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TOURISMOS

An International Multidisciplinary Journal of Tourism

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TOURISMOS

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CONTENTS

Since the mid 90ies the debate of how to achieve the objective of sustainability in the tourism sector is en vogue. Often weakly illuminated, however, is the interesting question as to whether the underlying framework conditions of the tourism industry are consistent with the concept of sustainability. This paper aims on contributing to the dialogue with a new interdisciplinary perspective. Rather than putting the emphasis on the question of whether the tourism industry can be sustainable or how sustainable it can be, the perspective of this paper focuses on whether tourism can support sustainable development. This, so far neglected shift in perspective, opens up a completely new field of academic discussion due to its remodelling of the interrelationship between sustainability and tourism industry. Therefore, in a first step, the possible influences of the tourism industry towards supporting sustainable development will be discussed. In a second step, the results of a qualitative study performed by the authors in the context of the Cypriot Agro Tourism will be presented, in order to empirically elicit existing influences of tourism on sustainable development in the rural areas of Cyprus. Especially, the case study illuminates the consequences of an efficient interplay between strategic and operational decision makers, hence, addressing both, macro and micro issues. The paper concludes, that, in synthesis with the concepts of local heritage, entrepreneurship and location branding, this innovative form of tourism can provide a significant contribution to the economic, social and environmental components of sustainability and can be regarded as a best practice example.

The main object of this study is to explain the importance of strategic stakeholder management in tourism sector. In today's turbulent and chaotic business environment all businesses have to operate under the pressure of different interests and influences which management has to assess and evaluate to adjust them with corporate objectives. Therefore strategic stakeholder management practices could be considered as useful tools in dealing with the stakeholder interests in order to achieve corporate objectives. In making important corporate decisions, it is necessary to know about expectations and impacts of different stakeholders. In this study by examining former studies, the importance of

BOOK REVIEWS

CONFERENCE REPORT

EDITORIAL

This is the seventh issue of TOURISMOS, starting its fourth year of publication (volume four). In the previous six issues, our multidisciplinary journal aimed at justifying the rationale behind introducing yet another journal in tourism academic studies. Capitalising on this effort, we now focus on furthering our scope and consolidating our position in both conceptual developments and practical applications in tourism.

In this context, the present issue contains three research papers, four case studies and two research notes with an international flavour. The papers address a number of topics namely tourist demand, human resources management in hospitality, tourism taxation, tourism planning and policy, sustainable development of rural areas, domestic tourism, tourist motivation in special forms of tourism and the role of public transport in tourism. In particular, *Oscar Claveria and Jordi Datzira* produced a very interesting contribution on tourism demand in Catalonia. The paper adds to the field of detecting the macroeconomic factors that determine tourism demand and propose a useful way to model tourism demand in Catalonia. The second paper by *Sevcan Yildiz, Engin Unguren and Cihan Polat,* examines an interesting and rather underexplored topic: the relationship between personality, gender and hotel departments of a random sample of 91 employees working in 5-star hotels in the Alanya Region of Turkey. The third paper by *Juan Gabriel Brida and Juan S. Pereyra* thoroughly examines a model of vertical differentiation in the accommodation industry, where differentiation is associated with quality.

With respect to the case studies, *Vannarith Chheang* examines the role of state in tourism development policies in post conflict Cambodia by discussing the talks/speeches made by Prime Minister Hun Sen in respect of tourism development policies in Cambodia. *Werner Gronau and Rudi Kaufmann* illuminate the consequences of an efficient interplay between strategic and operational decision makers for sustainable development of rural areas, hence, addressing both, macro and micro issues. *Burcu Selin Yilmaz and Ozgur Devrim Gunel* examine the importance of strategic stakeholder management in the tourism sector by examining former studies, the importance of the concept of stakeholder for organizations, the reasons why organizations should respond to their stakeholders and the need for managing stakeholders strategically. *Mohammad Taghi Sheykhi* explores and assesses various dimensions of tourist activities, multiple meanings and uses of tourism in Iran with particular emphasis on domestic tourism and related state planning and policy.

An interesting research note by *Cheryl A. Brown* outlines and reviews research on public transportation systems in four countries to aid in the development of a Comparative Public Administration course. The four countries (Canada, Mexico, the United Kingdom and South Africa) each offer unique challenges regarding mass transit. Additionally, the article looks at the use of sabbaticals as a tool for researchers, both as a method for revitalizing professionals in the academic world and as a way to encourage research on subjects which may be less well-funded. Finally, *Nahla Osama Nassar and Nashwa Mohamed Talaat* examine in depth the motivations, needs and attitudes of young volunteers that participate in special events.

Based on the previous analysis, I trust that you will enjoy reading the contributions made in this seventh issue of TOURISMOS; we are all looking forward to our next issue in autumn 2009!

Paris Tsartas
Editor-in-Chief

TOURISMOS: AN INTERNATIONAL MULTIDISCIPLINARY JOURNAL OF TOURISM
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TOURISM DEMAND IN CATALONIA: DETECTING EXTERNAL ECONOMIC FACTORS

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There is a lack of studies on tourism demand in Catalonia. To fill the gap, this paper focuses on detecting the macroeconomic factors that determine tourism demand in Catalonia. We also analyse the relation between these factors and tourism demand. Despite the strong seasonal component and the outliers in the time series of some countries, overnight stays give a better indication of tourism demand in Catalonia than the number of tourists. The degree of linear association between the macroeconomic variables and tourism demand is also higher when using quarterly rather than monthly data. Finally, there are notable differences between the results obtained for the different countries analysed. These results indicate that the best way to model tourism demand in Catalonia is to specify a quarterly model of overnight stays, differentiating between an aggregate demand model for the total number of tourists and specific models for each of the countries analysed.

Keywords: *tourism demand in Catalonia, external economic factors, expectations, descriptive analysis*

INTRODUCTION

Catalonia is one of the seventeen autonomous communities in Spain. It is located in the north-east of the Iberian Peninsula, and its capital is Barcelona. It has a population of over seven million, which represents 16% of the total population of Spain. Catalonia is a tourist region, as shown by the large number of tourist products and attractions and by the increasing number of visitors each year. Tourism in Catalonia accounts for 12% of GDP and provides employment for around 19% of the working population in the service sector. Over 14 million foreign visitors come to Catalonia every year, leading to 111 million overnight stays and an estimated tourist expenditure of around 9 billion euros.

Tourism is generated by demand. Therefore, it is important to identify the factors that determine demand (at a tourist level). The study of aggregate tourism demand provides in-depth information about tourist flows. It also helps the making of business decisions and the drawing up of tourist policies.

Although studies have been undertaken for other countries, to date, there have been no analyses of tourism demand in Catalonia. The literature on tourism demand has developed in two areas simultaneously. The first area involves theoretical contributions, which are the basis of tourism demand studies. Such studies focus on defining tourism demand and on analysing its main characteristics. The main contributions to the economics of tourism include papers by Figuerola (1985), Bull (1994), Smith (1995) and De Rus and León (1997).

The second area involves different empirical studies, such as those of Crouch (1994a,b) and Lim (1997). Crouch (1994a,b) carried out a meta-analysis of eighty empirical studies to analyse the variables used to explain tourism demand, and the estimated values of the corresponding elasticity. The work of Witt (1995) is also notable in this area. Lim (1997) extensively reviewed the empirical literature from a more methodological perspective. In addition, pioneering contributions have been made by O'Hagan and Harrison (1984), Uysal and Crompton (1985) and Witt and Martin (1987). Padilla (1988) was the first to draw up indices of income and prices to give an approximation of the relative importance of different foreign countries in the demand for Spanish tourism services.

Other more recent contributions include papers by González and Moral (1995) and Buisán (1997). González and Moral (1995) were the first to use structural time series models in this environment. Buisán (1997) carried out a cointegration analysis. Garín-Muñoz and Amaral (2000), and Ledesma-Rodríguez et al. (2001) used panel data from Spain and Tenerife respectively to estimate a model of tourism demand segmented by nationality.

This brief literature review shows that there is a lack of studies on Catalonia. Thus, the aim of this paper is to detect and analyse the factors that determine tourism demand in Catalonia. In Section 2, we define what we understand by tourism demand and determine how to measure it. External factors that determine tourism demand are identified and a database is compiled. Section 3 contains a descriptive and correlations analysis of both tourism demand in Catalonia and the external factors that could explain this demand. Finally, the main conclusions are set out in Section 4.Start each new paragraph with indent like this.

TOURISM DEMAND IN CATALONIA

Aggregate analysis of tourism demand emerged in the sixties, from the single equation models devised by Gerakis (1965). Since then, the theoretical specification of these models has not altered. However, the econometric techniques used in empirical applications have changed, becoming increasingly sophisticated. Nevertheless, there are inherent limitations in the analysis of aggregate data. As indicated by Morley (1994), individual decisions are diluted in aggregated information.

Different variables are used to measure tourism demand: expenditure at the destination (which is equivalent to tourism income); the number of visitors, arrivals or overnight stays. As indicated by De Rus and León (1997), the choice of one or other variable largely depends on the availability of data and the aims of the study. Frequently, the dependent variable is transformed into per capita terms and scaled up according to the population of origin, as the size of the market determines the total number of visitors.

Crouch (1994a, b) observed that the number of visitors was the dependent variable in 70% of the studies analysed. This is due to the fact that most cases consisted of specific studies between the destination and the country of origin. The remaining studies used tourism income as the dependent variable, apart from a few that used length of stay.

When using the number of visitors as a proxy of aggregate tourism demand, it is usual to differentiate between resident visitors and non-resident or foreign visitors. The numbers of foreign visitors are measured by movements at the border. However, such a measure is only feasible when analysing tourism demand at state level. In addition, Catalonia receives a notable number of day trippers (i.e. people who come to Catalonia but do not stay the night), either because the region is close to their place or residence or because they are just passing through.

In this study, we used both the number of tourists and the number of overnight stays (first destinations)[1] disaggregated by countries. Data includes the number of tourists arriving from each visitor market from January 1997 to August 2005; and the number of overnight stays, according to visitor country, from January 2001 to July 2005.

It is widely accepted in both theoretical and empirical literature that income and the price of tourism services have a major influence on tourism demand. Income acts as a restriction: until a certain level or threshold has been reached, tourism consumption cannot begin. Over time, the critical level of tourism consumption that is linked to this threshold has decreased. Nevertheless, this process is asymmetrical: once tourism consumption has been consolidated, it becomes difficult to give it up. The consumer begins to consume other products, changing the destination if necessary. Thus, Figuerola (1992) indicated that income has a greater influence on the budget allocated to tourism consumption than on the decision to embark on a trip, as individuals adapt their activities, in terms of time, expenditure, destination, etc. but still continue to travel.

Although income and prices are the economic variables that are most commonly used to explain tourism demand, there are other variables:

- ✓ National income of the country of origin approximated using the gross domestic product (GDP) per capita.
- ✓ Prices in the destination approximated using the consumer price index (CPI) or a ratio between the CPI of the destination and that of the visitor markets. In addition, the purchasing power parity (PPP) is used to estimate relative prices.
- ✓ The price of substitute and/or complementary destinations, defined as an index that is the weighted average of prices in the other destinations that compete for the same market.
- ✓ Origin-destination cost of transport. Rus and León (1997) propose constructing an index of the cost of transport in tourist destinations for each mode of transport. Other studies that include this variable use the price of fuel as a proxy for the cost of transport (Buisán, 1997; Ledesma-Rodríguez et al, 2001).
- ✓ Origin-destination exchange rate. This variable could have an effect on tourism demand that is different to that of price.
- ✓ Promotion expenses. If this variable is available, the modelling should take into account the delay effect involved in advertising expenditure.
- ✓ Fashion and preferences, which are approximated by temporary trends. The effects of other variables that were omitted in the specification of the model can also be included here.
- ✓ Accumulated investment. This uses the series of investment in infrastructures in general (transport, communications, etc.).
- ✓ Origin-destination distance. Different kinds of distance can be used: physical (kilometres); economic (cost of the trip); temporal (length of the trip) and psychological or cultural. Thus, this variable can be interpreted, to a certain extent, as a proxy for the cost of the trip.

- ✓ Extraordinary events that have international repercussions. Dummy variables are normally used to include these events in the specification of models.
- ✓ Delayed dependent variable. This variable includes the limitations in the capacity of the tourism industry to meet increases in demand; the persistence of consumption habits (Witt and Martin, 1987): and the tourist capacity of a destination (Buisán, 1995; Garín-Muñoz and Amaral, 2000; Ledesma-Rodríguez et al., 2001).

This list is not exhaustive or closed. It simply aims to illustrate the main factors that determine tourism demand, as presented in the literature. The objective of this study is to analyse which of these factors are available for the visitor markets included in this analysis, and which factors are relevant to tourism demand in Catalonia. Thus, a database can be built using the homogeneous data that is available for the main visitor countries. This database enables us to analyse the characteristics of the selected dependent variables and their relation with tourism demand in Catalonia.

