Local residents perceive current tourism activity as highly seasonal, mass tourism. This phenomenon may be due to 'sensationalism' of tourism influx by local governments, media and destination management organisations; thus, boasting with information on high records in arrivals and overnights may influence residents more than discussion on efforts for limiting the further growth of mass tourism.

Upscale, all-year-round tourism, is one of the most common theme in residents' responses to seasonality. Over 60% of interviewees want for their community to attract high spending visitors, willing to enjoy community's natural and cultural heritage out-of-the-peak season. Residents believe that up-market tourists would also prefer staying in luxury accommodation facilities like 4* and 5* private rental apartments (and not only 5* hotels), offering the possibility for encountering local tradition and way of life. Increasing the quality of private accommodation is a very important factor in transitioning from mass tourism to upscale, all-year-round holiday community.

Choices of cultural and outdoor activities in the community are highly important to residents, not only for increasing the quality of visit, but also for increasing the quality of life. Almost 80% of interviewees felt resentment over hotels offering all-inclusive services to the hotel guests, and thus 'stripping' residents of the opportunity to economically and culturally benefit from tourists. Moreover, it was hotels that were perceived as greatly contributing to mass tourism; more specifically, it was hotels' ability to provide services to a greater number of tourists that was perceived as enabler of power to influence decision-making of local governments and tourism organisations to only promote tourism destination instead of making a real effort in changing the industry.

Some perceptions on cultural and outdoor activities diverse according to the local residents' age and distance from the tourist zones. Younger local residents would like to have abundant choices of restaurants and entertainment, whilst older residents prefer to see activities on co-creation of tourism experiences. Those in close proximity to tourist zones tent to be sensitive to crowding and traffic problems, thus suggesting the need for more outdoor activities on the periphery. On the other hand, those on the periphery tend to stress the need for cultural activities that are predominately in tourist zones. The latter phenomenon may be due to 'not in my backyard' syndrome.

Conclusions

From the findings, it is suggested that local residents might be a valuable resource of opinions and ideas when community's tourism development in relation to seasonality is being questioned. Increasing the quality of private accommodation, and diversification of cultural and outdoor activities are important factors in mitigating seasonality. Moreover, resident empowerment is needed to ease residents' resentment over local hoteliers in order to foster cooperation and stimulate discussion on the future of the community. Government have to be particularly careful not to overemphasise record tourism numbers, since this may lead towards overtourism; instead emphasise the economic and socio-cultural benefits of tourism to the community (for example, repeatedly emphasise how many infrastructural projects have been financed directly from tourism, show developmental plans, publicly discuss destination brand identity and image etc).

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Sustainable Experience: Innovative sustainable communication methods in the hotel industry

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Key words: Customer Experience, Sustainable Marketing, CSR, Communication, Hospitality Management

Introduction

Hotel and tourism industry survival depends on the existence of an intact natural environment surrounding it. The presence of unspoiled nature is of particular importance for guests on holiday trips. However, the tourism industry is also a contributor to the reduction of flora and fauna, climate collapse and high CO_2 emissions (Schneider, A., Schmidpeter, R., 2015 p. 879). Sustainability is a current megatrend that has the German population rethinking the environmental impact of their activities (Zimmermann, Straub 2017). The different actors in tourism cannot and must not avoid this trend; rather they should actively participate in it. (German Tourism Association, 2018). How is this participation in sustainable concepts and Corporate Social Responsibility (CSR) being promoted and communicated on the hotel market? What sustainable innovations are currently being implemented in the hotel industry, and are these innovations leading to a special experience during a hotel stay?

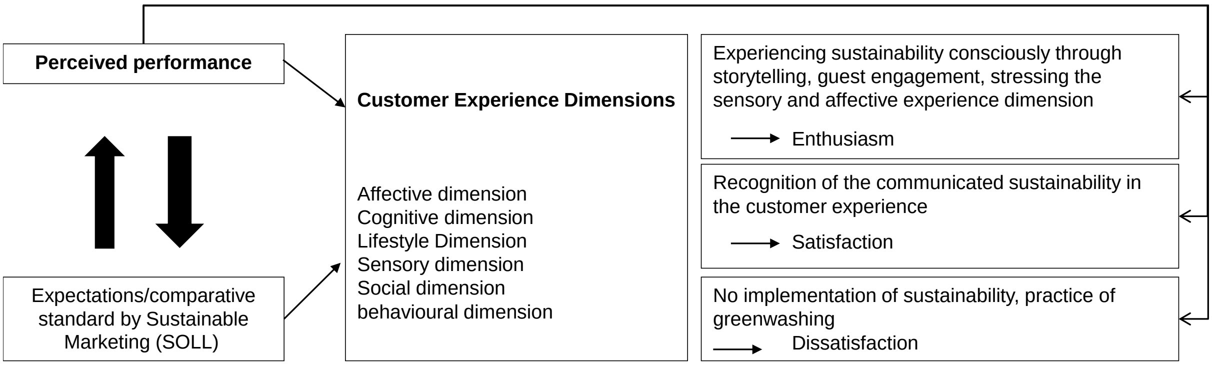
Corporate Social Responsibility Communication

CSR communication can essentially be understood as communication with stakeholders about specific products or services. More specifically, CSR communication addresses topics concerning the greater impact created by the company on its surroundings and stakeholders in relation to these products and services. The main objective of CSR communication is to inform the corporate environment about a company's activities, to explain these actions to stakeholders, and provide an opportunity to comment on corporate behaviour. In addition to the quality of the products and a company's financial performance, stakeholders today also assess companies on the basis of social responsibility and the values that determine the company's actions. (Villagra, N., Cárdaba, M. M., & Ruiz San Román, J. A., 2016) A company should concentrate on both the internal and external environment. It is therefore important to convince employees of the correctness of the CSR concept so that CSR activities become integrated into everyday protocol. (Stříteská, M., & Bartáková, K., 2012). Credibility plays a prominent role here. Dissonance between communication of companies regarding their social and ecological performance and actual action can lead to the impression of hypocrisy and scepticism among important interest groups, therefore resulting in a loss of trust, and causing damage to the reputation of the company (Duthler, G. 2018).

Customer Experience as theoretical framework

Customer experience is an indicator of whether a service or product is successful in the market. Achieving customer loyalty is the goal of every company. Customer interaction with a company builds up loyalty to a brand. In order for a customer to connect with a brand or product, they must first be satisfied and then beyond that maintain a certain level of enthusiasm. These factors largely affect the achievement of customer loyalty in a company. A hotel must understand how to influence the customer experience in order to be able to offer the customer a unique stay (Bruhn, Manfred, Hadwich, Karsten, 2012). There are six dimensions that a customer experiences during the duration of their stay at a hotel. The sensory dimension is everything that the sensory organs absorb as environmental stimuli. These recorded stimuli on the eyes, ears, tongue, skin and nose trigger excitations, which the customer experiences as sensory perceptions (Bruhn, Manfred, Hadwich, Karsten, 2012). Emotions, mood and the assessment of these stimuli compose the affective dimension of customer experience. The hotel's goal in this area is to give the customer a positive feeling about the offered brand or service. The cognitive dimension is about understanding how fast and how well the consumer can absorb, process and store information. The cognitive dimension encourages customers to engage and identify with the brand or product. Through ambiguous advertising statements, the recipients are stimulated and the customer responds to the advertising and consequently, the product being promoted by the marketing. The behavioural dimension aims to reach the lifestyle of the consumer. This dimension focuses on offering the customer interaction possibilities. Loyalty programs of hotel chains encourage customers to participate in such programs by showing the advantages of membership (e.g. room upgrade on availability etc.) (Bruhn, Manfred, Hadwich, Karsten, 2012). This behavioural dimension provides an opportunity for the customer to affirm their loyalty to a brand and if appropriate, gain recognition from the company. The social dimension is about maintaining contacts and relationships through interactions with a seller or service provider. Through this connection, the customer should experience a social identity and a sense of belonging as an added benefit. If a hotel pays attention to the implementation of sustainability in the daily routine and implements those standards into core business procedure, the hotel enables the guest to be involved in a sustainable experience. This approach of specific sustainability communication, with reference to the customer experience, is shown by the following model based on the confirmation/disconfirmation paradigm:

Figure 1: Sustainable experience



Source: Own presentation based on the confirmation/disconfirmation paradigm according to Homburg & Stock-Hamburg (2012), p. 21, quoted from Bösener, Kathrin (2015), p. 14

Through active communication by sustainable marketing, the customer experience can be shaped prior to a guest's purchase or booking decision. In this way, perceived performance in terms of sustainability during the guest’s stay (actual conditions) will be compared with the standard that has already been communicated to the guest through marketing on the hotel website (target conditions). If the actual conditions in the hotel meet the previously communicated services on site, the guest is satisfied. If the expected condition is surpassed, guests are more receptive to sustainability approaches and receptive to further inspiration. Disconfirmation occurs when the guest does not experience sustainability that has been communicated by marketing. When the guest realizes that information about the product and the actual state of the product deviate from one another, the resulting consequence is not only dissatisfaction, but also the loss of trust and damage to the image of a company. The company may also receive an accusation of greenwashing.

Methodology and Literature Review

Based on a case study approach, a qualitative analysis was carried out by three different hotel chains (Marriott International Inc., InterContinental Hotels Group, Scandic Hotels Group) to examine the communication policy on websites. This was done in order to find out how sustainable messages are communicated to guests, and to highlight what innovations in the hotel industry exist and how guests can experience them. The offer analysis was carried out with the help of a self-created catalogue of criteria. This catalogue of criteria is based on empirical studies and communication theories. A guideline on "Telling your Hotel's Story-Developing an effective Communication strategy to convey environmental values" was published in 2012 by Judi Brownell and Daphne A. Jameson of Cornell University, USA. Research as that of Xavier Font and Javiera Villarino in relation to "Sustainability marketing myopia: The lacquer of persuasiveness in sustainability communication" in the Journal of Vacation Marketing from 2015 were also used to draw up the catalogue of criteria. The Lucerne University of Applied Sciences and Arts has published an empirical study in the journal "Current Issues in Tourism" in 2017, which focused on finding the best communication channel to effectively reach international tourism markets with travel brochures. In addition, a study on "Greenhushing: the deliberate under communicating of sustainability practices by tourism businesses" by Elgammal Islam, Xavier Font and Ian Lanond in the Journal of Sustainable Tourism from 2017 was used. The catalogue of criteria in Table 1 comprises the following evaluation criteria.

Table 1: Criteria for evaluating sustainability communication

Author	Item	Evaluation criteria according to own presentation
Font, Xavier, Villarino, Javiera (2015)	Receiver	**Target group of marketing** (LOHAS/ socio-ecologically reactive/socio-ecologically passive consumers)
Font, Xaviar, Villarino, Javiera (2015)	Topic	**Presentation of sustainable information**

Font, Xaviar, Villarino, Javiera (2015), Elgammal, Islam, Font, Xavier, Lanond, Ian (2017)	Structur	**Transmission of the message** (explicit/ implicit), (active/passive), (denotative/conotative meaning)
Font, Xaviar, Villarino, Javiera (2015)	Content	**Content** (appell, logic), (social norm), (experience)
Font, Xaviar, Villarino, Javiera (2015)	Authority	**Seriousness** (references, Signet, sources)
Brownell, Judi, Jameson, A. Daphne (2012)	Location	**Place of publication** (channel)
Emrich, Christin (2015)	Social media presence	Use/presence of **influencer marketing** or other social platforms
Huegel, Eric B., Legrand, Willy, Sloan, Philip (2014)	Triple Bottom Line (TBL) – Reporting	**TBL - Reporting** (Report according to GRI)
According to own presentation		**Customer Experience** / Sustainability as an additional service for guests

In addition to the use of the results and theories of the above-mentioned authors, the criteria of Costumer Experience was used as well, which the author considered relevant for the case study in the course of exploratory research. After designing the evaluation form, the individual websites of the hotel chains were analysed with the help of this evaluation tool. The analysis is based on the German websites of the hotel chains. The case study analysis came to the following conclusions.