Table 1. Distribution of the frequency of tourists and overnight stays (expressed in thousands)

Year 2004	***Tourists***	*%*	*% cumulated*	***Overnight stays***	*%*	*% cumulated*
France	3566	32.29	32.29	27153	29.15	29.15
United Kingdom	2223	20.13	52.43	18662	20.03	49.18
Belgium and NL	1488	13.48	65.90	15388	16.52	65.70
Germany	1393	12.62	78.52	14959	16.06	81.75
Italy	986	8.93	87.45	7210	7.74	89.49
Switzerland	596	5.40	92.85	3158	3.39	92.88
US and Japan	330	2.99	95.83	2822	3.03	95.91
Russia	326	2.95	98.79	2465	2.65	98.56
Northern countries	134	1.21	100	1342	1.44	100

Source: Compiled by the author, using data from *Turisme de Catalunya* and the Statistical Institute of Catalonia (IDESCAT), as well as Frontur data from the Institute of Tourism Studies (IET).

An analysis of tourism demand in Catalonia for the year 2004 (first destinations), both in terms of the number of tourists and the number of overnight stays, shows that over three quarters of the visitors (87.45% in the case of the number of tourists and 89.49% in the number of overnight stays in Catalonia) come from France; the United Kingdom; Belgium and the Netherlands; Germany; and Italy, in this order (see Table 1). Thus, this paper focuses on macroeconomic information from these five visitor markets[2].

EMPIRICAL ANALYSIS

In this section we analysed the development of tourism demand, both in terms of the number of tourists arriving in Catalonia and the number of overnight stays in the Catalan region. First, a descriptive study of the different variables that determine tourism demand in Catalonia was carried out. From the available homogeneous data, 45 exogenous monthly variables and 29 quarterly variables were included for each one of the five main visitor markets (see Tables 6 and 8). In addition, an analysis of correlations was carried out. This enabled us to study the degree of linear association between different variables and tourism demand in Catalonia for each visitor country[3].

This methodology enabled us to detect and analyse the characteristics of the factors determining tourism demand in Catalonia. Thus, we could fill the existing gap in studies on tourism demand in this region, and verify the hypotheses that are often taken as valid with no empirical evidence.

Descriptive statistical analysis of tourism demand in Catalonia

This subsection contains a descriptive statistical analysis of the tourists arriving in Catalonia and the number of overnight stays, according to the country of origin (Tables 2 to 5). This analysis is limited to the main five visitor markets. The results of the descriptive statistical analysis are presented both for the original monthly series and for the quarterly series[4]. The year-on-year rate of the series, adjusted for seasonality, was used for both the number of tourists and the overnight stays[5].

The following summary measures were obtained: the arithmetic mean ($\bar{x}$), the median (Me), the first (Q_1) and third quartile s (Q_3) as measurements of position, and the minimum ($Min.$), maximum ($Max.$), the range ($R = Max - Min.$), the standard deviation (σ) and the variation coefficient (CV) as dispersion measures.

Table 2. Descriptive analysis of numbers of tourists (1:1998-7:2005)

	$\bar{x}$	*Me*	Q_1	Q_3	*Min.*	*Max.*	*R*	σ	*VC*
Total	10.11	9.59	5.09	15.54	-12.61	28.05	40.67	8.01	79.18
France	14.86	12.08	-1.92	26.25	-32.55	87.74	120.29	22.94	154.33
UK	15.36	14.17	4.67	23.10	-16.73	76.62	93.35	15.40	100.29
Belgium	9.47	8.02	2.56	15.35	-48.86	87.58	136.44	15.78	166.53
NL	22.29	17.15	-6.99	40.04	-66.99	186.39	253.38	48.43	217.26
Germany	5.49	4.45	-2.44	12.10	-42.06	99.03	141.09	15.61	284.41
Italy	13.46	7.76	-0.58	20.66	-48.53	159.74	208.27	27.14	201.67

Source: Compiled by the author.

Table 3. Descriptive analysis of numbers of tourists (I:1998-II:2005)

	$\bar{x}$	*Me*	Q_1	Q_3	*Min.*	*Max.*	*R*	σ	*VC*
Total	9.94	9.91	6.89	13.40	-2.58	21.00	23.58	5.87	59.05
France	13.73	12.71	0.39	25.58	-12.97	45.56	58.53	16.23	118.19
UK	15.06	12.35	8.71	19.69	-3.31	43.35	46.66	10.85	72.02
Belgium	8.76	7.81	2.56	16.10	-9.85	29.87	39.72	9.48	108.21
NL	20.57	19.60	-2.04	39.70	-61.66	167.26	228.92	43.81	213.01
Germany	5.15	4.87	0.55	10.94	-23.22	38.34	61.56	12.26	238.19
Italy	12.33	5.97	1.38	21.82	-17.79	71.03	88.82	18.74	152.02

Source: Compiled by the author.

Table 4. Descriptive analysis of overnight stays (1:2002-8:2005)

	$\bar{x}$	*Me*	Q_1	Q_3	*Min.*	*Max.*	*R*	σ	*VC*
Total	10.13	10.12	-0.54	19.23	-15.75	60.50	76.24	14.90	147.11
France	14.11	9.66	-1.35	27.06	-39.52	93.52	133.04	24.08	170.66
UK	18.16	13.33	-0.34	24.76	-51.16	214.26	265.42	37.03	203.88
Belgium	4.63	5.59	-9.16	9.58	-27.54	76.76	104.30	20.60	445.07
NL	10.89	10.30	-10.74	31.55	-30.17	59.56	89.72	25.05	229.90
Germany	6.13	4.37	-3.31	15.84	-28.98	61.20	90.18	16.99	277.17
Italy	19.60	8.93	-6.65	30.58	-34.08	161.92	196.00	43.51	221.99

Source: Compiled by the author.

Table 5. Descriptive analysis of overnight stays (I:2002-II:2005)

	$\bar{x}$	Me	Q_1	Q_3	$Min.$	$Max.$	R	σ	VC
Total	9.71	10.71	-0.65	17.23	-6.37	35.41	41.78	11.72	120.77
France	12.81	11.10	-2.88	23.16	-11.00	54.22	65.22	19.41	151.47
UK	17.66	12.97	3.11	25.22	-27.67	99.83	127.51	29.39	166.44
Belgium	4.23	-0.68	-6.10	9.81	-20.36	48.90	69.26	17.64	416.72
NL	8.57	7.06	-0.72	17.94	-18.39	37.26	55.65	14.58	170.22
Germany	5.97	6.47	-6.98	18.02	-13.96	25.31	39.27	14.40	241.38
Italy	17.03	8.29	-2.38	46.10	-20.70	61.47	82.17	28.09	164.99

Source: Compiled by the author.

The difference between the arithmetic mean and the median in countries like Italy—for the rate of variation in both the number of tourists and the number of overnight stays—shows that there was strong asymmetry in the distribution of variation rates, in this case towards the lower values of the distribution. These results could be due to outliers[6].

We found less relative dispersion for the monthly data than for the quarterly data. However, the high degree of dispersion in the series of some countries affected the strength of the linear relation between the exogenous variables (external economic factors) and the endogenous variables (rates of tourists and overnight stays). Therefore, an intervention analysis could be carried out on the outliers in the monthly series of tourists and overnight stays in Catalonia.

External macroeconomic factors that determine tourism demand in Catalonia

The homogeneous information available for the main visitor countries and the main macroeconomic factors that determine tourism demand in Catalonia (see Tables 6 and 8) were used to analyse the degree of linear association between the selected dependent variables and tourism demand in Catalonia, by means of a correlations analysis. Tables 7 and 9 show the correlation coefficients for the relationship between each one of the selected exogenous variables and the corresponding endogenous variable (tourists or overnight stays) for each country. Significant correlation coefficients at 5% are indicated in bold.

Table 6. Coding of variables (monthly data)[7]

Code	Variable	Type
1	Crude oil domestic first purchase price	$/barrel
2	Harmonized consumer price index (HICP) for all products	T(1,12)
3	HICP – Transport	T(1,12)
4	HICP - Hotels, cafes and restaurants	T(1,12)
5	Harmonised unemployment (thousands of people)	T(1,12)
6	Harmonised unemployment (rate %)	%
7	Industrial Confidence Indicator	Balance
8	Service Confidence Indicator	Balance
9	Consumer Confidence Indicator	Balance
10	Confidence Indicator for the retail trade sector	Balance
11	Construction Confidence Indicator	Balance
12	Economic Sentiment Indicator	Balance
13	Production trends in recent past *(industry)*	Balance
14	Order books *(industry)*	Balance
15	Export order books *(industry)*	Balance
16	Stocks of finished products *(industry)*	Balance
17	Production expectations for the months ahead *(industry)*	Balance
18	Selling price expectations for the months ahead *(industry)*	Balance
19	Employment expectations for the months ahead *(industry)*	Balance
20	Financial situation of household compared with 12 months ago *(consumer)*	Balance
21	Financial position of household over the next 12 months *(consumer)*	Balance
22	General economic situation over the last 12 months *(consumer))*	Balance
23	General economic situation over the next 12 months *(consumer))*	Balance
24	Cost of living compared with 12 months ago *(consumer)*	Balance
25	Price expectations for the next 12 months *(consumer)*	Balance
26	Unemployment expectations for the next 12 months *(consumer)*	Balance
27	Major purchases at the present time *(consumer)*	Balance
28	Major purchases for the next 12 months *(consumer)*	Balance
29	Savings at the present time *(consumer)*	Balance
30	Savings for the next 12 months *(consumer)*	Balance
31	Present financial situation of household *(consumer)*	Balance
32	Assessment of business climate *(services)*	Balance
33	Evolution of demand in recent months *(services)*	Balance
34	Evolution of demand expected in the months ahead *(services)*	Balance
35	Evolution of employment in recent months *(services)*	Balance
36	Evolution of employment expected in the months ahead *(services)*	Balance
37	Present business (sales) position *(retail trade)*	Balance
38	Present stock *(retail trade)*	Balance
39	Expected orders placed with suppliers during the next 3 months *(retail trade)*	Balance
40	Business trend over the next 6 months *(retail trade)*	Balance
41	Employment expectations over the next 3 months *(retail trade)*	Balance
42	Development of activity compared with the preceding month *(construction*	Balance
43	Evaluation of order books or production schedules *(construction)*	Balance
44	Employment expectations over the next 3 or 4 months *(construction)*	Balance
45	Price expectations over the next 3 or 4 months *(construction)*	Balance

Source: Compiled by the author.

Table 7. Analysis of correlations for monthly variables

Code	France		UK		Belgium		NL		Germany		Italy	
	tourists	stays	tourists	stays	tourists	stays	tourists	stays	tourists	stays	tourists	stays
1	**-0.35**	-0.01	-0.01	-0.14	-0.19	-0.04	0.02	0.05	-0.19	**-0.41**	0.10	-0.04
2	-0.15	-0.13	0.09	-0.21	-0.16	-0.22	0.18	0.21	-0.22	-0.12	**-0.30**	-0.15
3	**-0.34**	-0.12	0.17	0.07	-0.06	-0.29	-0.08	0.04	-0.12	-0.24	-0.05	-0.22
4	**0.31**	**0.46**	**-0.28**	**-0.31**	-0.21	-0.14	**0.30**	0.32	0.18	0.28	**-0.30**	-0.08
5	0.08	-0.22	-0.02	**-0.41**	-0.13	**-0.51**	-0.16	-0.28	0.02	**0.47**	-0.02	-0.22
6	-0.15	**-0.49**	0.07	-0.15	0.12	-0.14	-0.02	-0.12	0.13	-0.30	-0.04	0.00
7	**-0.28**	-0.22	0.12	0.13	0.07	0.27	0.18	0.28	-0.22	-0.15	-0.20	0.09
8	-0.16	0.06	0.04	0.20	0.21	0.23	0.06	0.26	-0.16	-0.06	0.12	0.21
9	-0.02	**0.41**	0.10	-0.06	0.00	0.24	0.12	**0.43**	-0.09	**0.33**	**-0.27**	-0.01
10	**-0.42**	-0.25	0.07	**0.35**	-0.04	-0.06	0.12	**0.31**	**-0.28**	-0.22	-0.16	-0.25
11	-0.04	**0.58**	0.07	**0.36**	0.15	0.04	0.18	**0.38**	0.09	0.11	-0.20	-0.26
12	-0.21	0.05	0.11	0.21	0.12	0.27	0.16	**0.44**	-0.17	-0.02	-0.14	0.10
13	**-0.26**	-0.07	0.10	0.17	0.00	0.27	**0.23**	-0.23	-0.08	-0.04	-0.22	0.01
14	-0.21	0.05	0.01	0.02	0.07	0.12	0.20	0.21	**-0.28**	**-0.34**	-0.18	0.08
15	**-0.30**	-0.21	-0.10	-0.06	0.06	0.21	0.20	0.22	**-0.28**	**-0.31**	-0.11	0.09
16	**0.42**	**0.50**	-0.09	-0.20	0.02	-0.26	-0.11	**-0.31**	0.18	0.13	0.09	-0.09
17	**-0.24**	-0.12	0.21	0.20	0.11	**0.40**	0.14	0.24	-0.10	0.13	-0.21	0.05
18	**-0.25**	0.06	0.22	-0.05	-0.07	0.14	0.12	0.10	-0.16	-0.18	-0.14	0.18
19	0.02	**0.52**	0.05	0.14	0.05	0.26	0.13	0.06	**-0.24**	-0.25	**-0.26**	0.03
20	0.23	**0.34**	**-0.24**	**-0.35**	0.03	0.18	0.16	0.30	-0.17	-0.18	-0.20	-0.04
21	0.16	**0.46**	-0.23	**-0.33**	-0.06	**0.38**	0.15	**0.33**	-0.04	0.09	-0.16	-0.01
22	0.18	**0.63**	0.03	-0.20	0.05	0.19	0.12	0.37	-0.12	-0.03	-0.15	0.03
23	0.04	**0.48**	0.12	-0.07	-0.07	**0.45**	0.12	0.29	-0.06	**0.34**	-0.14	0.09
24	-0.04	-0.24	0.08	**0.31**	-0.21	-0.04	**-0.27**	-0.15	0.06	**0.35**	-0.11	-0.05
25	-0.02	-0.19	**-0.26**	-0.03	0.08	0.10	**0.22**	0.26	-0.14	0.28	-0.21	-0.14
26	0.07	**-0.35**	-0.01	0.24	-0.01	-0.08	-0.12	**-0.42**	0.10	**-0.34**	0.18	-0.16
27	0.04	0.28	**-0.30**	-0.12	0.01	0.07	0.09	**0.40**	-0.09	-0.24	-0.05	0.10
28	0.12	-0.02	-0.22	-0.13	-0.11	0.27	0.17	0.28	-0.09	-0.09	0.17	0.03
29	0.18	-0.01	-0.06	-0.02	-0.05	**-0.34**	0.09	-0.05	0.13	0.31	**-0.28**	-0.29
30	0.00	0.14	0.12	0.15	0.15	-0.17	0.06	0.05	-0.13	0.24	**-0.38**	-0.20
31	**-0.26**	-0.12	0.04	**-0.39**	**-0.27**	0.06	0.14	0.10	-0.05	**-0.31**	0.19	0.07
32	-0.14	0.11	-0.04	0.09	**0.24**	0.18	0.16	0.30	-0.19	-0.03	0.03	0.23
33	-0.20	-0.14	0.04	0.18	**0.25**	0.19	-0.22	-0.24	-0.06	-0.13	0.12	0.01
34	-0.09	0.22	0.11	0.27	0.06	0.19	0.18	**0.32**	-0.18	0.05	0.13	0.10
35	-0.01	0.07	-0.06	0.04	0.23	0.02	0.05	0.26	-0.08	-0.07	0.09	0.27
36	0.04	**0.38**	0.03	0.06	0.18	0.18	0.10	**0.33**	**-0.32**	-0.09	-0.07	0.06
37	-0.02	-0.01	0.06	**0.35**	0.01	-0.14	0.11	0.25	-0.21	-0.25	-0.20	-0.10
38	0.04	-0.15	0.08	-0.13	0.10	0.28	-0.04	-0.16	0.17	0.24	0.06	**0.45**
39	-0.11	0.07	0.04	**0.39**	-0.08	0.10	0.18	**0.40**	**-0.33**	-0.10	0.05	-0.02
40	**-0.50**	**-0.37**	0.13	**0.34**	-0.05	0.23	0.16	**0.43**	**-0.32**	-0.04	-0.03	-0.14
41	0.04	0.29	**-0.24**	-0.12	0.09	0.04	0.14	**0.40**	-0.14	-0.10	-0.17	-0.10
42	-0.11	0.22	**0.26**	**0.38**	0.19	0.18	0.20	0.17	0.02	0.05	-0.20	-0.18
43	0.01	**0.68**	0.08	0.29	0.15	0.03	0.16	**0.38**	0.11	0.14	-0.23	**-0.32**
44	-0.12	**0.38**	0.05	**0.37**	0.14	0.04	0.18	**0.36**	0.08	0.07	-0.14	-0.06
45	-0.04	0.28	0.09	0.22	0.11	0.10	0.19	**0.43**	0.03	**0.34**	-0.20	0.03

Source: Compiled by the author.

Table 8. Coding of variables (quarterly data)[8]

Code	Variable	Type
1	Gross domestic product at market prices	T(1,4)
2	Final consumption expenditure	T(1,4)
3	Final consumption expenditure: households	T(1,4)
4	Gross fixed capital formation – total	T(1,4)
5	Changes in inventories	
6	Net national income	T(1,4)
7	Net disposable income	T(1,4)
8	Net saving	T(1,4)
9	Final consumption expenditure	T(1,4)
10	Gross capital formation	T(1,4)
11	Gross domestic product at market prices	T(1,4)
12	Final consumption expenditure	T(1,4)
13	Final consumption expenditure – household and NPISH (Net profit institutions serving households)	T(1,4)
14	Gross capital formation	T(1,4)
15	Exports of goods and services	T(1,4)
16	Imports of goods and services	T(1,4)
17	Labour cost index - Total labour cost (Industry and services excluding public administration)	Index
18	Labour cost index - Wages and salaries (Industry and services excluding public administration)	Index
19	Production capacity *(industry)*	Balance
20	Duration of assured production in months *(industry)*	Months
21	New orders in recent past *(industry)*	Balance
22	Export expectations for the months ahead *(industry)*	Balance
23	Capacity utilization *(industry)*	%
24	Competitive position in recent past on the domestic market *(industry)*	Balance
25	Competitive position in recent past on the foreign market inside the EU *(industry)*	Balance
26	Competitive position in recent past outside the EU *(industry)*	Balance
27	Likelihood of buying a car within the next two years *(consumer)*	Balance
28	Plans to purchase or build a home within the next two years *(consumer)*	Balance
29	Likelihood of spending any large sum of money on home improvements *(consumer)*	Balance

Source: Compiled by the author.

Table 9. Analysis of correlations for quarterly variables

Code	France		UK		Belgium		NL		Germany		Italy	
	tourists	stays	tourists	stays	tourists	stays		tourists	stays	tourists	stays	tourists
1	-0.18	0.03	0.09	**0.78**	0.39	0.17	0.17	0.16	-0.07	0.21	-0.07	0.34
2	0.10	0.39	0.05	0.46	0.29	0.10	-0.09	0.38	-0.07	-0.29	-0.31	-0.06
3	0.04	0.46	0.06	0.27	0.23	0.01	0.00	**0.54**	-0.12	**-0.56**	-0.21	-0.05
4	**-0.42**	**-0.66**	-0.37	-0.17	0.17	-0.19	0.23	0.05	-0.08	-0.38	0.04	0.17
5	0.05	-0.29	-0.03	0.24	**0.52**	0.29	-	-	0.05	-0.02	0.05	-0.23
6	-0.33	-0.31	-0.25	-0.05	0.25	0.12	-	-	0.38	0.24	0.03	0.48
7	-0.30	-0.26	-0.24	-0.04	0.24	0.06	-	-	0.35	0.21	0.10	0.52
8	-0.24	-0.42	**-0.46**	-0.26	**0.47**	0.14	-	-	0.31	0.32	0.49	0.25
9	-0.08	0.42	-0.14	0.02	-0.05	0.05	0.01	0.39	-0.07	-0.40	-0.33	0.22
10	**-0.52**	-0.25	-0.15	0.14	0.36	-0.17	0.16	-0.15	-0.09	-0.27	0.02	-0.20
11	0.09	**0.61**	0.09	-0.40	**-0.50**	0.20	0.00	0.28	0.18	0.28	-0.02	0.38
12	-0.24	0.46	0.01	-0.40	**-0.46**	-0.06	0.05	0.36	-0.23	-0.20	-0.22	0.40
13	-0.31	-0.11	0.08	0.13	-0.31	0.03	0.06	0.19	-0.39	-0.02	-0.38	0.08
14	-0.14	0.23	0.32	0.04	0.23	-0.19	0.13	**0.60**	-0.45	-0.46	-0.10	-0.13
15	**-0.49**	-0.11	-0.11	**-0.54**	-0.05	-0.20	0.04	-0.18	-0.27	-0.41	-0.01	0.00
16	**-0.52**	-0.23	-0.09	-0.31	-0.01	-0.26	0.09	-0.11	-0.36	**-0.54**	-0.12	-0.07
17	-0.19	-0.23	0.13	**0.75**	-0.29	-0.79	0.09	-0.19	-0.08	-0.16	0.02	0.16
18	-0.17	-0.23	-	-	-0.35	-0.68	0.09	-0.18	-0.06	-0.16	0.01	0.16
19	0.21	-0.22	0.07	0.12	-0.15	-0.11	-0.16	-0.25	0.19	0.17	0.12	-0.32
20	0.09	0.07	0.15	-0.01	0.05	-0.11	0.23	0.03	-0.48	0.48	-0.31	-0.18
21	-0.36	-0.05	-0.07	0.36	0.20	0.39	0.30	0.27	0.02	0.09	0.10	0.13
22	**-0.49**	-0.35	0.27	0.10	0.24	0.44	0.24	0.50	-0.02	-0.10	-0.10	-0.05
23	0.08	0.43	-0.30	-0.34	0.10	0.04	0.24	**0.70**	-0.15	0.01	-0.32	0.06
24	-0.01	0.47	0.05	0.10	-0.03	0.06	0.45	0.45	-0.31	-0.29	-0.15	0.41
25	-0.04	0.01	0.12	0.19	-0.03	0.06	0.28	0.38	-0.19	0.04	-0.43	-0.26
26	-0.02	0.46	**-0.37**	-0.11	-0.15	-0.35	0.13	0.42	-0.18	0.01	-0.44	-0.29
27	0.28	0.40	-0.17	-0.28	-0.08	-0.38	0.17	**0.75**	0.13	0.27	-0.31	0.00
28	**-0.49**	-0.43	-0.17	0.05	0.24	-0.36	0.11	0.55	-0.16	0.22	-0.14	0.14
29	-0.27	0.08	0.06	0.26	-0.28	-0.27	0.21	0.47	0.00	-0.16	-0.31	-0.08

Source: Compiled by the author.

As expected, the sign of the correlations between the overnight stays and the corresponding exogenous variables usually coincides with that of the correlations obtained using the number of tourists. When the signs do not coincide there usually is a weak linear association. Tables 7 and 9 show how the correlations between overnight stays and the corresponding exogenous variables are higher than those obtained using the variation rate for the number of tourists. In addition, the correlations obtained using quarterly data are higher overall than those obtained with the monthly data. These results indicate that quarterly data on overnight stays should be used as a proxy of tourism demand when specifying and estimating a model of aggregate tourism demand for Catalonia.

CONCLUSIONS

The aim of this study was to detect the external macroeconomic factors that determine tourism demand in Catalonia and analyse their relationship, given that there is a lack of applied studies on Catalonia in the literature. The study focuses on first destinations and uses the number of tourists and overnight stays as proxies of tourism demand in Catalonia. However, from a conceptual perspective and from the results of the empirical analysis, the variable of overnight stays was shown to be more appropriate for approximating tourism demand in Catalonia.

First we collected the available homogenous statistical information for the main five visitor markets in order to carry out an analysis of correlations between the group of factors that explain tourism demand in Catalonia and the year-on-year variation rates in the seasonally adjusted series of tourists and overnight stays. We found that final consumption expenditure and expected activity in the retail sector have a notable effect on aggregate demand. However, we can state that tourism demand in Catalonia varies according to the visitor market. Therefore, it is important to differentiate between an aggregate model of demand for the total number of tourists, and specific models for each one of the countries analysed.

The overnight stays of foreign tourists in Catalonia mainly had a higher degree of linear association with the macroeconomic factors. Therefore, we confirmed that the variable overnight stays gives a better approximation of tourism demand in Catalonia than the number of tourists arriving from the visitor markets.

To model tourism demand, we also suggest including dichotomous variables or dummies, as they enable us to incorporate events that have historical series with an insufficient number of observations. This is the case of series related to the influence of low cost airlines on tourism demand in Catalonia; the effect of major events; trade fairs, etc.

In accordance with Buisán (1997), we consider that variations in demand should be studied by means of a function that includes all of the factors that have an effect on demand. Such factors are not only economic. Although data are not always available for many of these factors, particularly at regional level, deeper knowledge of tourism demand could help to detect and act effectively on the different requirements for improving existing offerings and adapting them to the demands of current and potential clients who are increasing well-informed and demanding.

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ENDNOTES

1. Source: Institute of Tourism Studies (IET).
2. Belgium and the Netherlands are treated as one visitor market.
3. We estimated a regression model for each of the countries included in the study, obtaining very poor results except for Germany. Models were specified for quarterly overnight stays using the significant correlated economic factors as dependent variables.
4. Monthly data was converted to quarterly data, as many of the economic variables are only available for quarterly periods.
5. The strong seasonal component observed in the graphic analysis indicated that it was essential to seasonally adjust the series. Overall, the series of tourists and overnight stays by country had different evolutions for France, the United Kingdom and the other visitor countries. The evolution of the series for countries such as France, Germany and Belgium was similar to that of the total number of tourists and overnight stays in Catalonia. In contrast, the evolution of series for countries such as the United Kingdom, Ireland and the Netherlands was different to the total, and showed a high degree of variability. Despite the different evolutions observed between the countries, there was a strong seasonal component in the series for all of the visitor markets. This marked behaviour led us to work with seasonally adjusted series. The series were deseasonalised by means of the Tramo-Seats programme. Adjusted series could then be used to obtain the corresponding year-on-year variation rates.
6. Outliers were observed for some countries Particularly in Germany, Ireland, Italy, the Netherlands and the Nordic Countries in terms of the number of tourists arriving in Catalonia; and Ireland and the United Kingdom, in terms of the overnight stays in Catalonia and notably increased the variability of the series.
7. All of the variables, except 1, 2 3 and 4, were seasonally adjusted from their source of origin. The variables 1 to 4 were not deseasonalised, either because they had no seasonal components or because seasonality was corrected when the year-on-year variation rate was applied. The variables 2 to 4 are indices (1996=100). The variable balance was taken as the percentage of surveyed individuals who expected an increase in the variable minus the percentage of surveyed individuals who expected a decrease. As shown by Anderson (1952), the balance is comparable to a variation rate. See Claveria et al. (2006) for a description of a conversion method of balances into a quantitative measure of agents' expectations and Claveria et al. (2007).for their usefulness with forecasting purposes. The quantitative information comes from the Department of Energy of the US and the European Central

Bank and the balances from the harmonised opinion polls published by the European Commission, including the following: industrial survey; consumer survey; services survey; retail trade survey and construction survey.