Findings and Interpretation

The target group of the sustainable marketing of all three hotel chains place the focus on socio-ecologically passive consumers. Therefore, all three have their own programs to realize sustainable goals or to implement CSR in the core of their business. The chains all deliver a service, which benefits the regional community. IHG is notably innovative with the green engage online tool. This online tool documents and tracks the reduction of energy, water, waste and carbon. With this tool, hotels can measure and control their environmental impact. More than 200 "green solutions" will be presented to the hotels to encourage them to take action (InterContinental Hotels Group). Presentation of sustainable information: Surprisingly, Scandic Hotels Group does not promote their sustainable actions on the first page of the website. They set it under the menu topic “About Us”, as does Marriott International. Scandic relativizes this marketing decision by mentioning on the first page that CSR is an integral part of the hotel concept. However, IHG provides the visitor with direct access onto their “responsible business” on the first page. Both, IHG and Marriott cooperate with the UN and its Sustainable Development Goals (SDGs). They are using those symbols to evoke a trusted atmosphere on the webpage. Furthermore, they are using graphs, pictures and interactive fields with small explanation. The texts are logically and actively written. In contrast to this, Scandic Hotels Group displays their sustainable actions in a continuous text without any graphs or statistics. They only show some pictures of Scandinavian landscape to stay loyal to the Nordern hotel concept. All the reviewed hotel chains are showing references and sustainable seals. In addition, they are all present on social media platforms such as Facebook, YouTube, LinkedIn, Twitter and Pinterest. As a special feature, Scandic Hotels Group invites blogger into their hotel to promote their product to a special target group.

Besides this, they are publishing annual reports which are based on the triple bottom line-reporting and linked to the GRI (Global Reporting Initiative).

Concerning customer experience, IHG and Marriott International groups do not put a vivid focus on the customer experience dimensions. They simply request that guests reuse their towels, and place information cards to hint in the direction of sustainable actions and CSR. Scandic does not set up tremendous appeals to the guest, because sustainability is an integrated standard and therefore an integral part of the hotel concept. Anyone who is particularly receptive to sustainability, will notice hidden signs.

The following Table 2 sums up the results of the conducted case study analysis.

Table 2: Results of case study analysis

Evaluation criteria according to own presentation	**Marriott International Inc.**	**InterContinental Hotels Group**	**Scandic Hotels Group**
Target group of marketing (LOHAS/ socio-ecologically reactive/socio-ecologically passive consumers**)**	Socio- ecologically passive consumers, whereby the power of persuasion is directed more towards socio-ecologically active consumers, since direct and logical communication is used.	Socio-ecological reactive consumers, because the information is easy to find and therefore not interested customers can be addressed too.	Marketing is focused on LOHAS, but the hotel is also designed for socio-ecological reactive/passive consumers.
Realisation of sustainability or CSR in the company through innovative projects	Service 360 based on the UN SDGs, Our communities, Juma Sustainable Development Reserve	IHG Green Engage System, IHG Academy, IHG Foundation	The core business is based on sustainability, scandic in society, accessibility, whistleblower service.

Presentation of sustainable information	Responsible action is represented visually and with explanatory texts (facts with well-founded statements)	Actions are represented visually, by bar charts and explanatory texts (facts-based statements).	The start page consists only of reports and facts, so it is only argued with facts, contents are not shown in any graphics, but in a continuous text.
Transmission of the message (explicit/ implicit), (active/passive), (denotative/conotative meaning)	A sustainable message is implicitly and actively communicated, as it refers to the cooperation of the UN SDGs.	Sustainability at the IHG is actively communicated. The responsible business website uses factual arguments to point out that CSR has already led to improvements.	The message is told as a story with a denotic hanger. It is pointed out that Scandic introduced the idea of reusing the towel into the hotel industry.
Content (appeal, logic), (social norm), (experience)	The content of the communication is presented logically, with explanations and facts and visualized with the support of SDGs. In addition, the SERVE 360 logo represents a compass that is linked to the SDGs and at the same time serves as a "guide" symbol.	Since the website addresses different dimensions of CSR (social environment, responsible highlights, goals, culture of responsible business, sustainability, reporting, employees), each responsible action conveys a different content. However, it can be stated that the structure of the message was actively written in easy-to-understand language in order to avoid misunderstandings and to collect the reader for the topic of sustainability.	Content is based on experience, as guests who have already been on holiday will understand what is meant by the towel policy. At the same time, the website also sends out an appeal to the readers to lead them emotionally to the topic of sustainability. (Socio-ecological passive guests are collected mentally).
Seriousness (references, signet, sources)	Goals are based on the UN's SDGs.	Goals are based on the UN's SDGs, but at the same time the focus is only on six goals, in order to really fulfill them and to avoid distracting the company from unrealistic goals.	All hotels are certified with the Scandinavian sustainability label. The seal and others are shown in big format.
Place of publication (channel)	Own Website or internal blogs	Own website	Own website
Use/presence of influencer marketing or other social platforms	Facebook, YouTube, Twitter, LinkedIn, Pinterest	Facebook, YouTube, Twitter, LinkedIn	Facebook, YouTube, Twitter, Pinterest, Influencer Marceting
TBL- Reporting (Report according to GRI)	"2017 Sustainability and Social Impact Highlights" is oriented on GRI Guidelines	Annual Report and Form F-20 2016, no reference to GRI	Builds on the GRI and includes all three dimensions in one report.
Customer Experience (Sustainability as an additional service for guests)	Not using room service allows the guest to receive points or a voucher. In some hotels there are small reference cards for sustainable commitment.	With the Green Engage Tool, guests can choose their hotel according to the qualified levels, depending on how relevant sustainability management is to the guest. Small cards are placed in the room to indicate sustainability.	There are not sustainable references on every product, because sustainability is an integrated standard and therefore an integral part of the hotel concept. Anyone who is particularly receptive to sustainability will notice it. All other guests experience Nordic design and Scandinavian openness.

Discussion

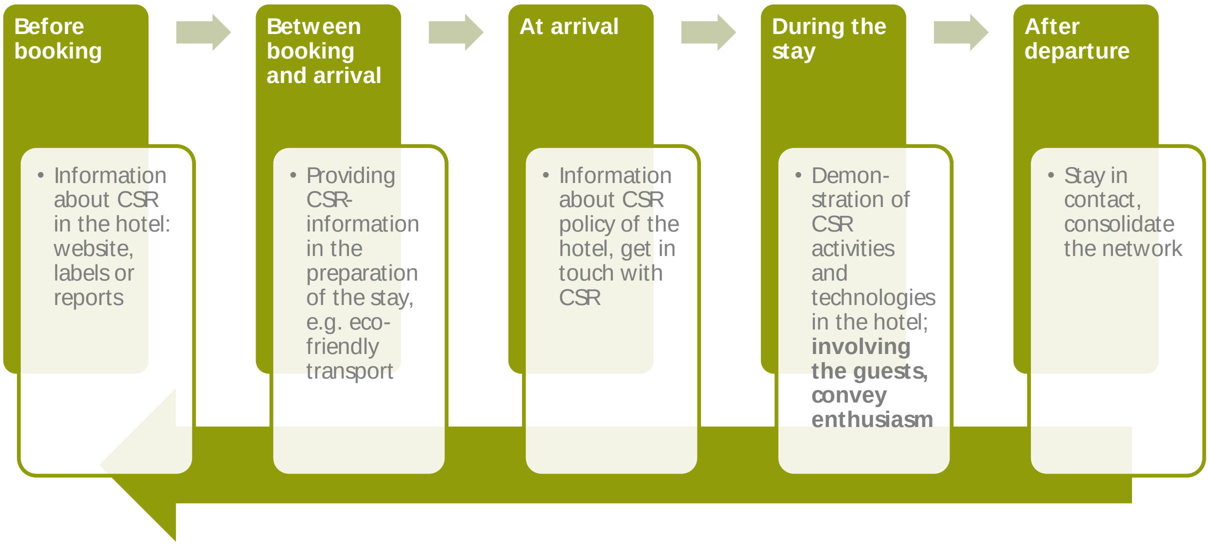
All in all it can be said that the mentioned criteria for effective sustainability communication are applicable and located on the websites of the hotel chains.

Reviewed hotel chains are trying to implement sustainability and CSR into their core business. However, it is not possible to determine to what extent the individual hotel brands or hotels of the Scandic Group comply with the requirements or objectives and implementation. Furthermore, it can be seen that there is no uniform approach in communicating sustainability or CSR actions. Symbols such as sustainable seals or other trustworthy evidences like the "green engage tool", are used on websites but the explanation of its meaning are often missing. Readers of the website who have no prior knowledge of sustainability or CSR cannot understand those positive messages.

It must be mentioned, that only three hotel chains have been compared and analysed. This may be too few results to establish a general trend for the use of sustainable marketing within the hotel industry. However, it can be stated that the implementation of CSR strategies is applied by all hotels investigated.

Nevertheless, it is noticeable that the results refer to the hotel's internal actions and do not in any way reflect the actual customer experience. Previous research showed, that sustainability communication should be based on three main dimensions: Signalling, Screening and Monitoring. With the use of user-generated content (UGC) or electronic word-of-mouth propaganda (eWOM), the sustainable experiences of guests could be communicated and thus serve as a control mechanism for the avoidance of greenwashing in hotels (Straub, 2015). For the signalling approach, hotels should use the five different phases along the customer journey, as showed in the following figure 2.

Figure 2: Five steps of CSR-Communication



Source: Straub, M. (2015).

The fourth step, during the stay, is a prime opportunity to convince the guests about the CSR engagement of the hotel and to create positive customer experience. The hotel should show transparently their CSR efforts to the guests, for example by demonstrating sustainable technologies which are in use in the hotel.

A consensus can be found here that shows that enough CSR measures have already been communicated to the public by hotels, but that there is no report on how guests can consciously experience sustainability during their customer experience in order to evaluate it later. As a result, sustainable marketing in the hotel industry must work more actively to address the experience dimensions of a customer experience.

Conclusion

The results of the work show that chain hotel companies practice CRS measures and sustainability and implement them in their internal corporate structure. Nevertheless, it can be stated that this does not reach the interested customers, because in the chain hotel industry the customer experience is not considered in the marketing of sustainable marketing. The aim of marketing should actually be to create a positive cognitive experience with a brand or achievement in order to consciously experience sustainability as a guest in a hotel. It should be remembered that emotional and visual messages in relation to CSR and sustainability measures are best understood and perceived by customers. A sustainable message sent to the consumer in a confident, active and logical way will make it straightforward for the consumer to remember the marketing, and to create some associations with the brand.

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Socially Inclusive Holidays with Sighted Guiding: Motivations for Participation and their Marketing Implications

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Key words: inclusive tourism, visual impairment, sighted guiding, motivation

Introduction

Promoting the inclusion of persons with disabilities into ordinary tourism activities and services have been a prominent area of progress within the social aspect of sustainable tourism development. One example of current inclusive tourism offers are holidays that involve sighted guiding. As commercial tourism products, they are targeted to both persons with and without visual impairments, who travel in groups, where the participants with sight (the sighted guides) help their fellow travel mates with visual impairments by guiding them and describing the visual surroundings. While still on a small scale, organizations offering inclusive holidays have been operating successfully in the United Kingdom, Germany, and the United States. The growth of these tourism products can be beneficial due to the advantages in regards to the quality of life of persons with visual impairments (PwVIs) and the society overall. Understanding the motivations behind participation in such holidays is an essential condition for their further development within a commercial setting. Previous research (Blichfeldt & Nicolaisen, 2011; Kastenholz, Eusébio, & Figueiredo, 2015; Shaw & Coles, 2004; Shi, Cole, & Chancellor, 2004) has found that the motives of persons with mobility impairments may differ from those of their peers without disabilities. However, the needs of persons with visual impairment have not been appropriately covered in published literature (Small, Darcy, & Packer, 2012). The current study aims to identify the structure of motivations of persons with and without visual impairment in choosing inclusive holidays, an objective that to the author's best knowledge has not been attempted by tourism scholars before.