8. All of the variables except 17 and 18 have been seasonally adjusted. The variables 1 to 1 were measured in millions of € from 1.1.1999 (ECUs until 31.12.1998). The variables 11 to 16 are indices (1995=100), based on national currency. The variables 17 and 18 are indices (2000=100). The variables 1 to 5 were measured in constant prices of 1995. The quantitative information comes from the European Central Bank and the balances from the harmonised opinion polls published by the European Commission, including the industrial survey and the consumer survey.

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THE RELATIONSHIP BETWEEN PERSONALITY, GENDER AND HOTEL DEPARTMENTS: APPLICATION OF 16 PERSONALITY FACTOR QUESTIONNAIRE IN THE ALANYA REGION IN TURKEY

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This study evaluates relationship between personality, gender and departments of a random sample of 91 employees working in 5-star hotels in the Alanya Region of Turkey. Evaluation was conducted using Cattell's 16 PF (Sixteen Personality Factor) questionnaire. T-test assessed the relationship between personality and gender and one-way Anova analysed personality and department relationship. Results indicate that in the relationship between personality and gender there were significant variance for the openness to change. 16 PF showed significant differences for openness to change, vigilance, privateness and perfectionism subscales, in terms of personality and department relationship.

Key words: *Personality Tests, 16 PF, Tourism, Hotels*

INTRODUCTION

In todays' highly competitive commercial world, amongst production factors such as management, labor, technology, capital and natural resources, human related issues of 'management and labor', have increasing importance. In order to gain commercial success, recruiting the right person at the right time to the right establishment, with the right applications and procedures, are of critical importance. When selecting the right person, in other words, identifying the appropriate personality, the use of personality tests should be considered. Recognition of the importance and use of personality tests is common, especially in implementing recruitment, selection and development processes (Furnham and Drakeley, 2000: 103).

In the late 1980s and early 1990s, use of personality tests gained increasing interest (Dakin et al., 1994: 3). 'Personality' as a concept is not easily definable. It can be described as ways of thinking, feeling and behaving by individual's to their surroundings (Huczyski and Buchanan, 1991). Other definitions include personality as characterised by differences between individuals (www.dbe-online.com: reachingdate:25.09.2007). Personality can be considered as a total sum of psychological aspects that can be used to categorize individuals. It is dynamic, and has a continous development process. Normally there is little change in the personality of individuals over time. According to conditions, however, individuals will change and behave accordingly. But in terms of personality, there is little change (www.ısgucdergi.org: reachingdate:11.07.2007). The different reactions of individuals to events, indicate differences in individuals in terms of their unique personality.

There are four significant factors affecting personality: physical apprearance, the role of individuals, potential energy, and morals. Additionally, it is recognized that 'community aspects' and the individual *per se* must considered (Eren, 2000: 67,68). According to the related literature, personality has been investigated from different perspectives, including traits, social-cognitive approaches and goal orientation. (Zweig and Webster, 2004: 1693). Some psychologists argue that personality is determined by parental genes , whilst others prefer that personality is affected by environmental , cultural and social factors (Huczynski and Buchanan, 1991).

Whilst the literature includes studies regarding personality and gender and relationships in general, there appears to be no research addressing personality and department relationships. For the tourism sector, there appears to be no research focussing on the relationship between personality, gender and departments. These authors' believe that this study will contribute important insights to the literature. Typical gender related studies can be summarized as follows: Jenkins (1994), Brownell (1994) (Ladkin, 1999: 179), Prosser and Robinson (1997), Gould and Penley (1984); regarding female career paths, there is Melamed (1995), and for gender, human capital and career (Tokar et al., 1998: 127). On managerial style and behaviour, there is Caligiuri and Cascio (1998), Adler and Izraeli (1995) (Guthrie et al., 2003: 233). On earnings, Bowles et al. (2001), Thoresen and Barricle (1999) and (Semykina and Linz, 2007: 388).

IMPORTANCE OF PERSONALITY AND PERSONALITY TESTS IN THE TOURISM SECTOR

It is widely recognized that the tourism sector is labor-intensive, therefore, having the right personnel with the 'right personality' is very important. Jobs in the tourism sector require 24 hours service to customers. As Kim et al. (2007) have identified, despite of the importance of personnel in tourism activities, few researches have been completed on *personality*. In job descriptions, skills and abilities are invariably defined, but greater attention is needed in terms of quantifying personality, attitudes and values (Johns et al., 2007: 147).

Personnel recruitment processes, especially the actions of human resource managers, should align to selection of the appropriate person who is suited with company image, tourism sector realities, and customer needs and expectations. In this context, personnel selection can benefit from personality tests.There are many personality tests, for example: California Psychological Inventory, Comrey Personality Scales, Employment Inventory, Hogan Personality Inventory, Jackson Personality Inventory, Minnesota Multiphasic Personality Inventory, Occupational Personality Questinnaire, Sixteen Personality Factor Questionnaire (4th and 5th edition), Personality Research Form, etc. (Goffin and Christiansen, 2003: 341).

In this study, Cattell's 16 PF (Sixteen Personality Factor) Questionnaire 5th edition was used. Cattell's questionnaire is based on 16 personality factors : warmth, reasoning, emotional stability, dominance, liveliness, rule-consciousness, social boldness, sensitivity, vigilance, abstractedness, privateness, apprehension, openness to change, self-reliance, perfectionism, and tension. Cattell's work was heavily based on the prior studies of numerous researchers. Undoubtedly he has made valuable contributions to aspects of industrial psychology (www.personalityresearch.org/papers/fehringer.html:reachingdate:04.07.2007). Cattell's questionnaire can be applied to an individual or to a group of people;it has been used worldwide for more than thirty years (Clarke et al., 1994: 393). Cattell's 16 PF has been used in such countries as Australia, Germany, France, Italy, Japan, and New Zealand (Konuk, 1996: 10). Academicians that have used 16 PF include Dale (1995), Muller (1994), Swanepoel and Van Oudtshoorn (1988) and (Prinsloo and Ebersöhn, 2002: 49).

APPLICATION OF 16 PF QUESTIONNAIRE

Cattell's sixteen personality factor (16 PF) questionnaire was used for a group of 91 employees from two different 5-star hotel chains operating in the Alanya Region of Turkey.

Objectives of the Study

This study has two main objectives, namely gaining understanding of the rationale of human resource managers when using personality tests, and identifying the relationship between personality, gender and departments.

Methodology

Identifying the relationship between personality, gender and departments involved 187 items for 16 personality factors: specifically, warmth, reasoning, emotional stability, dominance, liveliness, rule-consciousness, social boldness, sensitivity, vigilance, abstractedness, privateness, apprehension, openness to change, self-reliance, perfectionism and tension.

For a Turkish version of the 16 PF questionnaire, these authors have benefited from Emre Konuk's (1996) study. In calculating 16 factors, raw scores were used. In finding raw scores, every item score was added and divided by the number of items. In Table 1 the 16 personality factors and their related items are shown.

Table 1. 16 Personality Factors and their Related Items in the Questionnaire

Warmth	3,26,27,51,52,76,101,126,151,176
Reasoning	28,53,54,77,78,102,103,127,128,152,153,177,178
Emotional Stability	4,5,29,30,55,79,80,104,105,129,130,154,179
Dominance	1,6,31,32,56,57,81,106,131,155,156,180,181,
Liveliness	8,33,58,82,83,107,108,132,133,157,158,182,183
Rule-	9,34,59,84,109,134,159,160,184,185

Consciousness	
Social Boldness	10,35,60,85,110,135
Sensitivity	11,12,37,62,87,112,137,138,162,163
Vigilance	13,38,63,64,88,89,113,114,139,164
Abstractedness	14,15,39,40,65,90,115,140,165
Privateness	16,17,41,42,66,67,92,117,142,167
Apprehension	18,19,43,44,68,69,93,94,118,119,143,144,168
Openness to Change	20,45,70,95,120,145,169,170
Self-reliance	22,47,71,72,96,97,121,122,146,171
Perfectionism	23,24,48,73,98,123,147,148,172,173
Tension	25,49,50,74,75,99,100,124,125,149,150,174,175

In addition to Table 1, the scores of each item is shown in Appendix 1.

Data from a 5-star hotel was collected using 105 questionnaire randomly distributed to employees (on 12.04.2008).A total of 91 questionnaires were returned by 19.04.2008. All types of employees (doormen to general manager) from all departments (housekeeping to sales & marketing) completed the questionnaires. Rate of return was %95,5 per cent. The distribution of replied questionnaires was as follows:

By using SPSS (Statistical Package for the Social Sciences), results of Cattell's 16 PF were analyzed.

Findings

In terms of gender, the differences between 16 PF subscales total scores were used to calculate the t test for independent groups. The result show that there are significant differences for dominance, rule-consciousness, sensitivity and self-reliance subscale total scores. T Test results are given in Table 2.

Table 2. T Test Results For Openness to Change

Variables	Level	N	$\overline{X}$	S	df	t	p
Openness to Change	Male	70	5,33	2,1	91	-2,179	0,032
	Female	21	6,52	2,4			

$p<0.05$

Table 2 shows there is a significant difference between males and females for dominance subscale [$t_{(91)}= -2,179$; $p<0.05$]. It can be argued that the male's average score is higher than that for females ($\bar{x}$=5,33). It may be said that , "Openness to Change" subscale point everage is higher than male. Tourism industry is dynamic and high employee turnover rates by its structure. From that reason in order to correspond of custumer and company's needs, employee should always follow new development, actualize of them and improve themself in accordance with necessity of period. The reason of high Openness to Change of female may be the necessity of them to show more effort than males in order to be more successful in the workplace than their male counterparts with their existing social roles.

For other subscales in 16 PF, there is no significant difference between total scores, in terms of gender. In other words, there is no significant difference between males and females in terms of warmth subscale [$t_{(91)}$=0,748; $p>0.05$], reasoning subscale [$t_{(91)}$=0,961; $p>0.05$], dominance subscale [$t_{(91)}$=0,081; $p>0.05$], emotional subscale [$t_{(91)}$=0,479; $p>0.05$], liveliness subscale [$t_{(91)}$=0,114; $p>0.05$], Rule-Consciousness subscale [$t_{(91)}$=0,369; $p>0.05$], social boldness subscale [$t_{(91)}$=0,069; $p>0.05$], Sensitivity subscale [$t_{(91)}$=0,787; $p>0.05$], vigilance subscale [$t_{(91)}$=0,918; $p>0.05$], abstractedness subscale [$t_{(257)}$=0,109; $p>0.05$], privateness subscale [$t_{(91)}$=0,590; $p>0.05$], apprehension subscale [$t_{(91)}$=0,473; $p>0.05$], Self-reliance subscale [$t_{(91)}$=0,069; $p>0.05$], perfectionism subscale [$t_{(91)}$=0,832; $p>0.05$], and tension subscale [$t_{(91)}$=0,750; $p>0.05$].

One-way Anova analysis was completed to find the difference between 16 PF subscale total scores for departments. The result shows that there are significant differences for Vigilance, Privateness, Openness to Change and Perfectionism subscales. The results of one-way Anova is given in Table 3.

Table 3. One-Way Anova Results for Departments

Variable	Level	N	$\bar{X}$	S		KT	sd	KO	F	p
Vigilance (L)	General	1	14,00	,	Between	119,726	9	13,303	2,731	,008
	Managerial	4	9,50	2,517	Groups	394,560	81	4,871		
	Accounting	19	10,26	2,281	Within Groups	514,286	90			
	F&B	19	9,21	1,584	Total					
	Houseekeepin	1	3,00	,						
	g Human	5	12,20	2,490						
	Resource	10	9,10	3,107						
	Security	8	8,63	1,685						
	Front office	3	9,00	1,732						
	Technical	21	9,43	2,226						
	Service									
	Animation									
	Kitchen									
Privateness (N)	General	1	5,00	,	Between	171,505	9	19,056	2,584	,011
	Managerial	4	9,75	2,217	Groups	597,242	81	7,373		
	Accounting	19	10,26	3,142	Within Groups	768,747	90			
	F&B	19	8,42	2,063	Total					
	Houseekeepin	1	6,00	,						
	g Human	5	10,60	2,793						
	Resource	10	11,50	3,598						
	Security	8	11,00	2,070						
	Front office	3	6,33	,577						
	Technical	21	8,76	2,737						
	Service									
	Animation									
	Kitchen									
Openness to Change (Q1)	General	1	6,00	,	Between	102,718	9	11,413	2,619	,010
	Managerial	4	5,25	2,754	Groups	353,041	81	4,359		
	Accounting	19	5,16	2,410	Within Groups	455,758	90			
	F&B	19	6,53	2,412	Total					
	Houseekeepin	1	4,00	,						
	g Human	5	4,20	2,387						
	Resource	10	7,60	1,506						
	Security	8	4,88	1,808						
	Front office	3	7,33	2,082						
	Technical	21	4,71	1,521						
	Service									
	Animation									
	Kitchen									
Perfectionism (Q3)	General	1	13,00	,	Between	95,742	9	10,638	2,445	,016
	Managerial	4	11,25	2,217	Groups	352,368	81	4,350		
	Accounting	19	12,32	2,162	Within Groups	448,110	90			
	F&B	19	11,00	2,582	Total					
	Houseekeepin	1	13,00	,						
	g Human	5	11,20	1,095						
	Resource	10	11,20	2,044						
	Security	8	10,63	1,768						
	Front office	3	8,33	2,082						
	Technical	21	12,86	1,740						
	Service									
	Animation									
	Kitchen									

$p<0.05$

Average scores of 'Vigilance' subscale have significant differences in terms of working departments [F=2,731;p<0.01]. Average scores of 'Privateness' subscale have significant difference, in terms of working departments [F=2,584;p<0.01]. One-way Anova analysis was used to identify the difference between average scores, in terms of 'Openness to Change' subscale. The result shows that average scores have significant differences in terms of working departments [F=2,619;p<0.01]. Identifying the differences between average scores, in terms of 'Perfectionism' subscale, one-way Anova analysis was used. Results show that there are significant differences between 'dominance' average score for departments [F=2,445;p<0.01].

For other subscales in 16 PF, there are no significant differences between departments: in terms of 'Warmth' subscale [F=1,875;p<0.01]; 'Reasoning' subscale [F=1,057;p<0.01]; 'Emotional Stability' subscale [F=1,239;p<0.01]; 'Dominance' subscale [F=1,792;p<0.01]; 'liveliness' subscale [F=1,951;p<0.01]; 'rule-consciousness' subscale [F=1,729;p<0.01]; 'Social Boldness' subscale [F=1,565;p<0.01]; 'sensitivity' subscale [F=1,883;p<0.01]; 'Abstractedness' subscale [F=0,972;p<0.01]; 'Apprehension' subscale [F=0,934;p<0.01]; 'self-reliance' subscale [F=1,724;p<0.01] and 'Tension' subscale [F=1,712;p<0.01].

CONCLUSION

The research results of personality and organizational behaviours show that personality is the most important factor in an individual's behaviour. It is complex to understand individuals. Individuals can be considered as a "closed box". In order to benefit from humans in an efficient and productive way, human resource managers, especially, should try to understand personalities of their employees. With this study, the authors' consider the interests of human resource managers in the context of personality subject /tests.

As a Turkish society, having higher averages than other cultures, in terms of 'warmth', 'social boldness', 'rule-consciousness' and 'sensitivity' subscales can be evaluated as an advantage of Turkish culture. These advantages can be / must be used in the tourism sector.

From the results it can be concluded that gender or departmental differences in a way, have some advantages for individuals during recruitment process.

This study benefitted from Cattell's 16 PF questionnaire. The relationship between personality, gender and departments of sampled hotel employees were considered. Our study can be considered as an important contribution in personality tests in the Turkish tourism sector. However, as a limitation, it is not possible to generalize our findings.

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Appendix 1: Scores of Each Item

1*	a: yes	b: uncertain	c: no
2*	a: yes	b: uncertain	c: no
3	a: in a sociable suburb:2	b: in between: 1	c: alone in the deep woods: 0
4	a: always: 2	b: generally: 1	c: seldom: 0
5	a: yes (true): 0	b: uncertain: 1	c: no (falce): 2
6	a: yes: 0	b: sometimes: 1	c: no: 2
7	a: generally: 2	b: sometimes: 1	c: never: 0
8	a: true: 0	b: uncertain: 1	c: false: 2
9	a: leave them to settle it: 0	b: uncertain: 1	c: reason with them: 2
10	a: redily come forward: 2	b: in between: 1	c: prefer to stay quietly in the background: 0
11	a: a construction engineer: 0	b: uncertain: 1	c: a writer of plays: 2
12	a: true: 2	b: uncertain: 1	c: false: 0
13	a: yes: 0	b: in between: 1	c: no: 2
14	a: yes: 0	b: in between: 1	c: no: 2
15	a: agree: 0	b: uncertain: 1	c: disagree: 2
16	a: yes: 0	b: uncertain: 1	c: no: 2
17	a: only if necessary2	b: in between: 1	c: readily, whenever I have a chance: 0
18	a: yes: 2	b: in between: 1	c: no: 0
19	a: have no feeling of quilt: 0	b: in between: 1	c: still feel a bit quilty: 2
20	a: yes: 2	b: uncertain: 1	c: no: 0
21	a: heart: 0	b: feelings and reason equally: 1	c: head: 2
22	a: yes: 0	b: in between: 1	c: no: 2
23	a: true: 0	b: uncertain: 1	c: false: 2
24	a: to say things, just as they occur to me: 0	b: in between: 1	c: to get my thoughts well organized first: 2
25	a: yes: 0	b: in between: 1	c: no: 2
26	a: a carpenter or cook: 0	b: uncertain: 1	c: a waiter or waitress in a good restaurant: 2
27	a: only a few offices: 0	b: several: 1	c: many offices: 2
28	a: sharp: 0	b: cut: 1	c: point: 0
29	a: true: 0	b: uncertain: 1	c: false: 2
30	a: true: 2	b: uncertain: 1	c: false: 0
31	a: only after considerable discussion: 0	b: in between: 1	c: promptly: 2
32	a: true: 0	b: in between: 1	c: false: 2
33	a: yes: 2	b: uncertain: 1	c: no: 0
34	a: just accept it: 0	b: in between: 1	c: get disgusted and annoyed: 2
35	a: yes: 0	b: in between: 1	c: no: 2
36	a: yes: 2	b: in between: 1	c: no: 0
37	a: music: 2	b: uncertain: 1	c: handwork and crafts: 0
38	a: yes: 2	b: sometimes: 1	c: no: 0
39	a: help their children develop their affections: 2	b: in between: 1	c: teach their children how to control emotions: 0
40	a: try to improve arrangements: 2	b: in between: 1	c: keep the records and see that rules are followed: 0
41	a: yes: 0	b: in between: 1	c: no: 2
42	a: yes: 2	b: in between: 1	c: no: 0
43	a: true: 2	b: in between: 1	c: false: 0
44	a: make it a chance to ask for something I want: 0	b: in between: 1	c: fear I've done something wrong: 2
45	a: more steady and "solid" citizens: 0	b: uncertain: 1	c: more "idealists" with plans for a better world: 2
46	a: yes: 2	b: uncertain: 1	c: no: 0
47	a: occasionally: 2	b: fairly often: 1	c: a great deal: 0
48	a: yes: 2	b: in between: 1	c: no: 0
49	a: yes: 2	b: in between: 1	c: no: 0
50	a: yes: 2	b: in between: 1	c: no: 0

51	a: a forester: 0	b: uncertain: 1	c: a high school teacher: 2
52	a. like to give personal presents: 2	b: uncertain: 1	c: feel that buying presents is a bit of a nuisance: 0
53	a: smile: 0	b: success: 1	c: happy: 0
54	a: candle: 0	b: moon: 1	c: electric light: 0
55	a: hardly ever: 2	b: occasionally: 1	c: quite a lot: 0
56	a: yes: 2	b: uncertain: 1	c: no: 0
57	a: true: 0	b: in between: 1	c: false: 2
58	a: more that once a week (more than average): 2	b: about once a week (average): 1	c: less than once a week (less than average): 0
59	a: true: 0	b: uncertain: 1	c: false: 2
60	a: yes: 0	b: in between: 1	c: no: 2
61	a: yes: 0	b: in between: 1	c: no: 2
62	a: yes: 0	b: in between: 1	c: no: 2
63	a: try to calm that person down: 0	b: uncertain: 1	c: get irritated: 2
64	a: true: 0	b: uncertain: 1	c: false: 2
65	a: yes: 2	b: in between: 1	c: no: 0
66	a: yes: 0	b: in between: 1	c: no: 2
67	a: true: 0	b: uncertain: 1	c: false: 2
68	a: very rarely: 0	b: in between: 1	c: quite often: 2
69	a: yes: 2	b: in between: 1	c: no: 0
70	a: kept my own opinion: 2	b: in between: 1	c: accepted their authority: 0
71	a: yes: 2	b: uncertain: 1	c: no: 0
72	a: true: 2	b: uncertain: 1	c: false: 0
73	a: true: 2	b: uncertain: 1	c: false: 0
74	a: often: 2	b: occasionally: 1	c: never: 0
75	a: yes: 0	b: in between: 1	c: no: 2
76	a: working on it in the laboratory: 0	b: uncertain: 1	c: selling it to people: 2
77	a: brave: 0	b: anxious: 0	c: terrible: 1
78	a: 3/7: 0	b: 3/9: 1	c: 3/11: 0
79	a: true: 0	b: uncertain: 1	c: false: 2
80	a: often: 0	b: occasionally: 1	c: never: 2
81	a: yes: 0	b: in between: 1	c: no: 2
82	a: yes: 0	b: in between: 1	c: no: 2
83	a: true: 2	b: uncertain: 1	c: false: 0
84	a: yes: 0	b: in between: 1	c: no: 2
85	a: quite often: 0	b: occasionally: 1	c: hardly ever: 2
86	a: yes: 0	b: in between: 1	c: no: 2
87	a: a realistic account of military or political battles: 0	b: uncertain: 1	c: a sensitive, imaginative novel: 2
88	a: yes: 2	b: in between: 1	c: no: 0
89	a: true: 0	b: in between: 1	c: false: 2
90	a: yes: 0	b: in between: 1	c: no: 2
91	a: read something profound, but interesting: 2	b: uncertain: 1	c: pass the time talking casually with a fellow: 0
92	a: yes: 0	b: in between: 1	c: no: 2
93	a: it doesn't upset me a bit: 0	b: in between: 1	c: I trend to get downhearted: 2
94	a: yes: 2	b: in between: 1	c: no: 0
95	a: a fixed certain salary: 0	b: in between: 1	
96	a: to discuss issues with people: 0	b: in between: 1	c: to rely on the actual news reports: 2
97	a: yes: 0	b: in between: 1	c: no: 2
98	a: true: 2	b: in between: 1	c: false: 0
99	a: yes: 2	b: in between: 1	c: no: 0
100	a: yes: 0	b: in between: 1	c: no: 2

101	a: talking to customers: 2	b: in between: 1	c: keeping office accounts and records: 0
102	a: prison: 0	b: sin: 0	c: stealing: 1
103	a: qp: 0	b: bq: 1	c: tu: 0
104	a: keep quiet: 2	b: uncertain: 1	c: despise them: 0
105	a: can keep my mind on the music and not be bothered: 2	b: in between: 1	c: find is spoils my enjoyment and annoys me: 0
106	a: polite and quiet: 0	b: in between: 1	c: forceful: 2
107	a: yes: 0	b: uncertain: 1	c: no: 2
108	a: true: 0	b: uncertain: 1	c: false: 2
109	a: try to plan ahead, before I meet them: 2	b: in between: 1	c: assume I can handle them when they come: 0
110	a: true: 2	b: uncertain: 1	c: false: 0
111	a: yes: 2	b: in between: 1	c: no: 0
112	a: a guidence worker helping young people find jobs: 2	b: uncertain: 1	c: in charge of efficiency engineering: 0
113	a: yes: 2	b: in between: 1	c: no: 0
114	a: yes: 2	b: in between: 1	c: no: 0
115	a: yes: 2	b: uncertain: 1	c: no: 0
116	a: true: 2	b: uncertain: 1	c: false: 0
117	a: "that person is a liar"2	b: in between: 1	c: "apparently that person is misinformed": 0
118	a: often: 2	b: occasionally: 1	c: never: 0
119	a: yes: 2	b: in between: 1	c: no: 0
120	a: yes: 0	b: in between: 1	c: no: 2
121	a: a lot: 0	b: somewhat: 1	c: not at all: 2
122	a: with a commitee: 0	b: uncertain: 1	c: on my own: 2
123	a: often: 0	b: occasionally: 1	c: never: 2
124	a: yes: 2	b: in between: 1	c: no: 0
125	a: yes: 0	b: in between: 1	c: no: 2
126	a: a lawyer: 2	b: uncertain: 1	c: a navigator or pilot: 0
127	a: fast: 0	b: best: 0	c: quickest: 1
128	a: oxxx: 0	b: ooxx: 1	c: xooo: 0
129	a: true: 0	b: in between: 1	c: false: 2
130	a: yes: 2	b: in between: 1	c: no: 0
131	a: yes: 2	b: in between: 1	c: no: 0
132	a: yes: 2	b: in between: 1	c: no: 0
133	a: yes: 2	b: in between: 1	c: no: 0
134	a: yes: 2	b: in between: 1	c: no: 0
135	a: yes: 2	b: in between: 1	c: no: 0
136	a: show my emotions as I wish: 2	b: in between: 1	c: keep my emotions to myself: 0
137	a: light, dry and brisk: 0	b: in between: 1	c: emotional and sentimental: 2
138	a: yes: 2	b: uncertain: 1	c: no: 0
139	a: let it go: 0	b: in between: 1	c: give people a chance to hear it again: 2
140	a: yes: 2	b: in between: 1	c: no: 0
141	a: yes: 0	b: uncertain: 1	c: no: 2
142	a: yes: 0	b: uncertain: 1	c: no: 2
143	a: yes: 2	b: uncertain: 1	c: no: 0
144	a: true: 0	b: uncertain: 1	c: false: 2
145	a: like to see a "winner"2	b: in between: 1	c: wish that it would be smoothed over: 0
146	a: yes: 2	b: in between: 1	c: no: 0
147	a: yes: 0	b: in between: 1	c: no: 2
148	a: yes: 2	b: uncertain: 1	c: no: 0
149	a: yes: 2	b: sometimes: 1	c: no: 0
150	a: true: 0	b: uncertain: 1	c: false: 2