Theoretical Framework

Among the proposed tourism motivation theories that place needs and motives into the wider scope of decision making and that allow for a multilevel consideration of tourism motivation (Harrill & Potts, 2002; Jamal & Lee, 2003), the *Process of Motivation and Expectation Formation* of Gnoth (1997) stands out as one of the most cited ones. The model is consistent with postulates of classical psychological and sociological theories of tourist motivation, but it places them within the framework of the multilevel analysis doctrine, which reflects the complexity of human behaviour (Caccioppo & Berntson, 1992). Furthermore, it conforms to contemporary views on human agency with an implicate acknowledgment of the role of fortuity in human actions (Bandura, 2006). According to Gnoth (1997), motivations result in the combination of motives, values, and situations. Motives are psychogenic abstract constructs, like needs, operationalized through values – the individual's "strategies to adapt situations to one's needs or strategies to adapt oneself to situations" (Gnoth, 1997). A distinction is made between motives as abstract "energizers of behaviour" and motivations as the cognitive interactions between a motive and a situation. Motivations play a more important role for marketers as they tie individuals to particular products, whereas the same motive can be satisfied by a variety of products, depending on the values of the individual and the current situational factors. Observable motivations are not, however, understood as reasons for behaviour, but rather as its description (Gnoth, 1997, p. 293). Motivations are linked to expectations and subsequently to the satisfaction with participating in tourism. Gnoth's *Process* with its comprehensive and interdisciplinary approach is used as a base for data analysis in the current study.

Method

The current study employed thematic analysis applied within a critical realist paradigm to a corpus of data collected through 12 semi-structured telephone interviews. The interviewees comprised four PwVIs (two men and two women) and eight persons without visual impairment (two men and six women), ten of them were former participants of inclusive tours based on sighted guiding, while the remaining two were non-participants that had been aware of the existence of such tours. The respondents were recruited through an open call that was distributed by organizations offering inclusive holidays among their customers, as well as through direct recommendations of some of the interviewees, and online travel forums.

In line with the critical realist framework (Fletcher, 2017), the motivations for participating in inclusive holidays were investigated by 1) identifying demi-regularities in the data corpus – through directed coding of the verbatim interview transcripts in the *Dedoose (Version 7.0.23)* web application; 2) abduction – “theoretical redescription” of the demi-regularities through the lens of Gnoth’s *Process* described above; and 3) retroduction – the identification of contextual conditions for causal mechanisms from the data corpus. Although replication was observed during the process of data collection which indicated data saturation (Saunders et al., 2017), further interviews will be collected in order to provide more examples for each identified concept presented below (Morse, 2015).

Findings

In agreement with previous research, the collected data indicated that the primary motives for travelling are similar for all informants, including those with visual impairment, – relaxation, exploration, education, as well as the attractions of specific destinations. The most important objective factor affecting the motivation is the lack of companionship for travel, which coupled with the person’s values on sharing travel experiences with others results in choosing group travel as a solution. For the majority of participants, the consideration of inclusive holidays has been a result of fortuity, as they learned about their existence by chance.

For PwVIs, the final choice for inclusive holidays is perceived as a solution to a need for guiding in unknown environments. For persons without visual impairment, two distinct types of values were identified from the data. The first one can be described as “protecting the ego from negative features of the self” (Clary, Snyder, & Ridge, 1998). It is a common volunteering motivation which in the case of inclusive holidays emerged as the desire for “travel with a purpose,” being “less self-indulgent,” helping and being responsible for others. The second one refers to the rejection of mass tourism, crowds and the desire for exclusivity and “deeper experiences.” The distinction between the two coping strategies (values) is illustrated by the regular evaluation of inclusive holidays as “very similar” to other forms of travelling by those guided by protective values, and the emphasis on the advantages, added value and “other dimensions” of the inclusive travel experience by those valuing exclusivity. While not tested, an observation was made about the division of participants in this regard along gender lines – all the male participants were seen to belong to the second group.

The comparison of participants to non-participants revealed the critical role of anxieties and their solution in the decision process. For persons without visual impairment, this anxiety relates to typical uncertainties related to the trustworthiness of the tour operator. For PwVIs, however, these anxieties are more complex and concern the personalities and skills of the sighted guides on the trip. More importantly, PwVIs fear patronization from their sighted guides and question the motivation of the latter for participating in this type of holidays. These anxieties were seen to have an inverse relationship with the expressed trust towards the tour operator, personal encounters with the employees of the organization and perceived levels of risk tolerance.

Discussion and Conclusions

Marketing for inclusive holidays based on sighted guiding is not a simple task as it needs to consider the benefits sought by two groups of customers – those with visual impairments and those without. While both can be characterized as having similar motives for travel, the findings of the study indicate that the decision processes and the expectations of the two groups are different. To build a strong brand image, the organizations offering this type of tourism products need to communicate with potential customers from each group in a way which is consistent with the perceptions of the other group. While the majority of sighted guides was found to be led by a desire to help and be responsible, such motivations may cause anxiety for PwVIs, who appreciate and expect a courteous approach to sighted guiding, but also look for simple companionship and shared interests from their sighted peers.

This finding leads to the suggestion of positioning inclusive holidays further away from volunteering and towards the domain of exclusive multisensory tourism experiences. In this domain, standing close to products of educational tourism (Kalinowski & Weiler, 1992), organizers of inclusive holidays need to communicate the relative advantage of their offer which emerges during the interaction of a sighted guide and a PwVI while travelling. The further growth of inclusive holidays, however, is unimaginable without broader education of the market about their existence and a stronger focus on “trialability” of the product.

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Sustainability from a religious perspective: Muslim Hosts' Religious Perceptions on Western Tourism.

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Key words: mass tourism; Islamic believes and practices; hosts' perception; religion

Abstract

Religion is a set of practices and beliefs shaping the relationship between men and the sacred. It always has an influence on the people and in particular on their perception. This paper is about the perception of Muslim hosts on western mass tourism, using the tourist island of Gili Trawangan in Indonesia as a case study. The main purpose of the study is to show how the beliefs and practices of the Islamic religion of the local community influences the perception of the impacts of tourism. The results show a certain tolerance and acceptance of Western tourism by the local Muslim community, characterized as having a strong religious belief and a level of practice that varies from one individual to another.

Introduction

Gili Trawangan is an island located off Lombok on the north-western coast and east of Bali in the Nusa Tenggara Barat province of Indonesia. It is identified as one of the "Small island tourism economies" (SITE), defined as islands in developing countries with a small population, limited production capacities, and a constant need for external investment flows to facilitate their economic growth (Shareef & Hoti, 2005). One of the first tourists after spending a night on the island in 1981 wrote his impressions of a paradise still preserved in a German travel guide. Since then, the island has experienced an increasing flow of domestic and international tourists (Mucipto, 1994; Graci, 2007; Furqan and Puad Mat Som, 2010).

Small island tourism development research shows that the main challenge is their dependence on foreign investment, the lack of structures for equal income distribution, and the increased costs of their imported products (Douglas, 2006; Kerr, 2005, Shareef and Hoti, 2005). Small islands therefore face problems related to their island geography and their fragile environmental characteristics (Kerr, 2005). Although they can benefit economically from the tourism industry, side effects such as social and cultural challenges, particularly with regard to respect of culture and tradition, can arise. This can also influence the long-term sustainability of the tourism sector on the islands.

As Hampton (2015) points out, the economic benefit of tourism on the island overrides the political and social concerns of the local community: "Given the continuing significance of tourism for many Least Developed Countries with explicit and expected economic impacts (employment, economic linkages, diversification, and contributions to GDP and revenue generation for governments), more work is still needed on political and social impacts on local host communities" (p30). Disregarding the financial aspect and the lack of participation of the local communities, it would be interesting to look at the participation of the local community principally at the social and cultural level with regard to tourism, and in particular the aspect of religion, predominant and very important in the country.

Indonesia has a Muslim population of 208 million, accounting for 88% of the total Indonesian population. No less than13% of the world's Muslims live in Indonesia (Pew Forum, 2010) making it the largest Muslim country in the world. Western-dominated tourism in Muslim countries is a subject that has been little discussed in the literature. Faced with the rapid development of mass tourism in previously untouched lands, it would be interesting to investigate how this encounter between Muslim hosts and western guests takes place. The purpose of this research, thus, is to identify how Islamic religious beliefs and practices influence locals in their perception of the impacts of tourism on the island.

Literature Review

The sociocultural impacts of tourism are the result of a unique interaction between tourists, a destination and its population (Small, Edwards and Sheridan, 2005). They reflect changes in the social value system, way of life, modes of expression, and community structures (Page et al., 2001). Tourism has attracted the attention of anthropologists (Nunez, 1963; Nash, 1996; Chambers, 2000; Stronza, 2001; Gmelch, 2004) as it involves face-to-face encounters between people with different socio-cultural backgrounds. The sociocultural impacts of tourism may include the change or loss of indigenous identity and values, cultural shocks or ethnic problems (Dyer, Aberdeen and Schuler, 2003).

The cultural context of each individual will influence his behavior (Reisinger and Turner, 1999), his learning of the national language, his reaction to the values of society, history, national philosophy, religion in a sociocultural system (Chong, 2008; Testa, 2002). Culture can therefore be a source of cooperation, cohesion, progress, but also conflict, disintegration and loss (Harris, 2004).

Tourism development has both negative and positive impacts for the well-being of local people (Hashimoto, 2002). The benefits include urban revitalization, rising image of the destination, economic benefits, intercultural appreciation, and development of tourism infrastructure (Kim and Patrick, 2005). On the other hand, the negative impacts are: destruction of host identity, social instability, crime (Brunt and Courtney, 1999), changes in law, social order and traditional values (Liu and Var, 1986; Milman and Pizam 1988). The complexity of tourism impacts can be understood for example through alternative tourism, such as back-packers, because it can be seen not only as a threat for the hosts, but also as a driver for improving the quality of life of the locals (Hitchcock, 1997). This gives an indication of how challenging it is to study the sociocultural impacts of tourism (Stronza, 2001).

The globalization of modern tourism contains inter-cultural as well as inter-religious particularities in tourism encounters. Both of these particularities may influence travelers' behavior as well as interactions between locals and tourists (Cohen, 1998). Additionally, tourism has long been linked to religion, such as pilgrimages or trips to sacred places (Sigaux, 1996, Vukonic, 1996). Nevertheless, very few studies focus on the issue of religion and its perception by the local population, and therefore the impacts of tourism from a religious point of view of the hosts.

Locals' perception

Hence, in this study it is the religious perception of the hosts on tourism impacts that will be measured. Perception is the act of knowing through intuition, intelligence, or understanding (Larousse, 2016). The measure of experience and perception of tourists is largely covered by previous literature (Bruner, 1989; Dann 1996; Pizzam 1999; Ward, Bochner and Furnham, 2001). These researchers were mainly concerned with the tourist experience while the point of view of the local hosts was put on the periphery. Nevertheless, some research has focused on the reactions and views of locals (Carmichael, 2000, Ko and Stewart 2002), as assistance and involvement of locals in tourism seem essential for tourism development initiatives (Stöhr, 1990).

Other research assessed the locals' response to tourism, and concluded that locals promote tourism when it can change their quality of life (Binns and Nel, 2002; Walpole and Goodwin, 2001; Goodwin, 2002). This concept is called the *social exchange theory*, according to which the changes due to tourism by the community are accepted if it perceives profits in exchange for the inconveniences caused (Skidmore, 1975; Ward and Berno, 2011). It is, thus, a question of acceptance of tourism; the locals first estimate the costs and benefits that they receive in return from tourism and only then encourage, or not, the development of tourism itself (Homans, 1961). There is therefore a positive relationship between the benefits and costs of tourism and the encouragement of tourism development.

These benefits and costs evaluated by the locals are of various kinds. The initial evaluation model developed by Jurowski (1994) estimates that what influences the perception of locals in relation to tourism are the economic, social and environmental impacts, the level of use of resources attracting tourists as well as the preservation of the environment. Subsequently, Gursoy et al. (2002) added two impacts: locals' perception of the local economy and the level of concern for their community. Although all these elements vary according to many criteria, locals' expectations of economic benefits is the element with the greatest positive effect (Perdue, Long and Allen, 1987; Akis, Peristianis and Warner, 1996).

Research has also shed light on the relationship between acceptance and support of evidence when tourism is seen as positive in terms of the socio-cultural impacts it generates (Besculides, Lee and McCormick, 2002). However, the theory is not based solely on the existence of an exchange, but on the relative perceived fairness of this exchange (Teye, Sönmez and Sirakaya, 2002). According to these authors, social exchange theory should be superimposed on that of Adams' theory of equity (1963). This theory explains how people respond to the perception of injustice in the way they are treated (Pritchard, 1969). As emphasized, for instance, by Zamani-Farahani and Musa, equal treatment in a Muslim community should imply respect for Islam in itself as it is the religion of the community (2008).

When studies are conducted to measure local perceptions, their goal is then to use the results of these studies to improve tourism. These studies do not examine the attitudes and ideas of local residents towards foreigners (Stronza, 2001). An exception is the ethnographic work of Silverman (2001) who studied the perception of the people of New Guinea's Iatmul and their ability to act with tact and creativity in their interactions with tourists.

Research into the real perception of locals, other than that aimed at improving the tourist experience of foreigners, questions the perception of social-cultural order. In fact, this is the case of a study carried out in Tanzania with the indigenous Maasai people (Buzinde et al., 2014) to examine the perceptions of natives with respect to their well-being and how they think that tourism influences their well-being.

Another perspective is that of the "mutual gaze" developed by Maoz (2006), outlining the main points of the local gaze, which, according to him, would be images and stereotypes of tourism. This local look (local gaze) is built up over substantial interaction with tourists, because the locals did not have preconceived notions forged via the media, for example, that could have influenced their perception. Their view of tourists is therefore closer to reality, although it is also based on stereotypes and images that can be related to the colonial past. Indeed, according to Crick (1989), in the East Indies, tourism revived memories of the colonial past and resentment. The development of tourism in some former colonies is linked to notions of slavery, inequality or racial discrimination (Erisman, 1983; English, 1986).

Although religion is an important sociocultural factor influencing the behavior of individuals, only few research has studied the links between the impact of tourism and the local religion of the host country (Bogari et al., 2003; Poria, Butler, and Airey, 2003; Sharpley and Sundaram, 2005; Matina and Dimitrios, 2006; Shindea, 2007; Alserhan et al., 2018; Egresi and Kara, 2018). In these studies, religion is seen from a dimension of religious tourism, i.e. tourism motivated by faith and religion. Zamani-Farahid and Musa has examined the influence of religion, and in particular Islam, on the perception of locals in relation to tourism in Iran (2012).

This study concludes that Muslim locals are not against the development of tourism in their country, and that their belief and practice of Islam had no impact on their perception of tourists and tourism overall. Another study by Brown and Osman (2017) shows that female tourist experience reflects local sociocultural dynamics of the host society, particularly in Muslim societies, such as Egypt, where the status of women indicates how foreign female tourists are treated.

Likewise, Egresi and Kara (2018) concludes that local Muslims in Turkey support the tourists visiting their mosques, nevertheless demographics and cultural backgrounds influence their level of support. Yet, the interpretation, practice of Islam, culture and traditions from one Muslim country to another differ, hence it would be reductive to apply the perception of a Muslim Iranians, Egyptians and Turks to that of a local Indonesian since the historical and political development of tourism in Iran, in Egypt and in Turkey are different from that in Indonesia. Therefore, as Jafari and Scott (2018) suggest; studying religious tolerance (or intolerance) in diverse tourism settings becomes a needed field to study.

Therefore, the perception of the hosts and its analysis reveals a great deal about the nature of the relations between tourists and hosts. It can also explain how the tourists' experience can be a success from the point of views of the both parties. Similarly, from the point of view of the influence of religion, it is essential to remember that people with different beliefs and/or religious practices will interpret hospitality in a different way, which will not only facilitate or make interreligious interactions difficult, but also influence the relationship between tourists and locals (Kirillova, Gilmetdinova and Lehto, 2014).

In tourism, locals are one of the principal players in what is happening; therefore, their participation is essential for the success of tourism (Bookbinder et al., 1998; Wunder, 1999; Epler Wood 1998). The impact of tourism on locals and their environment was analyzed by Doxey (Diedrich and García-Buades, 2009) taking into account the evolution of the perception of tourism by the hosts. The assessment of locals' perception of the tourism industry is done in four stages of the index of irritation: *euphoria* (tourists are welcome, with a little control); *empathy* (tourism is taken for granted, relations become more formal and commercialized, the tourism becomes a product that is marketed); *annoyance* (the industry is saturated and locals have doubts about the role of tourism, infrastructures increase rather than limit growth), *antagonism* (locals show their irritation towards tourists and tourism).

Taking into account the opinion of locals is essential if tourism stakeholders want to avoid the direct consequences that tourism can have on the host culture. Indeed, the phenomenon of acculturation refers to situations where the host community adopts the social, cultural and behavior patterns of tourists) (Bleasdale, 2006). A related concept is referred to as the *demonstration effect*, which describes the changes of the cultural identity of locals due to tourism that would make them forget their past and adopt the new lifestyle of the foreigners (Cole, 2007). It intervenes when there is a great cultural difference between locals and tourists and can harm local cultures (Irandu, 2004).

Studies on tourist-host relations report hierarchical, unilateral and repressive power relations (Maoz, 2005). In tourist regions, inhabitants are not just passive subjects on which the tourists can act freely. Inhabitants always have some control, and studies assume that it is the tourist who holds the power (Nash 1977; Mowforth and Munt 2015), without examining the power perceived by the hosts. This power can be defined as the control exercised by each other in a defined place, for example with locals who will try to educate tourists about their traditions, or vice versa (Maoz, 2006).

Islam and Tourism

On the other hand, Islamophobia, a fear of Islam and a hatred of Islam, has increased in the West (Stephenson, 2014). According to Armstrong (2001), Islam is associated with conservatism, oppression and is anti-Western. The events of 9/11 exacerbated these stereotypes about Islam, the Arab world and Muslims in general (Al Hamarneh and Steiner, 2005). Terrorism has had an unprecedented impact on tourism in some Muslim countries such as Bali, Indonesia (Christianto, 2009) and Yemen (Hayes, 2002). However, the strength of belief in Islam and the degree of religiosity of Muslims do not mean that they are more inclined to engage in extremism and therefore terrorism (Tiliouine and Belgoumidi, 2009).

According to Henderson (2003), "cultures in which religion plays a fundamentally different role may clash at destinations. The arrival of non-Muslim inbound tourists may be more disruptive for local religious codes which are manifest in daily lives and which may be violated by tourists knowingly or accidentally" (p449). To remedy this, some countries have even tried to open tourism to Westerners but by separating (as much as possible) the Western way of life from the locals, as in Tunisia (Din, 1989; Said, 2011). Other destinations, such as Pushkar in India, condemned collectively the increasing impacts of western tourism through *mediated* *resistance*, while accepting it on an individual basis due to its economic benefits (Joseph and Kavoori, 2001).

Indeed, Western tourism in Muslim countries can be problematic. Of course, alcohol and halal foods (Hong, 1985) are the first issues that come to mind. The way in which members of a society feed themselves reflects their culture and meaning: "Food in some cases…carries the reflections of personal and collective milestones and traumata" (Nandy, 2004, p17).

Similarly, "diets reflect the lifestyles of cultural groups inhabiting different parts of the world." As the saying goes, "One man's meat is another man's poison." Different cultural groups enjoy certain cuisines, but avoid other food items" (Chon and Yu, 2012, p235). Indeed, in India, the Hindu religion venerates the cow, which represents, to that religion, the mother of life (Harris, 1989). As Harris (1989) points out, it is still quite surprising for foreigners arriving in India to see people suffering from malnutrition and refuse to touch the cow next to them because in India "Indian spiritual values are more precious than life itself "(Harris, 1989, p11).

Harris (1989) explains that the influence of these practices, which are rooted in religion, are also present in the Muslim religion, with some restrictions for its followers in terms of food, as evidenced by this passage from the Qur'an: "Satan's plan is (but to excite enmity and hatred between you, with intoxicants and gambling, and hinder you from the remembrance of Allah, and from the will of abstain? " (Qur'an, Surah 5, section 91). In the term 'intoxicants', the Qur'an refers to pork and all that is not halal.

Pork is banished among Muslims since it is considered haram, i.e. forbidden, and is therefore not in any form in Muslim food habits. Chon and Yu (2012) provide some precisions: "Pork is avoided by Muslims, and they also restrict the consumption of by-products made of gelatin from pigs, such as marshmallows and gelatin products" (p328). Hong (1985) points out some delicate situations when hotel managers did not take into consideration the fact that Muslim personnel cannot handle haram food during the intercultural meeting between Muslims and non-Muslims in the context of tourism. Nevertheless, it is frequently seen in tourism settings that hosts tend to create a culinary *environmental bubble* (Cohen and Avieli, 2004, p775) for tourists, making local dishes accessible to them by modifying them and adding ingredients to meet their culinary preferences.

In the Muslim religion, haram food is not the only taboo, alcohol consumption is also forbidden by the Qur'an. This is reflected in the following passages: "Islam deems drinking alcohol unlawful and its prohibition is decreed in the Qur'an, the holy book of Muslims (The Holy Qur'an, 5: 90-92, in Abdel Haleem, 2004). Similarly, the prophet Mohamed also forbids all activities related to alcohol such as its production, purchase, sale or service (Al-Qaradawi, 1997). It is possible to conclude that, despite the ban, alcoholic beverages are served in many Muslim countries with tourism activity. Afifi (2015) reports a case that took place: "A person sought an Islamic jurisprudence opinion on working in an alcohol-serving restaurant though not handling it. The reply given was, if the work involves alcohol then it is unlawful as it is a form of co-operation on evil and transgression. However, if alcohol was not included in the job then it is permissible" (p3). However, as Afifi (2014) pointed out, total obedience to the Qur'an among Muslims in terms of alcohol would be false, because "this is not to say that all Muslims always adhere to religious strictures regarding drink. Muslims do use and abuse alcohol" (p17). Furthermore, alcohol generates revenue (Kjærheim, Mykletun and Haldorsen, 1996), which explains its availability to tourists in various Muslim countries. In conclusion, alcohol, haram food remain taboos in Muslim countries, and these dietary practices shape the religion and Muslims' daily life. Yet, as Ali and Al-Kazemi (2007) point out, the relationship between the Muslim work ethic and hospitality has not really been explored in the academic literature.

Beyond the issues of alcohol and Haram food, other problems may arise with Western tourism in Muslim countries. Islam and the Qur'an in Muslim countries does not only belong to the private sphere, it is a way of life guiding believers towards predefined behaviors in their professional lives as well (Aziz, 1995). Yet, it is in these spheres that we encounter some difficulties and incompatibilities such as dress codes, holy places to worship, public displays of affection, sexual attitudes, several times during the day dedicated to religion (Henderson, 2010; Weidenfeld and Ron 2008; Battour et al., 2011). Stephenson and Ali-Knight (2010) reveal that the Emiratis represent 20% of the population of Dubai, nevertheless 90 to 95% of jobs are held by foreign worker. The Emiratis do not wish to interfere in the hotel industry, and prefer to give foreign workers, mostly from South-East Asia, jobs involving direct contact with a Western customer, to avoid any problems related to religion and gender. Additionally, the fact that some tourist sites are close to historic centers and religious monuments and therefore foreign promiscuity are poorly perceived by locals causing strong resentment among them (Horner, 2016).

Although the doctrine of Islam encourages travel and welcoming behavior, it has little influence on the way tourism development took place in Muslim countries. Indeed, most of the tourism planning and development are inspired by the West; hence, it is very pertinent to explore the impacts of tourism on local Islamic traditions and cultures (Din, 1989). Therefore, the main goal of this paper is to show how Western tourism is perceived by Muslim hosts and what impacts such tourism activity might have on locals' religious beliefs and practices.

Hypotheses

Following the literature review, the paper is interested in testing three hypotheses:

Hypothesis 1 - Imam – the degree of belief in Islam influences the perception of locals concerning the impacts of tourism

Hypothesis 2 - Aman - the level of practicing Islam of the hosts influences the level of hosts' perception concerning the impacts of tourism

Hypothesis 3 - The benefits of tourism, as perceived by locals, prevail over the tourists' respect for the Islamic religion and practices of the locals

Methodology

A quantitative study was conducted among the locals and results were analyzed in SPSS in order to highlight cause-and-effect relationships with correlations, averages. Secondly, various informal interviews were conducted with locals in order to further understand their perception of tourism and complement the quantitative study.