151	a: an artist: 0	b: uncertain: 1	c: a secretary running a club: 2
152	a: any: 1	b: some: 0	c: most: 0
153	a: thorn: 0	b: red petals: 0	c: scent: 1
154	a: often: 0	b: occasionally: 1	c: practically never: 2
155	a: yes: 2	b: in between: 1	c: no: 0
156	a: yes: 2	b: in between: 1	c: no: 0
157	a: true: 0	b: uncertain: 1	c: false: 2
158	a: true: 0	b: uncertain: 1	c: false: 2
159	a: occasionally: 0	b: hardly ever: 1	c: never: 2
160	a: yes: 2	b: in between: 1	c: no: 0
161	a: yes: 0	b: in between: 1	c: no: 2
162	a: true: 0	b: in between: 1	c: false: 2
163	a: English: 2	b: uncertain: 1	c: mathematics or arithmetic: 0
164	a: yes: 2	b: uncertain: 1	c: no: 0
165	a: is often quite interesting and has a lot to it: 0	b: in between: 1	
166	a: yes: 0	b: in between: 1	c: no: 2
167	a: give the child enough affection: 0	b: in between: 1	c: have the child learn desirable habits and attitudes: 2
168	a: yes: 0	b: in between: 1	c: no: 2
169	a: yes: 2	b: in between: 1	c: no: 0
170	a: the question of moral purpose: 0	b: uncertain: 1	c: the political difficulities: 2
171	a: reading a well-written book: 2	b: in between: 1	c: joining a group discussion: 0

172	a: true: 0	b: uncertain: 1	c: false: 2
173	a: always: 2	b: generally: 1	c: only if it's practicable: 0
174	a: yes: 2	b: in between: 1	c: no: 0
175	a: true: 0	b: uncertain: 1	c: false: 2
176	a: accept: 2	b: uncertain: 1	c: politely say I'm too busy: 0
177	a: wide: 1	b: zigzag: 0	c: straight: 0
178	a: nowhere: 1	b: far: 0	c: away: 0
179	a: yes: 2	b: in between: 1	c: no: 0
180	a: yes: 2	b: in between: 1	c: no: 0
181	a: nerve in meeting challenges: 2	b: uncertain: 1	c: tolerance of other people's wishes: 0
182	a: yes: 2	b: in between: 1	c: no: 0
183	a: yes: 2	b: in between: 1	c: no: 0
184	a: true: 2	b: in between: 1	c: false: 0
185	a: yes: 2	b: in between: 1	c: no: 0
186	a: yes: 2	b: uncertain: 1	c: no: 0
187*	a: yes	b: uncertain	c: no

*** In all 16 PF studies these items have no scores.**

ENDNOTES

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TOURISM TAXATION AND ENVIRONMENTAL QUALITY IN A MODEL WITH VERTICAL DIFFERENTIATION

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The environmental quality of destination has become a tool that hotels have to hold the tourism demand. In this paper we are going to present a model of vertical differentiation in the accommodation industry, where differentiation is associated with quality. Additionally, we assume the existence of a lump sum tax in the accommodation industry. Two are the main results which will be proved in this article; first, if the tourist's willingness to pay for quality increases then both the demand and the price for tourism services increase as a result. However, the increment of the demand for best environmental quality gets higher, and therefore, the environmental quality level of tourism services, that the destination offers, decreases. Second, an increase in the value of the tourism tax leads to an increase in the total environmental quality of the destination.

Keywords: *duopoly, tourism demand, hotel service quality, environment.*

INTRODUCTION

The last years have seen a significant growth in the tourism sector, and in particular in the activities related to the accommodation industry. For instance, the international tourism receipts increased from 207 in 1990 up to 586 billons of Euros in 2006 (data from (UNWT, 2007)). This new scenario has led the importance of the quality of tourism service to a better standard.

Moreover, an important share of the tourism sector is its interdependency with the environmental quality of the destination. On one hand, tourism, as well as all the economics activities, directly affects the environment. The tourism sector and policy makers are interested in investing on the environmental quality and on a sustainable utilization of the local resources. However, on the other hand, the tourism sector depends on the natural environment; the environmental quality of a tourism destination is therefore an important tool that hotels have to hold the tourism demand. Many articles have studied this aspect: for example (Fick and Ritchie, 1991) shows that the success of a tourism destination depends critically on the quality of the services they guarantee. In this respect, (González and León, 2001), in their study about the adoption of environmental innovations in the hotel industry of Gran Canaria (Spain), found out that hotels have strategic opportunities to improve their net profits through an effective environmental management. These authors show that environmental innovations have a positive impact on tourism demand, and that the public policies can also contribute, through incentives for environmental investments and the diffusion of information on environmental measures. Such a strong interdependency with the environmental quality leads to important consequences. For example (Pintassilgo and Silva, 2007) showed that open market access leads to an overexploitation in respect to economy and environment; as they proved, "Present research shows that tourism can destroy tourism". In fact, these authors recommend limiting the number of firms through many policy instruments such as the use of taxes.

As a result of this interdependency, it can be said that the environmental quality of a tourism region is mainly produced by the accommodation industry. For example, one of the key objectives shared by the biggest hotel chains is the maintenance of bathing water and good beach quality. The animal protection in the nearest of hotels also plays a big rule. Nevertheless, a reduction of environmental impact, through small systematic steps, such as improvements in eco-efficiency can be a huge factor as well. In addition, a good managing of the accommodation industry in respect to the environment `produces' the quality of the tourism destination. In this paper it is taken into account the environmental quality as the quality of the tourism service offered by the accommodation industry.

From a tourist point of view, the importance of the environmental quality is out of the question, since tourists are mainly interested in it. In this respect, (Huybers and Bennet, 2000) analyze the impact of the environment on holiday destination choices of prospective UK tourists. These authors found out that tourists are willing to pay more in order to visit a destination with high environmental quality (see also (Sinclair and Stabler, 1997) and (Clewer, 1992)). From all those studies appears clear that environmental quality is important for tourists and that in a large number of cases, they are willing to pay for quality. This is another peculiar characteristic of the tourism demand, and one of the components of the model analyzed in this paper.

Many studies in tourism economics focus on the horizontal differentiation of the accommodation industry. In particular, (Calveras, 2003), (Accinelli et al., 2006), (Brida and Pereyra, 2008a) and (Brida and Pereyra, 2008b), studied a model where tourists are characterized by their location. This kind of horizontal differentiation is called Hotelling-type models. In this paper, it is adopted a model of vertical differentiation where all tourists have the same ranking of quality; in fact all tourists agree that high quality is better, but they differ on their willingness to pay for it. However this two models seem to be very different, (Cremer and Thisse, 1991) have proved that the Hottelling model is a special case of a vertical product differentiation model. In this sense, the model that we present in this article, works in a larger range of action than the models above. An interesting model of vertical differentiation in tourism economics is the one presented by (García and Tugores, 2006). In that model, two hotels play a two stage game: at the first, the quality of the services is chosen by hotels, and then they compete in prices. It is shown that hotels choose to offer differentiated services. (Wauthy, 1996), also, gives a complete characterization of quality choices in a duopoly model of vertical product differentiation, in which firms simultaneously choose the quality to offer, and then compete in prices.

In this article we present a model of vertical differentiation in the accommodation industry, where differentiation will be associated with quality. Additionally, we assume the existence of a lump sum tax in the accommodation sector. Taxing became in fact a very common policy instrument, with the aim of controlling the negative impact of tourism on the environment. There are many economic studies about tourism taxation, as for example (Gooroochurn and Sinclair, 2005), (Aguiló et al., 2005), (Jensen and Wanhill, 2002), (Arbel and Ravid, 1983), (Himiestra and Ismail, 1992), (Bonham and Gangnes, 1996), (Warnken et al., 2004), (Fuji et al., 1985) and (Palmer and Riera, 2003). In this paper such a control operates through a demand reduction. This model looks at the impact of tourism taxation on the environmental quality, and other economic variables. Nevertheless, the value of some parameters, which influence the efficiency of that taxation, has been also taken into account.

The paper is structured as follows. In the next section we will introduce the model, which will be solved in the following chapter. In section 4, the focus is on how environmental quality and tourism taxation interact. Conclusions and further developments are left in the last section.

THE MODEL

The model assumes the existence of two hotels: Hotel 1 and Hotel 2. They offer different tourism services, which are respectively sold at prices p_1 and p_2. Each tourism service is associated with a parameter $v_i > 0$, with $i = 1,2$, that represents the quality of the service of each hotel. It will be supposed that the quality of the service of hotel 1 is higher than in hotel 2, that is, $v_1 > v_2$. then hotel 1 is associated with the best possible quality. Further in this paper we assume that the environmental quality of the destination equals the sum of the quality of both hotels, i.e. $v = v_1 + v_2$. This assumption is based on the fact that, as we supp.ose, both hotels have the same characteristics, and the main difference between them is how much they invest in the environmental quality of the destination.

On the demand side there is a continuum of tourists distributed uniformly, with unit density, over the interval $[\overline{\theta} - 1, \overline{\theta}]$ ($\overline{\theta} > 1$). each tourist is defined by a value of the parameter $\theta \in [\overline{\theta} - 1, \overline{\theta}]$. A higher θ represents a tourist that is willing to pay more for a given quality. All tourists, at a given price, prefer higher quality, but they differ on the willingness to pay for it. Moreover, a higher value of $\overline{\theta}$ implies that all tourists are willing to pay a higher price for quality. As in Tirole (1988) θ can be viewed as the marginal rate of substitution between quality and income, which means that, a low value of θ stands for a high marginal utility of income, and therefore a lower income. Thus, this model is similar to those once, where consumers differ on their incomes such as (Gabszewick and Thisse, 1979) and (Bonano, 1986).

Each tourist goes for one of the following things: buy the tourism service of hotel 1, buy the tourism service of hotel 2, and do not buy at all. Additionally, is supposed the existence of a lump sum tax in the accommodation sector, which is to be intended in the following way: every tourist has to pay a tax when they buy tourism services in both hotels. Such an assumption will be soon developed, since the difference between those costs is one the most relevant points of our analysis. Given the fact that we supp.ose that the cost is higher in hotel 1, we just compute the difference of that cost (that is denoted by t). We assume that the differential tax that tourists have to pay in order to buy services from hotel 1 is not very high, with respect to the top quality and the willingness to pay for it, which produces no demand. In particular (and to simplify the algebra of the model) we assume that $t < \frac{\overline{\theta} v_1}{12}$. Then a tourist with index $\theta \in \left[\overline{\theta} - 1, \overline{\theta}\right]$ maximizes the following utility function based on (Tirole, 1988):

$$u_\theta = \begin{cases} \theta v_1 - p_1 - t & \text{if the tourist buy from hotel 1} \\ \theta v_2 - p_2 & \text{if the tourist buy from hotel 2} \\ 0 & \text{otherwise} \end{cases}$$

(1)

Note that, as expected, the utility function is increasing, for any given prices, with quality and willingness to pay for it. Hotels play the following three stage game. First, hotel 1 chooses the quality of the tourism service that will offer (v_1) from the interval $\left[0, \tilde{v}\right]$, $\tilde{v} > 0$. Then, hotel 2 observes v_1 and chooses the quality of the service they want to offer v_2 from the interval $\left[0, v_1\right]$. In the last stage, both hotels choose the price simultaneously, having observed v_1 and v_2. To solve the model, is used the backward induction, aimed to obtain a sub-game perfect Nash equilibrium.

THE OPTIMAL ELECTION OF QUALITY AND PRICE

To compute the demand that each hotel faces, first we must find the indifferences points. Then, we denote as θ_1 the tourist indifferent between going to hotel 1 or 2. Using (1) it can be found that:

$$\theta_1 = \frac{(p_{1-} p_2) + t}{v_1 - v_2} \tag{2}$$

Similarly, θ_2 represents the tourist's indifference between going to hotel 2 or staying at home:

$$\theta_2 = \frac{p_2}{v_2} \tag{3}$$

We compute now the demands for both regions. Tourists with $\theta \ / \ \overline{\theta} - 1 \le \theta \le \theta_2$ do not buy tourism services in the hotels; if it happ.ens $\theta \ / \ \theta_2 \le \theta \le \theta_1$ then the tourist will prefer to buy at hotel 2 rather than not to buy. Finally tourists with $\theta \ / \ \theta_1 \le \theta \le \overline{\theta}$ will buy tourism services at hotel 1. Then using (2) and (3), the demand functions of both hotels will be:

$$D_1 = \overline{\theta} - \frac{(p_1 - p_2) + t}{v_1 - v_2} \tag{4}$$

$$D_2 = \frac{(p_1 - p_2) + t}{v_1 - v_2} - \frac{p_2}{v_2} \tag{5}$$

where D_i is the demand faced by hotel $i = 1, 2.$ Observe that, as asserted in (González and León, 2001), both demand depends positively on the quality of the tourist's services.