The questionnaire was distributed among Indonesian nationals who meet two main criteria: to be a Muslim and to live on the island of Gili Trawangan. The method of this quantitative questionnaire was face-to-face, leaving respondents alone and consulting with the administrator if necessary. The advantage of this method of administration is that it minimizes the errors of interpretation of the questions, but the interviewer must be careful not to influence the respondents in their answers. The five-level Likert scale was chosen as it is adequate for measuring attitude and propositions to be judged according to a determined scale.

In total, the questionnaire included 31 questions and was translated from English into Indonesian. Once the questionnaire translated, it was printed and tested on a sample of five people, speaking Indonesian and English. The questionnaire is divided into three parts, the first assessing the degree of religiosity of the respondents. This part was also divided into two parts with the difference between belief in Islam (Imam) and practice of Islam (Amal) as recommended by Marddent (2009). The belief in Islam is measured with four questions according to the Likert scale and the practice of Islam with six questions with the choice of the answer "yes" or "no". The second part, 17 questions, measured the opinion of respondents on the socio-cultural impacts of tourism, using the Likert scale. The third part was about the respondents' demographic details, such as gender, age, status and degree of contact with tourism.

The questionnaires were distributed in hotels and restaurants to staff. Similarly, the questionnaire was also distributed in the village where many locals live. A total of 104 valid questionnaires were collected.

Results

Respondents include 63 men and 41 women. The average age is 28 years old. The majority is not yet married (48.1%), followed closely by married people (44.2%), then 4.8% divorced and 2.9% widowed. The vast majority of the respondents felt they had contact with tourism on a daily basis.

The averages of the four questions measuring the degree of belief ranged from 4.577 to 4.817, which represents a strong belief in Islam among the respondents while the degree of practice is much lower. Overall, the majority of respondents practice Islam. While 62.5% of the respondents pray 5 times a day, 83.7% of the respondents fast during Ramadhan and only 52.9% go to the Mosque for Friday prayers. Furthermore, 56.7% do not drink alcohol at all and a majority of respondents, that is to say 62.5%, read the Qur'an regularly. Although the belief in Islam is considered very strong among all respondents, with respondents agreeing and strongly agreeing to all statements; religious practice, however, remains more difficult to ascertain. The religiosity of the respondents is therefore strong in belief and moderate in practice.

To identify the impacts of tourism, the questions were divided into two categories: positive impacts related to improving the living conditions of the locals (7 questions), and negative impacts in relation to Islam (8 questions). In terms of positive impacts, the mean score of the seven questions measuring this dimension is 4.286. It can be concluded that respondents agree that tourism improves their standard of living. For the negative impacts, the average rating for the eight questions is 3.218. Thus, respondents have divergent views on some aspects of tourism, including issues related to the sale and consumption of alcohol, especially during Ramadhan.

To measure the relationship between the degree of religiosity and the perception of the impacts of tourism, three main variables were introduced: "avg_belief" gathers the four scores of the responses to the belief level of the respondents and validated by a very good Cronbach alpha of 0.839. "aveg_financialbenefits" is a combination of the seven response scores for the beneficial impacts of tourism and validated with an acceptable Cronbach alpha of 0.654. "avg_impactslinkedtoreligion" is a combination of all eight response scores for questions related to negative impacts of tourism related to religion and validated by a good Cronbach alpha of 0.752. Belief is significantly correlated (p-value = 0.009) with the negative impacts of religion. The value of 0.256 indicates a positive relationship between the believer and the negative impacts of tourism. However, the correlation between the degree of belief and the beneficial impacts of tourism is not significant (p-value = 0.063).

For the eight questions related to the practice of religion, an ANOVA test was completed for each question to check if the differences are significant between the positive impacts related to the improvement of the living conditions of the locals, and the negative impacts in relation to Islam and the results are the following.

	avg_financialbenef				**avg_religiousproblem**			
		N	Average	Stdev		N	Average	Stdev
Pray five times a day	,00	39	4,3846	,42118	,00	39	2,8782	,61871
	1,00	65	4,2264	,34892	1,00	65	3,4212	,69265
	A significant difference is found (p-value = 0.041) between those who do not and those who do pray five times a day.				A significant difference (p-value = 0.0) is observed. Practitioners perceive more the negative impacts of tourism.			
		N	Average	Stdev		N	Average	Stdev
	,00	17	4,4202	,41487	,00	17	2,8088	,66456

Practice of Rahmadhan	1,00	87	4,2594	,37388	1,00	87	3,2974	,69864
	There is no significant difference (p-value = 0.114).				A significant difference (p = 0.009) is observed. Practitioners perceive more the negative impacts of tourism.			
		N	Average	Stdev		N	Average	Stdev
Go to the Mosque every Friday	,00	49	4,2799	,41645	,00	49	3,0612	,69883
	1,00	55	4,2909	,35525	1,00	55	3,3568	,70359
	There is no significant difference (p-value = 0.884).				A significant difference is observed (p-value = 0.034). Practitioners perceive more the negative impacts of tourism.			
		N	Average	Stdev		N	Average	Stdev
I drink alcohol	,00	59	4,2470	,36453	,00	59	3,4301	,70645
	1,00	45	4,3365	,40539	1,00	45	2,9389	,62762
	There is no significant difference (p-value = 0.240).				A significant difference is found (p-value = 0.000). Practitioners perceive more the negative impacts of tourism.			
		N	Average	Stdev		N	Average	Stdev
I go to go to Mecca when possible	,00	5	4,3429	,29623	,00	5	2,7250	,58229
	1,00	99	4,2828	,38828	1,00	99	3,2424	,71290
	There is no significant difference (p-value = 0.734).				There is no significant difference (p-value = 0.114).			
		N	Average	Stdev		N	Average	Stdev
I read the Qur’an	,00	39	4,3736	,39819	,00	39	3,0128	,63982
	1,00	65	4,2330	,36733	1,00	65	3,3404	,73171
	There is no significant difference (p-value = 0.070).				A significant difference is observed (p-value = 0.023). Practitioners perceive more the negative impacts of tourism			

Discussion

The fact that women may respond less than men can be explained by the assertion that women are sometimes embarrassed about talking with strangers (Kuvan and Akan, 2005). In this research, the two dimensions of measuring the relationship that Muslim worshipers have with their religion were belief in Islam and the practice of Islam. These two dimensions confirmed the Marddent's work (2009) as already mentioned in the literature review, which differentiates Imam from Amal. The impacts of tourism have also been divided into two parts: the impact of tourism linked to the improvement of the quality of life of the locals, hence a positive financial aspect thanks to tourism and, second, the tourism impact linked to tourism-related problems and the religious order that it can engender.

The relationship of the locals with their religion is deduced in this study. On the one hand, it would appear that respondents believe firmly in Islam but do not tend to practice the religion regularly. This can be further related to Zamani-Farahani and Musa (2012), who explain that in today's modern world, young people are more open-minded and their relationship with various sociocultural values, including the importance of religious practice, has evolved. This is why, according to the authors, "the value of religious practice in Islamic societies has declined in comparison to religious beliefs" (Zamani-Farahani and Musa, 2012, p.810).

The study shows that respondents' belief in Islam is correlated with the perception of negative impacts of tourism related to religion. This can be explained by the fact that, through the belief in Islam, it is a set of cultural, political, social and religious values that are established in both the private and public spheres of believers. Belief in Islam, thus, strongly influences individuals, even in their perception of the socio-cultural impacts of tourism, so the first hypothesis is verified and validated.

Regarding the practice of Islam, the study highlights the fact that the practice is less strong than the belief, but that the Indonesian respondents are still mostly practicing. With regard to this study's variables pertaining to religious practices referring to the practice, it follows that people who pray 5 times a day, participate in Ramadhan and the Hajj (or would like to) and who refrain from consuming alcohol have different opinions than non-practitioners on the impacts of tourism. Although the opinions are generally positive and generally consider that the socio-cultural impacts do not cause many religious problems, it remains that the practitioners have different results from the non-practitioners. These results point to a slightly less tolerant acceptance, of practitioners, of the negative effects of tourism in relation to religion.

Indeed, wearing a bikini in the streets outside the beach is not appropriate, in the view of some locals. Thus, as a common local view, it is not good for the education of the local children, to whom their parents transmit religious values of the protection of the female body, for example, that they see western women walking in bikinis in the streets. However, some less practicing locals believe that as long as they are Western women, this is not a problem, since they are not Muslim. Hence, this confirms the second hypothesis of the study: religious practice of the locals has an influence on the perception of locals concerning the negative impacts of tourism, although it is weak.

In general, the socio-cultural impacts of tourism are not considered negative for the respondents. By comparing the average scores between the impacts favoring the living conditions of the locals and those considered as problematic with respect to religion, it appears that the locals have a generally positive view vis-à-vis tourism, although the scores of the two impacts are different. Indeed, the impacts of tourism are considered rather positive, with an average score of 4.28, by the locals because they provide a more satisfactory living environment, more enjoyable living conditions or financial benefits. On the other hand, the impacts relating to the problems that respondents encounter between tourism and religion, with an average score of 3.2 and standard deviation of 1.17, reveal that locals are getting closer to neutrality in their answers, although their opinion is scattered. As mentioned by Zamani-Farahani and Musa (2012), Muslim communities are often heterogeneous and different sections of the community have different reactions concerning tourism impacts.

However, it appears that the impacts of tourism that promote development and financial benefits are more accepted and favored by locals than the negative impacts related to religion. The fact that locals believe that tourism allows them to live in better conditions, offers them work and better financial conditions or allows interreligious links, joins Kim and Petrick's study (2005) that found that tourism has positive impacts on the well-being of local populations via economic benefits and intercultural appreciation. Hence, locals' expectations of economic benefits is the element with the greatest positive effect (Perdu, Long and Allen, 1987; Akis, 1996). This is consistent with social exchange theory whereby changes to tourism are accepted by the community if they receive benefits in return for the inconvenience (Skidmore 1975; Ward and Berno 2011).

As a result, although some respondents believe that liquor stores, for example, should close during Ramadhan or tourists' consumption of alcohol influences locals' consumption of alcohol, it follows that tourism contributes financially to improving their lives. Thus, monetary benefits become more important than the problems of alcohol or Ramadhan. The hypothesis according to which the benefits of tourism resulting from social exchange theory prevail over the respect of the Muslim traditions for the locals is validated. This echoes Henderson's quote (2004, p449): "some Islamic countries and individuals or group of Muslims may therefore find tourists more acceptable than others, partly depending on the degree of liberalism as well as personal gains and losses."

Hence, the study argues that tourism-related gains for locals triumph over religious inconveniences caused by the tourists. Although some aspects of the negative impacts on religion are recognized by those surveyed, in general all recognize that tourism ultimately respects their Muslim religion. This may seem contradictory, at first glance, because many have condemned the presence of tourists in bikinis, the sale of alcohol, music from bars, or lack of respect of the local lifestyle during Ramadhan.

In the first place, it is possible to make a connection with Doxey's theory that locals' perception of tourists changes over time (Diedrich and Garcia-Buades 2009). In our study, Doxey's stage of empathy comes closest to tourism on the island of Gili Trawangan since tourism is not only welcome but also taken for granted: relationships among stakeholders become more formal, commercialized and planned. At this stage, the benefits of tourism are still quite positive, the financial aspect justifies an acceptance of tourism, even if sociocultural inconveniences exist, by the local population.

Similarly, the fact that locals consider that tourism respects their religion may be partly related to the phenomenon of acculturation as defined by Bleasdale (2006) whereby the host community adopts the social, cultural and behavioral patterns of tourists. The locals, although Muslim and practicing for some, may become accustomed to the presence of tourists and even adopt some of their behaviors. The phenomenon of "demonstration effect" also joins this concept. It describes the loss of cultural identity of locals due to tourism that would almost forget their past and adopt the new lifestyle of the tourists (Cole, 2007). The latter occurs when there is a great cultural difference between locals and tourists (Irandu, 2004), which is the case on Gili Trawangan Island. A local resident informally explained that when she first arrived on the island seven years ago, she was surprised by this difference with the usual way of life known until then in her village. As time went on, she got used to it and accepted the differences because of the salary she earned.

The fact that locals believe that tourism respects their religion can also be explained by the fact that tourism becomes, as Pforr (2006) says, a stakeholder in the current policy. As another local mentioned:

"Of course tourists respect our religion on this island. Anyway, this island is dedicated to them, it is made for them, so even if some behaviors sometimes with alcohol is not in agreement with what I think and my religion, this island is special, it is up to us to adapt to tourists. As long as there are no conflicts on the island, I believe that tourists respect our Muslim religion. On the island indeed, many places suggest that they are specially designed for tourists, and without the locals perceive it."

This is evidenced by the 'culinary environment bubbles' (Cohen and Avieli 2004, p775), including the sale of pork, to adapt to the tastes of tourists. A manager of a big tourist restaurant noted that the sale of alcohol was indeed haram (forbidden) by his religion and therefore inappropriate, but when sold to tourists, this did not create a problem. She concluded that tourists' alcohol consumption was tolerated, since most of these tourists were not Muslims. However, she recognized that some locals copy tourists' behavior, including drinking alcohol for example. This is the effect of "mime" theorized by Elgammal and Willbert (2013), leaving the locals to mimic the behavior of tourists - behaviors they would never have had the idea to adopt without having seen them among tourists.

To return to the bikini example, some locals said that wearing a bikini did not mean those women were disrespecting their religion. On the other hand, if it were in their home village of Lombok, it would be impossible to see women in such outfits. Locals believe that on the island of Gili Trawangan, these tourist behaviors are exceptions in order to bring tourists from Bali, and thus make the economy of the island run. Without the touristic development of the island, many local people would be without work. Locals believe that having become a tourist destination, this island became special and devoted to Western tourism, and that certain tourist behaviors were put into perspective by locals, hence tolerated. The 'segregated tourist area' by

Timothy and Iverson (2006) which describes areas reserved for tourism, only, and finally accepted by local communities, resonates in this study’s example..

To conclude, the Muslim hosts are tolerant of tourists and believe that tourists respect them despite some inappropriate behavior from time to time. Local people are aware that tourists are not very well informed about proper behavior in compliance with Islam, the locals feel no offense at the moment. Consequently, the improper behavior of these tourists is largely excused due to the perceived benefit that tourism provides.

Concluding Remarks and Implications

In conclusion, this study shows that religiosity, encompassing belief in Islam and its practice, has an influence on the local community's perception of Western mass tourism on the island. The perception, although weakly influenced by religiosity, is positive and does not condemn tourism. This ties in with Aziz's (1995) thinking that the Muslim religion is not against the development of tourism on its land. It is therefore not a conservative and anti-Western religion as already mentioned by Din (1989). It also relates to the statements of Tiliouine and Belgoumidi (2009) explaining that the strength of belief in the Muslim religion and the degree of religiosity of Muslims does not mean that they are more inclined to extremism, and therefore opposed to Western tourism. Finally, Din (1989) already stated that the Muslim religion did not have much impact on the form of tourism that took place in the countries where it is practiced, which is the case on Gili Trawangan island, where the local community shows tolerance and accepts tourism although it is not always in perfect agreement with their Muslim values.

Tourism on the island of Gili Trawangan is still in the growth phase, and at this stage, the paper shows that locals are in favor of tourism since they are aware of its benefits and confirm the principles of social exchange theory (Ap, 1992). Indeed, the changes due to tourism are accepted by the local community because the latter benefit from it in exchange for the inconvenience caused by tourists (Skidmore, 1975; Ward and Breno, 2011).

With tourism rapidly evolving on the island it is legitimate to wonder if the claims of this study will not have changed in a few years. Indeed, according to the scheme established by Doxey (1975) and Butler (2008), tourism on the island and the perception of locals according to the growth of tourism may evolve to the stage of consolidation where the local community is less enthusiastic about the development of the tourism industry. It could also reach the stagnation stage (Butler, 2008) in the near future, where locals might start perceiving more negatively tourists and tourism in general.

The results of this study are limited to the extent that, the interpretation, practice, culture, and traditions differ from one Muslim country to the next. Each Muslim country has a different history, culture, traditions and tourism, which means that the perception of local Muslim communities is not the same in all Muslim countries. In this way, future research in different Muslim countries hosting Western-dominated tourism would be interesting to broaden research on this topic.

Deepening this research with the establishment of a "code of conduct", as a part of a sustainable marketing strategy, aiming at educating tourists to Muslim traditions and lifestyle would also be an interesting field to develop. Indeed, the vast majority of respondents are in favor of establishing a code of ethics that would advise tourists of appropriate behavior and the local culture. Stroma Cole (2007) points to this by setting up a code of conduct for tourists developed with the collaboration of a small Indonesian community to educate tourists to behave in a more responsible and respectful manner. This was brought up by the World Tourism Organization in 1997 when it suggested that tourists and locals should develop a mutual understanding of each other's tastes, habits and tendencies. Putting in place a "code of conduct" to inform tourists about local religious practices could be effective in developing a sustainable tourism destination.

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Appendices

Conference Program

BEST EN Think Tank XVIII

"Marketing of Sustainable Tourism Products"

Program & Information

19-22 June 2018

Institute of Tourism
Lucerne University of Applied Sciences and Arts

Switzerland

Program

Tuesday, 19thJune 2018

Think Tank XVII Welcome reception

Time	Programme	Venue
18.00 – 19.00	Registration Drinks & snacks Welcome by the Chair of BEST EN and the Host	Lucerne University of Applied Sciences - Economics, Zentralstrasse 9, Oase (5. Floor)
Self-Catered	BEST EN Group Dinner (optional; not incl. in conference fees)	tbd

Wednesday, 20th June 2018

Full-day conference at Lucerne University of Applied Sciences and Arts

Time	Programme	Venue
08.30-09.30	**Registration & Coffee**	Lucerne University of Applied Sciences - Economics, Zentralstrasse 9
09.30 – 10.30	**Opening and introduction to BEST EN** BEST EN Chair – Gianna Moscardo Welcome from the host - Juerg Stettler, Head of Institute of Tourism - Fabian Weber, Institute of Tourism	Room 3.22 (3rd floor)
10.30-11.45	**Keynote: Dr. Martin Lohmann** “Customer Value of Holiday Tourism - a Key Issue of Sustainability”	
12.00-13.00	**Lunch**	Oase
13.00-14.00	**Concurrent Paper Sessions**	
	Paper Session 1A. Sustainability Communication Chair: Dr. Fabian Weber Elias Butzmann & Christina Tölkes: The Munich Streetlife Festival: A case study on a green event – sustainability communication for behavioural change? Martin Balas & Wolfgang Strasdas: Certification as a tool to identify sustainable tourism products – A comparative assessment of the quality of sustainable tourism certification schemes for businesses in Germany Sven-Olaf Gerdt, Elisa Wagner & Gerhard Schewe:	Room 3.22 & Room 3.54 (3rd floor)

	Communication of Sustainability Efforts in the Hospitality Industry – How do the true champions act?	
	Paper Session 1B. **Sustainability in the Accommodation Sector** Chair: Dr. Karen Hughes Annkathrin Weiss & Matthias Straub: Sustainable Experience: Innovative ways of sustainable communication in the hotel industry Hannes Antonschmidt & Dagmar Lund-Durlacher: Can direct communication at the point of consumption reduce the attitude-behavior Gap regarding food waste in hotels? Niki Glen & Kevin Mearns: Defining Small Accommodation Establishments: employing useful categories Kevin Mearns: Advocating the utilisation of visitor book inscriptions to determine visitor satisfaction: the case of the Mnemba Island Lodge, Zanzibar.	Room 3.22 & Room 3.54 (3rd floor)
14.00 - 15.00	Gianna Moscardo: Brainstorming Issues for Workshops	Room 3.22
15.00 – 15.30	Coffee break	
15.30 – 16.30	Workshop Activities Commence	Room 3.22 & Room 3.54 (3rd floor)

Optional: Evening Cruise on Lake Lucerne

Cost: 25.00 CHF per Person

17.12 – 19.05	Cruise on a nostalgic steamboat on Lake Lucerne with scenic views	

Thursday, 21st June 2018

Field Trip

Time	Programme
08.20	Meet at Inseli (near Train Station)
08.30	Departure by Coach Traveling with Coach to Sörenberg through the unique Nature of the UNESCO Biosphere Entlebuch
10.00	Arrival Sörenberg
10.00	Cable Car to Rossweid
10.30	Presentation: - Christian Ineichen, Vice Director UBE Entlebuch Unecso Biosphere Reserve: Sustainable Tourism & Mooraculum
11.30	Stakeholder discussion: - Christian Ineichen, Vice Director UBE - Ueli Mattmann, Sales Tourism UBE - Representatives of tourism businesses (contacted)
12.00 – 13.00	Swiss Lunch in the Restaurant Rossweid
13.00 – 15.00	Think Tank Workshop
15.00-16.30	Guided Site Tour (1h walk) The Rossweid is located in the midst of wonderful moorlands. With a local expert we have the chance to learn more about this very special biosphere. Please bring warm clothes (rain jacket), good hiking shoes and sun protection.
16.45	Departure Sörenberg
18.00	Arrival in Lucerne

Friday, 22nd June 2018

Full-day conference at Lucerne University of Applied Sciences and Arts

Time	Programme	Venue
08.30 –9.30	**Concurrent Paper Sessions**	
	Paper Session 2a: Destination Sustainability Issues Chair: Dr. Wolfgang Strasdas Kristof Tomej: Socially Inclusive Holidays with Sighted Guiding: Motivations for Participation and their Marketing Implications Yukari Higuchi, Yasuhiro Yamanaka & Hiroaki Hoshi: The role of research-based evidence in destination marketing and management Chi Thi Lan Nguyen: Corporate Social Responsibility for Inbound Tour Operators in Vietnam: Perception and Reality and introducing Travelife Certification for the Travel Sector Emma Pearse & Felicite Fairer-Wessels: Sustainable tourism products and services: Development of precincts for sustainable urban tourism Tina Šegota: Deconstructing mass tourism with "upscale, all-year-round" tourism: local residents' perspective on mechanisms for mitigating seasonality	Room 3.22 & Room 3.54 (3rd floor)
	Paper Session 2b: Sustainable Management Chair: Dr. Juerg Stettler Julia Albrecht: Visitor management in protected areas Fordred, Claire & Mearns, Kevin: Resilience thinking used as a sustainable tourism marketing tool for protected areas Umberto Martini, Federica Buffa, Sandra Notaro, Nicola Zeni & Pier Luigi Novi Inverardi: Community participation and stakeholder engagement in natural resource management. Opportunity for co-creation of sustainable tourism products Peter Varga, Petar Zivkovic, Marie Astrid Rouger & Lohyd Terrier: Sustainability from a religious perspective: Muslim Hosts' Religious Perceptions on Western Tourism. The case of Gili Trawangan, Indonesia	Room 3.22 & Room 3.54 (3rd floor)
9.30 – 10.30	Workshop groups finalise their activities	Room 3.22 & Room 3.54 (3rd floor)

10.30 – 10.45	Coffee break	
10.45 - 12.00	**Keynote: Dr. Rachel Dodds** “Marketing sustainable tourism products – what tourism does well, and does badly.”	Room 3.22 (3rd floor)
12.00 - 13.30	Lunch	Oase
13.30 – 14.00	**Poster Presentations** Gianna Moscardo & Karen Hughes: Connecting through Stories: Adapting Communication to create more sustainable tourism products Niki Glen & Kevin Mearns: The role of tourism associations in supporting sustainable tourism industries: as study of N3 Gateway Tourism Association Karen Hofman: Using Delphi technique to identify experts’ opinion on conservation behaviours protecting the Great Barrier Reef Katja Pasanen: What to communicate about sustainability actions of Finnish holiday villa companies for Finnish and Russian consumers? Astrid Frischknecht, Celiane Camargo-Borges & Celeste Wilderom: Indigenous destination-development: Nudging key players to generate impact in sustainable tourism. Ida Andersen: SMTE’s use of Social Media and Sustainability Pablo Pereira-Doel, Xavier Font & Candice Howarth: Persuasive communication: an experiment on holidaymakers’ valcomunity partiues, inconvenience and water conservation in hotel rooms.	Room 3.22 (3rd floor)
15.00 - 15.30	Coffee break	
15.30 – 17.00	Gianna Moscardo: Workshop outcomes, Visioning and Think Tank Synthesis	Room 3.22 (3rd floor)

Conference Dinner at Esszimer
(refer to page 9 for more information about venue)

19.00h	Conference Dinner, Silent Auction, and Outstanding Paper and Poster Awards	Esszimmer (Lucerne)

Information on keynote speakers

Dr Martin Lohmann

Dr Martin Lohmann is a professor for consumer behavior and tourism with Leuphana University of Lueneburg (Germany), and managing director of the NIT, Institute for Tourism and Recreational Research in Northern Europe, Kiel, Germany (www.nit-kiel.de). He teaches in the MSc Tourism Management program at Modul University, Vienna (Austria), and MCI, Innsbruck (Austria), and in the CAS TOUR at Bern University (Switzerland). The main area of Martin Lohmann's work is in consumer behavior in tourism. One of his most prominent applied research projects is an annual survey on the travel behavior and travel related attitudes and preferences of German tourists ("Travel analysis"; www.reiseanalyse.de) measuring the German tourism demand since 1970. His specific focus is on psychological effects of holiday travel.