To solve the game, we first have to consider the choice of prices of both hotels. Then we will study the choice of quality of hotel 2, based on the choice of hotel 1. Therefore, the process has to be divided in two stages, which we are going to analyze.

Stage 1: As it is usual in industrial economic models, we assume that costs of production are zero. Then the problem faced by hotel 1 is to select the best price for the tourism service that maximizes its profits π_1 :

$$\max \pi_1 = \max\ p_1 D_1 = \max\ p_1 \left(\overline{\theta} - \frac{(p_1 - p_2) + t}{v_1 - v_2} \right) \tag{6}$$

From the first order conditions it can be found:

$$p_1 = \frac{p_2 + \overline{\theta}(v_1 - v_2) - t}{2} \tag{7}$$

The correspond problem faced by hotel 2 is:

$$\max \pi_2 = \max\ p_2 D_2 = \max\ p_2 \left(\frac{(p_1 - p_2) + t}{v_1 - v_2} - \frac{p_2}{v_2} \right) \tag{8}$$

Then, solving (8) we have:

$$p_2 = \frac{v_2 (p_1 + t)}{2 v_1} \tag{9}$$

If we combine (7) and (9) to find the prices corresponding to the Nash equilibrium, we obtain:

$$p_1 = \frac{2\bar{\theta}v_1(v_1 - v_2) - t(2v_1 - v_2)}{4v_1 - v_2} \qquad p_2 = \frac{\bar{\theta}v_2(v_1 - v_2) + tv_2}{4v_1 - v_2} \tag{10}$$

Observe that p_1 is decreasing on t. The reason is that if the tax increases (that is, if it is more expensive to buy from hotel 1 or cheaper from hotel 2), then by (4), the demand for tourist's service of hotel 1 falls, causing a decrease in price. A quite similar consideration can be done by looking at p_2, however, in this case, the function is increasing on the value of the tax. Another interesting point is given by the effects of changes in $\bar{\theta}$. Given that in (10) both prices are increasing on $\bar{\theta}$, an increase in this parameter will produce an improvement of the prices. That is because all tourists are willing to pay more for quality. In this respect, if tourists believe that environmental quality is more important, then prices will become higher as a consequence. This last result is in line with the conclusions of (Keane, 1997), where is explained how prices are a sign of the quality of a tourism destination.

Now substitute (10) on (6) and (8) to obtain the profits function of both hotels:

$$\pi_1 = \frac{\left(tv_2 - 2tv_1 + 2\bar{\theta}v_1^2 - 2\bar{\theta}v_1v_2\right)^2}{\left(v_2 - 4v_1\right)^2\left(v_1 - v_2\right)} \qquad \pi_2 = \frac{v_1v_2\left(t + \bar{\theta}v_1 - \bar{\theta}v_2\right)^2}{\left(4v_1 - v_2\right)^2\left(v_1 - v_2\right)} \tag{11}$$

Stage 2: On the first stage of the game, hotel 1 chooses the quality of its services in the interval $[0, \tilde{v}]$. Then hotel 2, observed the value of v_1, chooses v_2 to maximize π_2. As it is asserted by (Wauthy, 1996), $v_2 = v_1$ cannot be the best reply of hotel 2, because this choice yields Bertrand competition and zero out the profits in the price game. Then v_2 must be strictly less than v_1. The first order conditions for the profits maximization of hotel 2 is:

$$\frac{\partial \pi_2}{\partial v_2} = 0 \Leftrightarrow \left(4tv_1^2 - 2tv_2^2 + 4\bar{\theta}v_1^3 + 7\bar{\theta}v_1v_2^2 - 11\bar{\theta}v_1^2v_2 + tv_1v_2\right)\left(t + \bar{\theta}v_1 - \bar{\theta}v_2\right) = 0 \tag{12}$$

Then to maximize its profits, hotel 2 must choose a quality v_2 that verify:

$$\left(t+\overline{\theta}v_1-\overline{\theta}v_2\right)=0 \qquad (13)$$

or

$$\left(4tv_1^2-2tv_2^2+4\overline{\theta}v_1^3+7\overline{\theta}v_1v_2^2-11\overline{\theta}v_1^2v_2+tv_1v_2\right)=0 \qquad (14)$$

The equation defined by (13) leads to the following solution:

$$v_2=\frac{1}{\overline{\theta}}\left(t+\overline{\theta}v_1\right)=\frac{t}{\overline{\theta}}+v_1$$

(15)

However, since by hypothesis $v_1 > v_2$, this solution must be discarded. Then the solution is defined by (14), so that the optimal election of quality is[2]:

$$v_2=\frac{v_1\left((t-11\overline{\theta}v_1)+\sqrt{3\left(t-3\overline{\theta}v_1\right)\left(11t-\overline{\theta}v_1\right)}\right)}{2(2t-7\overline{\theta}v_1)} \qquad (16)$$

Finally we brought the following values to the equilibrium. They stand for the quality of the tourist sector in each hotel:

$$v_1=\hat{v}$$

$$v_2^*=\frac{\hat{v}\left((t-11\overline{\theta}\hat{v})+\sqrt{3\left(t-3\overline{\theta}\hat{v}\right)\left(11t-\overline{\theta}\hat{v}\right)}\right)}{2(2t-7\overline{\theta}\hat{v})} \qquad (17)$$

Now by substituting (17) with (10), we will find the exact equilibrium prices.

ENVIRONMENTAL QUALITY AND TOURISM TAXATION

The model we have solved in the last section will be used now to study the effects of changes of some variables in the equilibrium values. In this respect, the first important result is the following:

<u>*Proposition 1:*</u> *If the tourist's willingness to pay for quality increases,*

[2]See appendix I for the details.

then:

1) *The demand for tourism services faced by hotel 1 (the best quality hotel) increases by more than the demand of hotel 2.*
2) *The price for tourism services of hotel 1 increases by more than the price of hotel 2.*
3) *The quality level of tourism services offered by hotel 2 decreases.*

Proof:
1) When equation (10), is substituted by (4) and (5), we find that:

$$D_1 = \frac{2\overline{\theta} v_1 (v_1 - v_2) - t(2v_1 - v_2)}{(v_1 - v_2)(4v_1 - v_2)} \tag{18}$$

$$D_2 = \frac{\overline{\theta} v_1 (v_1 - v_2) + v_1 t}{(v_1 - v_2)(4v_1 - v_2)} \tag{19}$$

Now can be computed the derivative of both demands respect $\overline{\theta}$:

$$\frac{\partial D_1}{\partial \overline{\theta}} = \frac{2v_1}{4v_1 - v_2} \tag{20}$$

$$\frac{\partial D_2}{\partial \overline{\theta}} = \frac{v_1}{4v_1 - v_2} \tag{21}$$

Then, since $\frac{\partial D_1}{\partial \overline{\theta}} > 0$ and $\frac{\partial D_2}{\partial \overline{\theta}} > 0$, an increase in the tourist's willingness to pay for environmental quality, produces an increment of the demand faced by both hotels. However, since $\frac{\partial D_1}{\partial \overline{\theta}} > \frac{\partial D_2}{\partial \overline{\theta}}$,the increase of demand for hotel 1 is higher than the change of the demand for hotel 2; this is a logical assertion, since the tourist's services given by hotel 1 is the best possible quality.

2) The increase of the demand proved in the last point produces an increase in prices and, as predictable, the price for tourism service of hotel 1 increases by more than the price of hotel 2. In fact, by computing $\frac{\partial p_i}{\partial \overline{\theta}}$ will be found that:

$$\frac{\partial p_1}{\partial \overline{\theta}} = \frac{2v_1 (v_1 - v_2)}{4v_1 - v_2} \tag{22}$$

$$\frac{\partial p_2}{\partial \overline{\overline{\theta}}} = \frac{v_2(v_1 - v_2)}{4v_1 - v_2} \tag{23}$$

Moreover $\frac{\partial p_1}{\partial \overline{\overline{\theta}}} > \frac{\partial p_2}{\partial \overline{\overline{\theta}}}$, means that the change in the price of hotel 1 is bigger than the change in the case of hotel 2.

3) In appendix II we will prove that $\frac{\partial v_2^*}{\partial \overline{\overline{\theta}}} < 0$. An increase in the tourist's willingness to pay for quality, produces a decrement in the quality of tourism services given by hotel 2. Since a high $\overline{\theta}$ produces a higher demand that tourism destination faces, leading to a development in such areas, as many authors observed, (see for example (Pintassilgo and Silva, 2007)), this has a negative effect on the environmental quality of the tourism destination. Therefore, in order to minimize this effect, a taxation policy can be successfully introduced. It is then important to study the effect of the possible variation of this tax, in respect to the quality of the tourism service offered. Look carefully at the following statements:

<u>*Proposition 2:*</u> *An increase of the value of the tourism tax leads to a higher quality of the tourism services of hotel 2, and to an increase of the total environmental quality of the tourism destination. Additionally, a low value of the tourist's willingness to pay for quality, leads to a higher effect of the tourism tax.*

<u>Proof:</u> in Appendix II we present the proof of $\frac{\partial v_2^*}{\partial t} > 0$. The economic reason for it is that, an increment of the tourism taxation decreases the demand faced by hotel 1 (see equation (4)), forcing this hotel to increase its quality in order to hold its demand. Nevertheless, the quality of hotel 2 increases as well, to maximize its benefits. In fact, it can be easily explained that $\frac{\partial v_2^*}{\partial v_1} > 0$ by using the algebra; therefore, the total environmental quality of the tourism destination increases, and additionally, we will give proof that:

$$\frac{\partial v_2^*}{\partial \overline{\overline{\theta}}} = -\frac{t}{\overline{\overline{\theta}}} \frac{\partial v_2^*}{\partial t} \tag{24}$$

Thus, if the willingness to pay for quality has a low value, then, to compensate a decrease in the environmental quality, generated by an increase of $\overline{\theta}$, the tourism tax must increase less than if the willingness to pay for quality has a high value. If the parameter $\overline{\theta}$ is viewed as the tourist's income level, then a high value of $\overline{\theta}$ implies that the tax that each tourist pays has to increase more than if the level income were lower; this to recover the loose of environmental quality, caused by an increase in the demand. Many authors have studied the effects of tourism taxation, and in particular (Palmer and Riera, 2003) analyzed the effects of the application of an environmental tax in the Balearic Islands. Also for this case, (Aguiló et al., 2005) observed and estimated the demand decrease as a consequence of the 'Balearic Ecotax'. Thus, taxation is a policy instrument to maintain the environmental quality of a tourism destination high, but its efficiency depends, according to this model, on the value of the tourist's willingness to pay for environmental quality, or similar, on the tourist's income level.

CONCLUSIONS AND FURTHER RESEARCH

The accommodation industry impacts, and is affected, by the natural environment. On one hand, tourism as all economics activities directly affects the environment through the movement of people and vehicles, and the abuse of natural resources and infrastructures. On the other hand, the tourism sector depends of the natural environment: in fact, the environmental quality of a tourism destination is an important tool that hotels have to hold the demand. A very important consequence of such interdependency is that open market access may lead to an overexploitation in an economic and environmental context, and could therefore destroy the region as a tourism destination. For this reason, many authors recommend the utilization of policy instruments to control the negative impact of tourism on the environment. A very common instrument is the accommodation taxes, already used, in fact, by many countries and regions.

In this paper we present a model of vertical differentiation in the accommodation industry, where differentiation is associated with quality. Additionally, we suppose the existence of a lump sum tax in such sector. Two main results have been proved in this paper. First, if the tourist's willingness to pay for quality increases then: both the demand and the price for tourism services increase, however, the increment of the demand for best quality gets higher, and the environmental quality level of tourism destination decreases. Second, an increase in the value of the tourism tax leads to a better quality of the tourism services of the top quality hotel, causing an increase of the total environmental quality of the tourism destination as well. Thus, taxation is a policy instrument which maintains the environmental quality of a tourism destination, but its efficiency depends on the value of the tourist's willingness to pay for quality, or similar, on the tourist's level of income. In this respect, if the willingness to pay for quality has a low value, and then, to compensate a decrease of the environmental quality produced by an increase of $\overline{\theta}$, the tourism tax must increase less than if the willingness to pay for quality has a high value. All this results are in line with many empirical studies that have been conducted in the last years; it reaffirms the important idea of the necessity of public policies aimed to protect the natural environment, through the regulation of the accommodation industry, always based on the principles of efficiency, efficacy and equity.

This study can be extended by modifying the tax type, or by including more hotels and changing the game that hotels play. The horizontal dimension can be also included to compare the results obtained in this article, and to analyze the interaction between horizontal and vertical differentiation. As suggested by the discussants of our paper in the "First Conference of The International Association for Tourism Economics", one way to improve and/or achieve new results, is to use a different definition for the quality of the region. For instance, we can use a weighted meaning for the quality of the two hotels. All these points can be material of future research.