"Customer Value of Holiday Tourism - a Key Issue of Sustainability"

Tourism has a lot of effects and impacts. Some of these effects are unwanted with respect to e. g. environment, especially greenhouse gas emissions, and to societies in the destinations but as well in source markets. The main idea of "sustainable tourism" is to reduce these effects. Less impact, smaller footprints: sustainability seems to be at least a very good idea. However, there will never be a zero-footprint tourism.

"Negative" impacts of tourism are only acceptable when it has "positive" effects, too. Such positive effects are generally sought in economic terms. But it is necessary to extend the effect issue to the customer value perspective: Do tourists find what there are looking for? Is there a positive outcome of a holiday trip for the traveling individual? It would be crazy to endanger environment and societies through consumer behavior that does not benefit customers. Thus, we need to incorporate the tourists' customer value perspective into the sustainability frame.

Some research examples from Germany show that tourists perceive and report such benefits, and inspire to discuss ways to enhance the customer value of a vacation.

Dr Rachel Dodds

Dr Rachel Dodds is passionate about change and making tourism more sustainable. She is a professor at Ryerson University's Ted Rogers School of Hospitality and Tourism Management as well as the current Director of the school's Institute for Hospitality and Tourism Research. Rachel is also the Owner/Director of Sustaining Tourism, a boutique consultancy. Through these roles, her aim is to influence the way all stakeholders think about the impacts of tourism in order to plan and manage more sustainably. She has published widely on sustainable tourism, CSR, destination development, green festivals, consumer behaviour and islands. Rachel has lived and worked on four continents and travelled to over 80 countries.

"Marketing sustainable tourism products - what tourism does well, and does badly"

Looking at some of tourism's innovative approaches as well as follies, this keynote presentation will focus on techniques for marketing sustainable tourism products and highlight examples of what works well and what doesn't.

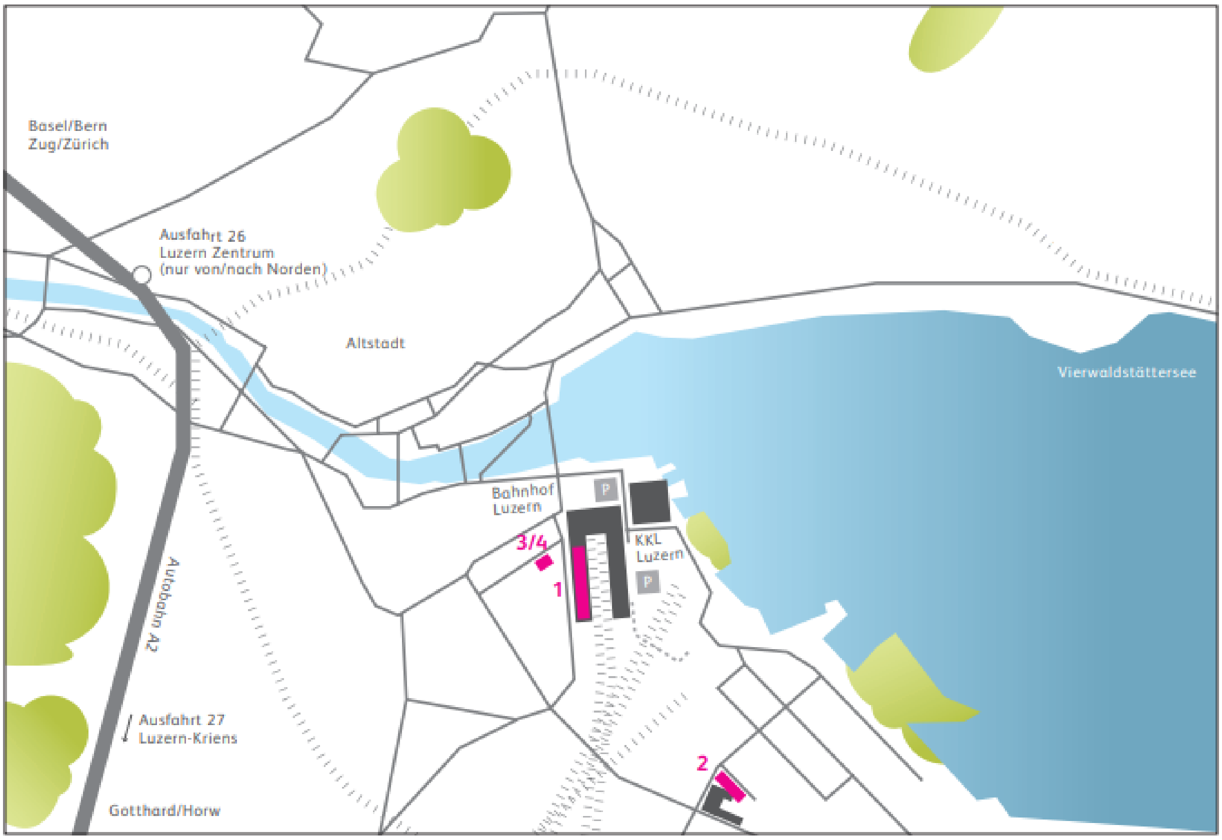
Practical Information

Institute of Tourism, Lucerne University of Applied Sciences and Arts

The Institute of Tourism (ITW) at Lucerne University of Applied Sciences and Arts was founded in 1993. The Institute is part of the Lucerne School of Business. Tourism, mobility and sustainability are the three core topics of the ITW.
https://www.hslu.ch/en/lucerne-school-of-business/institute/itw/

Meeting facilities

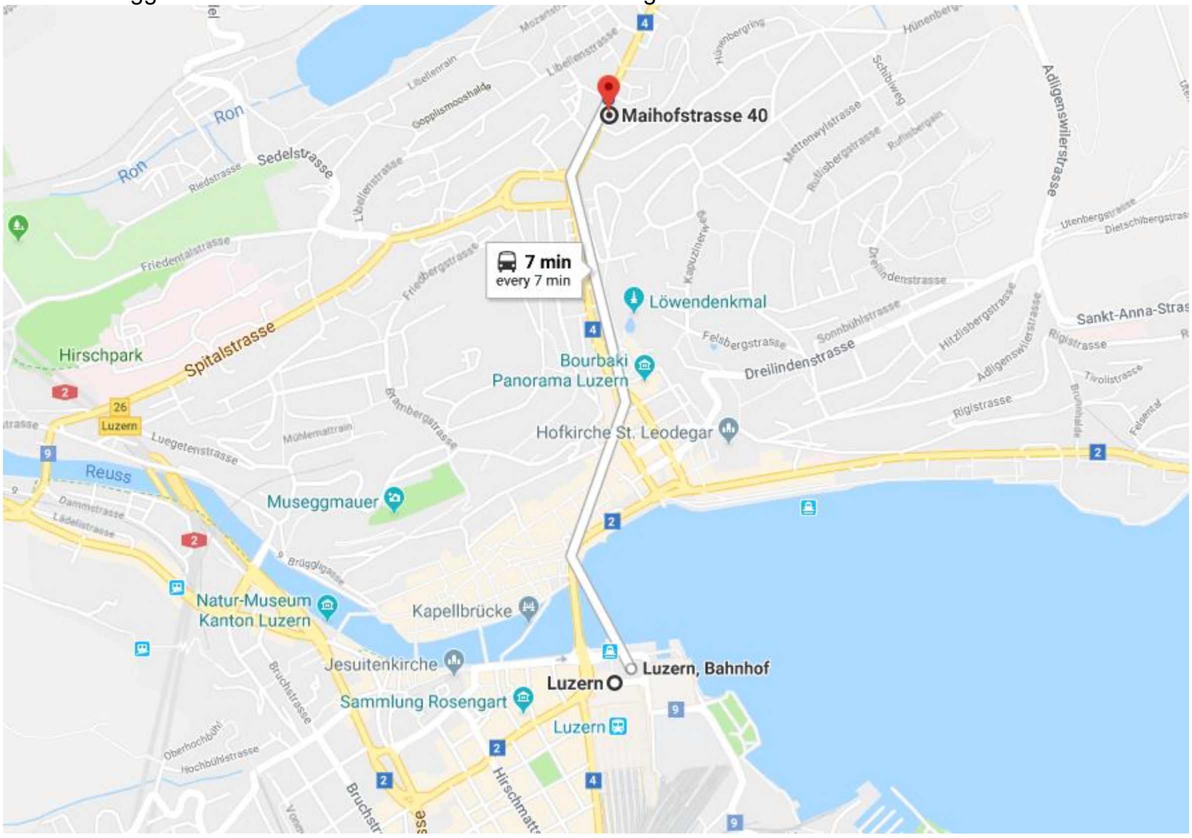
The main building (number 1 on the map below) of the Lucerne School of Business is very centrally located just at the main train station and well served by public transport.



Conference dinner venue

The conference dinner will be held at a location called Esszimmer (“dining room”).
This former crane factory is located in the middle of Lucerne and is run by the cooking enthusiast Cornelia Capella-Steiner.
Esszimmer, Maihofstrasse 40, 6004 Lucerne, https://esszimmer.lu/

How to get there:
Take the bus no. 22 or 23 at the train station in Lucerne. The bus departs every 7 minutes. Leave the bus at station “Weggismatt”. You will find the restaurant on the right hand side.



City of Lucerne

The city of Lucerne lies in the German-speaking part of the country and acts as a gateway to Central Switzerland. From the historic Ruetli Meadow and the perpetual snow on Mt. Titlis to Lucerne's landmark mountain, Mt. Pilatus, and the famous locations on the Lucerne Riviera, everything is within easy reach.
http://www.luzern.com/en/index.cfm

Access

Lucerne is situated at the heart of Switzerland and is easy to get to by rail, air (around one hour from Zurich or Basel airport), boat and road (A2 / A4 motorways). See here for details of the best way to reach your destination from Zurich airport.
http://www.luzern.com/en/useful-information/access/directions

Public transport

By train:
Almost every Swiss town is connected to the train system. And, the system also coordinates with an extensive bus network so you can easily journey to the most out-of-the-way finds. Check the website for timetables SBB (Swiss Rail Company)
By bus:
Go to www.vbl.ch/ to find out the easiest way to get around by bus in the city of Lucerne.

Maps:
This is a map from the train station Lucerne with the bus stops and here you can download the city network.

Accommodation

We have put together a list of Hotels all close to the central station and the conference venue. Some of them provide discount to guests of Lucerne University of Applied Sciences. It is highly recommended to book well in advance, since June is high season in Lucerne and availability of rooms is poor. Please find the list of hotels here.
https://www.hslu.ch/-/media/campus/common/files/dokumente/w/itw/best-en/accommodation-lucerne-best-en.ashx?la=en

If you do not find an accommodation in the city of Lucerne, try to find one in the villages close to the city: Kriens, Emmen, Emmenbrücke, Meggen, Horw, Littau. All of these villages are reachable within 10-20 minutes by public transport from the train station Lucerne.

Visitor Card

Guests who stay overnight in the Lake Lucerne Region will get a free visitor card and can benefit from various discounts. The Visitor Card gives you free use of buses and trains within zone 10 of the city network, as well as a range of discounts for cableways, mountain railways, museums and excursions in the Lucerne-Lake Lucerne Region. You can also take advantage of 'Free WiFi – LUZERN.COM' hotspots dotted around the city.
http://www.luzern.com/en/gaestekarte

Country information Switzerland

- About Switzerland
  https://www.eda.admin.ch/aboutswitzerland/en/home.html

- Advice for travelers
  http://smartraveller.gov.au/Countries/europe/western/Pages/switzerland.asp

- Official tourist portal on Switzerland
  https://www.myswitzerland.com/en-ch/home.html

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Lucerne and Environment

Local attractions

Chapel Bridge
The town's landmark is a covered wooden footbridge spanning diagonally across the Reuss in the city of Lucerne. Constructed in first half of the 14th century as a part of the city's fortifications and named after St. Peter's Chapel, which is located nearby. The paintings that were added in the 17th century illustrate scenes of Swiss and local history, including the biographies of the city's patron saints, St. Leodegar and St. Maurice. Many of them were destroyed along with a larger part of the centuries-old bridge in a 1993 fire

Swiss Museum of Transport
The Swiss Transport Museum in Lucerne opened in July 1959 and exhibits all forms of transport, including locomotive, automobiles, ships, and aircraft) as well as communication technology. It is Switzerland's most popular museum. The museum also maintains a large collection of work by Hans Erni, a local painter and sculptor.

The Lion Monument
«The dying Lion of Lucerne» is one of the world's most famous monuments. It was carved out of natural rock in memory of the heroic deaths of the Swiss mercenaries at the Tuileries in 1792. Mark Twain described the Lion of Lucerne as the saddest and most moving piece of rock in the world.

Culture and Congress Center Lucerne (KKL Lucerne)
The Kultur- und Kongresszentrum Luzern is a venue for concerts, congresses, meetings, conferences, panel discussions and events in the middle of the city of .Lucerne. The main characteristic of the KKL Luzern is the boldly projecting cantilevered roof that seems to float over the construction

Max Chocolatier
Once upon a time, there was a young boy whose mouth often bore telltale chocolate smudges. On 27 September 2009, the boy's father made a dream come true. That day saw the opening of Max Chocolatier in Lucerne. You will discover the secrets of Max Chocolatier during a 45-minute tasting. In Lucerne you can then put your knowledge into practice with your own 45-minute creative session, making chocolate with our experts. And a glance through the atelier window at the mountains and lake will leave you in no doubt about the Swissness of your craftsmanship!

Restaurants & Bars

Opus – Mediterranean feelings at Reuss
Stern – Modern Swiss-international cuisine
Pfistern – Traditional house with the unique view on the Chapel Bridge
Reussbad – Easy to find, heavy to forget
Olivo – Mediterranean cuisine in the restaurant Olivo in the Grand Casino Lucerne
Balances – Experience pure insBration

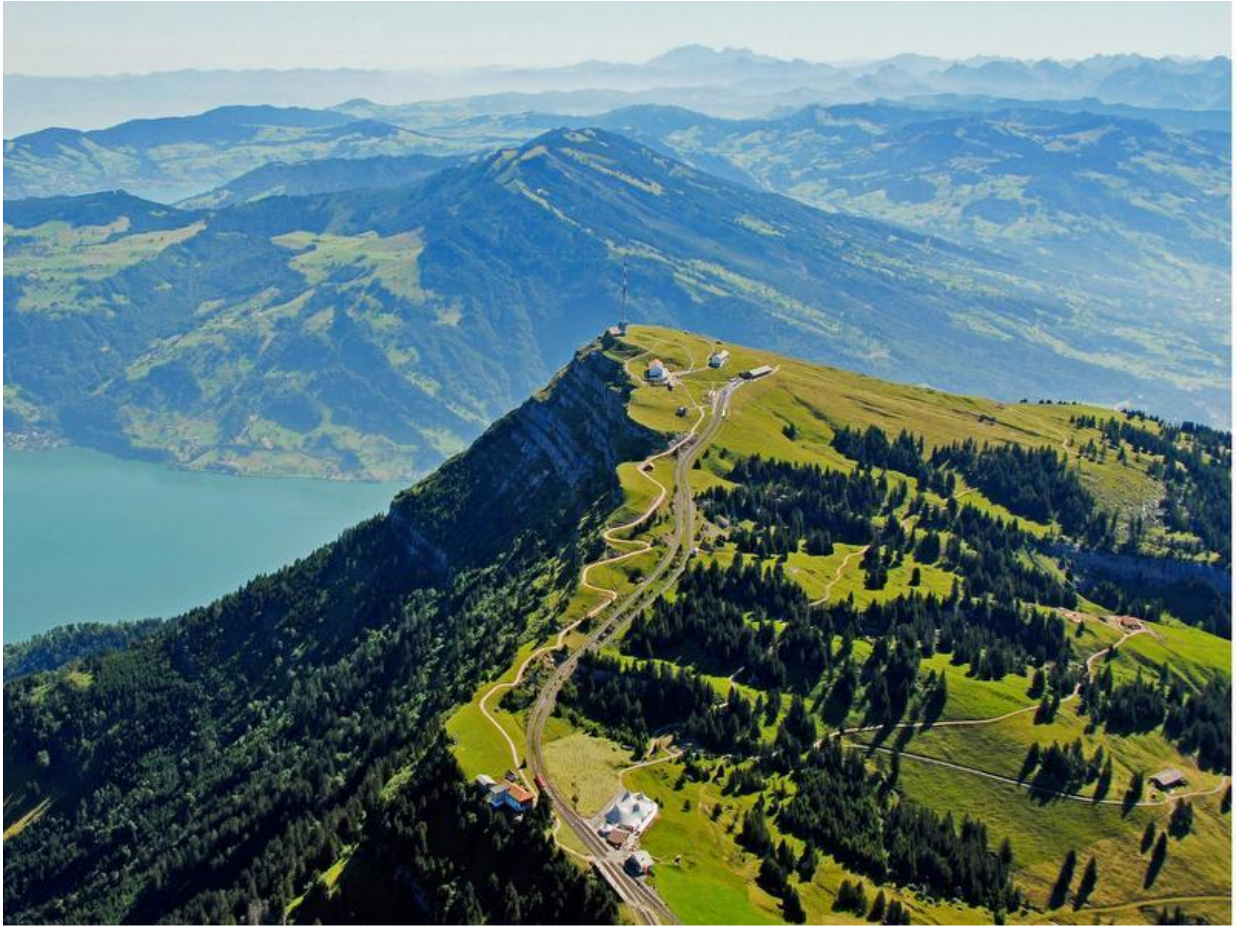
Penthouse Bar – Open Air Lounge above the rooftops, 360° Roof Top Bar
Luz – a Bistro at the Lake Lucerne
Suite – Roof Top Bar

Post-conference possibilities

There are many attractive possibilities for easy mountain trips in Central Switzerland, all within easy reach from Lucerne. All of the following attractions can be reached with public transport and are perfect for a day excursion.

Mount Rigi – Queen of the Mountains

Say goodbye to the ordinary, and hello to the Mount Rigi experience. Located at the heart of Central Switzerland, Mount Rigi is perfectly accessible from all four points of the compass. The mountain railway will take you up and right into the magnificent Alpine world, where you just get off and enjoy life – it's as simple as that.



1www.rigi.ch

How to get there:

09.12 Take the boat on Platform 1 in Lucerne
10.09 leave the boat in Vitznau
10.15 Change to the Funicular "Direction Rigi Kulm"
10.47 Enjoy the spectacular View on top of Rigi

Tickets are available at the Tourist Information Lucerne at the railway station or at the boat station.

Bürgenstock and the Hammetschwand Lift

2www.buergenstock.ch

Visit the newly opened Bürgenstock Resort and Spa with its breathtaking backdrop of the glistening, deep-blue waters of Lake Lucerne and enjoy the view on the Hammetschwand Lift.

How to get there:
By boat and the Bürgenstock funicular (half an hour from Lucerne).
Timetables to be found here: https://www.buergenstock.ch/en/kontakt/anreise

THE HAMMETSCHWAND LIFT
Located at an altitude of 1,132 metres, the Hammetschwand Lift is the highest outdoor elevator in Europe. Already 111 years ago, the trip on board this lift was taking the breath away from its first passengers. Today, the lift makes the 152-metre vertical run in less than a minute, and the excitement of speeding so quickly skyward is exceeded only by the thrill of taking in the spectacular view. Once you are up there, you can walk the easy hiking trail called “Cliffwalk”.

3www.buergenstock.ch

SCHEDULES
Monday to Saturday
09.30 am - 11.30 am
12.00 pm - 5.30 pm

Sunday
09.30 am - 11.30 am
12.00 pm - 6.00 pm

Hammetschwand Lift & Mountain Restaurant
Open daily in good weather

Price per Person: CHF 47.00

- Your booking includes the direct boat trip Lucerne – Kehrsiten Bürgenstock (2nd class) and the Bürgenstockbahn during the booked day trip (return trip). Please present your ticket when checking-in
- Round trip with the Hammetschwand Lift
- CHF 5.00 voucher for the SkyBoutique

Engelberg, Mount Titlis

Experience a mind-blowing day in the Snow at Mount Titlis at 3'020 meters above sealevel. Up at the peak there is only one season: Winter. Of all the highlights in Central Switzerland, TITLIS is the big one - and the only glacier in the entire region that is actually accessible. The new gondola TITLIS Xpress leads up to the intermediate station. Then TITLIS Rotair, the World's first revolving aerial cableway, continues all the way to the top. Enjoy the breathtaking panorama of snow-capped mountaintops and untouched Alpine landscapes.

4www.titlis.ch

How to get there:

09.10 Take the train at the railway station on platform 13 "Direction Engelberg"
09.53 leave the train in Engelberg
10.00 Change to the bus "Direction Engelberg, Titlisbahn"
10.04 Enjoy the spectacular View on top of Rigi
Change to "Titlis Xpress" which departs continuous
Enjoy the peak!

Tickets are available at the Tourist Information Lucerne at the railway station or online (www.sbb.ch / www.titlis.ch/en.

Pilatus

Commissioned in 1889, a gradient of up to 48 percent, about 30 minutes travel time: that is the steepest cogwheel railway in the world in figures. Meter by meter it scales the way from Alpnachstad to the Pilatus Kulm, passing alpine meadows and striking rock formations. The Pilatus is centrally located in the heart of Switzerland and easily reached. The valley stations in Alpnachstad and Kriens/Lucerne are conveniently accessed by train.

5ww.w.pilatus.ch

How to get there:

09.12 Take the train at the railway station on platform 14 “Direction Giswil”
09.29 leave the train in Alpnachstad
09.45 Change to the train at platform PB “Direction Pilatus Kulm”
10.05 Enjoy the spectacular view on 2’132 meters above sea level

Tickets are available at the Tourist Information Lucerne at the railway station or online (www.sbb.ch / www.titlis.ch/en.

Stanserhorn

A real pleasure - the panorama view from the first and only revolving restaurant of Central Switzerland at 1900 m above sea level.
When you arrive at the station called Kälti, you transfer to the world's first aerial cable car CabriO® - a doubledecker cable car with an open top - that brings you to Stanserhorn (alt. 1,900 m) with its panorama of over 100 km of the alpine range, 10 Swiss lakes and an alpine-flower reserve. Point of departure is Stans, just 20 minutes by train from Lucerne.

6www.stanserhorn.ch

How to get there:

09.10 Take the train in Lucerne on Platform 13 to “Direction Engelberg”
09.23 Change the train in Stans (5 min walk)
09.30 Take the Cable Car to Stanserhorn
09.54 Enjoy the spectacular View over Lake Lucerne

Tickets are available at the Tourist Information Lucerne at the railway station.

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Co-Chair of BEST EN

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