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APPENDIX I

The profit function of hotel 2 is:

$$\pi_2 = \frac{v_1 v_2 \left(t + \overline{\theta} v_1 - \overline{\theta} v_2\right)^2}{\left(4v_1 - v_2\right)^2 \left(v_1 - v_2\right)} \tag{25}$$

In order to maximize this function, hotel 2 must choose a quality level of its services that verifies the following equation (26):

$$\frac{\partial \pi_2}{\partial v_2} = 0 \Leftrightarrow 4tv_1^2 \quad {}^{2}_{2} \quad {}^{3}_{1} \quad {}^{2}_{12} \quad {}^{2}_{12} \quad {}_{12} \quad {}_{1} \quad {}_{2} = 0$$

As from the text, the second factor of the equation must be discarded since, in that case:

$$v_2 = \frac{1}{\overline{\theta}}\left(t + \overline{\theta} v_1\right) = \frac{t}{\overline{\theta}} + v_1 > v_1 \tag{27}$$

Also by hypothesis we have that $v_1 > v_2$. Then the optimal choice of v_2 must verify:

$$\left(4tv_1^2 - 2tv_2^2 + 4\overline{\theta} v_1^3 + 7\overline{\theta} v_1 v_2^2 - 11\overline{\theta} v_1^2 v_2 + tv_1 v_2\right) = 0 \tag{28}$$

The positive root of this equation is:

$$v_2^* = \frac{v_1\left((t - 11\overline{\theta} v_1) + \sqrt{3\left(t - 3\overline{\theta} v_1\right)\left(11t - \overline{\theta} v_1\right)}\right)}{2(2t - 7\overline{\theta} v_1)} \tag{29}$$

The following two facts have to be verified: $0 < v_2^* < v_1$ and that (25) have a maximum on (29).

To prove the first point, it is important to write (29) as:

$$v_2^* = \left[\frac{\left((t - 11\overline{\theta} v_1) + \sqrt{3\left(t - 3\overline{\theta} v_1\right)\left(11t - \overline{\theta} v_1\right)}\right)}{2(2t - 7\overline{\theta} v_1)}\right] v_1 < v_1 \Leftrightarrow \tag{30}$$

$$\left[\frac{\left((t-11\bar{\theta}v_1)+\sqrt{3\left(t-3\bar{\theta}v_1\right)\left(11t-\bar{\theta}v_1\right)}\right)}{2(2t-7\bar{\theta}v_1)}\right]<1\Leftrightarrow \tag{31}$$

$$\left((t-11\bar{\theta}v_1)+\sqrt{3\left(t-3\bar{\theta}v_1\right)\left(11t-\bar{\theta}v_1\right)}\right)>2(2t-7\bar{\theta}v_1)\Leftrightarrow \tag{32}$$

$$\sqrt{3\left(t-3\bar{\theta}v_1\right)\left(11t-\bar{\theta}v_1\right)}>3(t-\theta v_1) \tag{33}$$

The last inequality is true, since by the hypothesis of the model, $t-\theta v_1<0$.
Similarly can be also proved that $v_2^*>0$.
Now to prove that on (29) π_2 presents a maximum, must be computed the second derivative of (25), and evaluated on (29). So:

$$\frac{\partial^2\pi_2}{\partial\left(v_2\right)^2}=-\frac{1}{2}v_1\left(\frac{t-3\bar{\theta}v_1}{2t-7\bar{\theta}v_1}\right)\left((4t+\bar{\theta}v_1)\sqrt{3\left(-11t+\bar{\theta}v_1\right)\left(-t+3\bar{\theta}v_1\right)}-3\theta v_1\left(11t-\bar{\theta}v_1\right)\right) \tag{34}$$

Since $\dfrac{t_1-3\bar{\theta}v_1}{2t_1-7\bar{\theta}v_1}>0$, (25) have a maximum on (29) if:

$$(4t+\bar{\theta}v_1)\sqrt{3\left(-11t+\bar{\theta}v_1\right)\left(-t+3\bar{\theta}v_1\right)}-3\bar{\theta}v_1\left(11t-\bar{\theta}v_1\right)>0 \tag{35}$$

But this is correct since $\left(11t-\theta v_1\right)<0$.

APPENDIX II

Proof of Proposition 1 c):

Since the optimal choice for the quality level of tourism services that hotel 2 offers is:

$$v_2^* = \frac{v_1\left((t - 11\overline{\theta}v_1) + \sqrt{3\left(t - 3\overline{\theta}v_1\right)\left(11t - \overline{\theta}v_1\right)}\right)}{2(2t - 7\overline{\theta}v_1)} \quad (36)$$

the derivate in respect to $\overline{\theta}$ can be computed as follows

$$\frac{\partial v_2^*}{\partial \overline{\theta}} = -\frac{tv_1^2\left(15\sqrt{\left(11t - \overline{\theta}v_1\right)\left(t - 3\overline{\theta}v_1\right)} + 113\sqrt{3}\overline{\theta}v_1 - 43\sqrt{3}t\right)}{2\left(2t - 7\overline{\theta}v_1\right)^2\sqrt{\left(t - 3\overline{\theta}v_1\right)\left(11t - \overline{\theta}v_1\right)}} \quad (37)$$

Then, in order to prove that $\frac{\partial v_2^*}{\partial \overline{\theta}} < 0$ just observe that:

$$113\sqrt{3}\overline{\theta}v_1 - 43\sqrt{3}t > 0 \Leftrightarrow \sqrt{3}(113\overline{\theta}v_1 - 43t) > 0 \Leftrightarrow t < \frac{113\overline{\theta}v_1}{43} \quad (38)$$

But the last inequality is true since, by hypothesis $t < \frac{\overline{\theta}v_1}{12}$.

Proof of Proposition 2): We must prove that $\frac{\partial v_2^*}{\partial t} > 0$. And again after computing the derivate of the optimal choice of the quality level of tourism services that hotel 2 offers in respect to we obtain that:

$$\frac{\partial v_2^*}{\partial t} = \frac{\overline{\theta}v_1^2\left(15\sqrt{\left(11t - \overline{\theta}v_1\right)\left(t - 3\overline{\theta}v_1\right)} - 43\sqrt{3}t + 113\sqrt{3}\overline{\theta}v_1\right)}{2\left(2t - 7\overline{\theta}v_1\right)^2\sqrt{\left(t - 3\overline{\theta}v_1\right)\left(11t - \overline{\theta}v_1\right)}} \quad (39)$$

Given the last prove, is appears now clear that $\frac{\partial v_2^*}{\partial t} > 0$. Also note that if (39) is compared with (37) it is easy to verify that:

$$\frac{\partial v_2^*}{\partial \overline{\theta}} = -\frac{t}{\overline{\theta}}\frac{\partial v_2^*}{\partial t} \quad (40)$$

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STATE AND TOURISM PLANNING: A CASE STUDY OF CAMBODIA

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State is a catalyst in tourism planning not just because of economic development and poverty reduction but also for national image and cultural identity. The paper examines the role of state in tourism development policies in post conflict Cambodia by discussing the talks/speeches made by Prime Minister Hun Sen in respect of tourism development policies in Cambodia. Twenty eight speeches were identified and analyzed under the framework of textual analysis and the discourse of power. Nine factor were determined in the context of tourism development: security and safety for tourists; infrastructure and tourism facilities development; stakeholders collaboration; cultural heritage preservation; environmental protection; human resources development; tourism products promotion; simplification of travel procedures; and regional cooperation.

Keywords: *state, politics, tourism, discourse of power, Cambodia*

INTRODUCTION

> Tourism is a highly political phenomenon, the implications of which have been only rarely perceived and almost nowhere fully understood (Richter, 1989)

Tourism studies have been developed for the last few decades. It has a complex socio-economic-political and environmental impacts and implications. Many approaches have been developed from different disciplines to examine and explain the tourism phenomenon. However, there is little literature on tourism from the political science perspective (Hall, 1994). The seminal studies on the politics of tourism include the works of Elliott (1997), Hall (1994), Hall and Jenkins (1995), Jeffries (2001), Matthews, 1975, 1978, and Richter (1989). These studies mainly focus on the state and the use of power in managing and mismanaging tourism.

The discourse of power is one of the aspects looking at tourism from a political perspective. For instance, Xiao (2006) analyzes five talks made by Deng Xiaoping in respect to tourism development in China. In a similar vein, this paper attempts to analyze the speeches and talks made by the Cambodian Prime Minister Hun Sen pertinent to tourism development in Cambodia.

STATE AND TOURISM DEVELOPMENT IN SOUTHEAST ASIA

Tourism has been regarded as an engine for growth and poverty reduction. Both developed and developing countries design their policy to generate benefits from the tourism industry. Hall suggests "Many governments around the world have shown themselves to be entrepreneurs in tourism development" (Hall, 1994). Tourism deserves encouragement and support from the government (Jeffries, 2001). "Although tourism is an activity sustained mainly by private initiative, governments have traditionally played a key role in its development…" (WTO, 1996) In many developing countries, the state usually plays a central role in formulating and planning tourism development policy (Jenkins, 1998). The public sector has a significant and effective role in managing the environment and image of tourism (Wong, 2003). States in Southeast Asia play an important role in promoting tourism (Hitchcock, King, and Parnwell, 1993). States are the planners of tourism development (Smith, 2000). Southeast Asian governments, regardless of political system and level of development, consider tourism as a significant foreign exchange earner and employment provider (Richter, 1993). All these observations and arguments demonstrate that state is the main actor in tourism planning and development. It is, therefore, necessary to study the politics of tourism from a state actor perspective.

Tourism planning

There are many case studies on the role of government in tourism planning and management in Southeast Asia. These studies include: the Vietnamese state and tourism development in Vietnam in 1990s after Doi Moi (Cooper, 2000); the role of the state in providing education to develop sustainable tourism in Thailand (Chambers, 1997); state and tourism promotion in Malaysia (Cartier, 1998); the public sector and environmental management of tourism on Bintan Island, Indonesia (Wong, 2003; Ross & Wall, 2001); the role of the state in tourism development in the Philippines after the Marcos era (Rieder, 1998); the role of the Laotian government and the development of ecotourism and heritage tourism in Laos (Hall, 1997); and Singaporean government policy in promoting tourism in Singapore (Khan, Seng, and Cheong, 1990). The findings of the studies demonstrate that Southeast Asian States are "tourism developmental states". They view tourism as a catalyst for economic growth and they actively participate in tourism industry for the sake of national political economic interest.

Politics and ideology

Tourism is viewed as another tool to raise the political image and legitimacy of a state. Nation states in Southeast Asia have been promoting the tourism industry not only to drive economic development but also to support "ideologically driven definitions and symbols of national identity and ethnicity" (Sofield, 2000). In addition, states use tourism for their political interests as Richter has suggested: "the commitment to develop tourism is a policy decision fraught with politics but almost always couched in economic and social rhetoric" (Richter, 2001). In the Philippines, tourism was used as a political tool to "sell martial law" in September 1972 under the Marcos regime. Many development projects and programs were implemented to promote the tourism industry in the Philippines as a policy to increase the good image of Marcos' administration. (Ritchter, 1996; 2001). In Myanmar, Hall (1997) observed that "Any discussion of tourism in Burma cannot ignore the political issues that surround it." (Henderson, 2003). They all infer that state exploits tourism for their political gain or objectives.

Cultural identity and national image

Tourism has been promoted in order to raise ethnic and national identity. In Singapore, there are three main ethnic groups: Chinese, Indians, and Malays. The government tries to reduce and abolish the discrimination and tension among the ethic groups. For this purpose, ethnic tourism in Singapore was used to create a multicultural national identity in Singapore and manage domestic politics (Chang, 1997; Leong, 1989; Hall and Oehlers, 2000). In Indonesia, the government also attempted to calm down the frictions between ethnic groups in Indonesia by developing tourism to show the cultural diversity in harmony (Kipp, 1993). There are, however, also adverse consequences of developing ethic tourism and national harmony. Adams (1997) studied the effects of the Indonesian government's tourism promotion policy on indigenous ethnic relations in South Sulawesi. The study argues that the history of ethnic and religious differences have derailed the promotion of national integration and development through tourism. Promoting tourism does not automatically lead to ethnic solidarity but instead it exacerbates the interethnic tensions, particularly between highland Torajans and lowland Buginese-Makassarese in fighting for control of the tourism cash cow and their identity. Moreover, Dahles (2001) investigated tourism development in Yogyakarta under Indonesian national tourism policies and the politics of the New Order regime. Tourism was used by the government to improve the international image of Indonesia and tourism was used by the New Order government to communicate images of Indonesia as a culturally sophisticated and economically advanced nation. Tourism introduces two types of development: "modernization" mainly for the local tourists and "ethnification" for foreign tourists. Whether they are successful in promoting cultural integrity or diversity or identity, states have plans to link national identity and image with tourism development. In general, tourism and cultural identity is strongly correlated in the context of Southeast Asia and could be implied to the Asia Pacific region as a whole as Wood observes that "Both ethnic and national identities will continue to be contested in Asian and Pacific societies, and tourism will continue to be an important arena in which this contestation is played out" (Wood, 1997)

Regional cooperation

The state is the main actor in regional cooperation and integration. Regional integration in East Asia and the Pacific has a positive impact on tourism growth in the region, for instance, the case of Indonesia (Wall, 1998). Cross-border regional cooperation in tourism planning and development has been increased in Southeast Asia although there are some challenges and difficulties. Such regional tourism cooperation is important for sustainable tourism in the region (Timothy, 2000). Tourism is part of regional integration process in Southeast Asia. Nation states in Southeast Asia are cooperating in regional tourism development and in turn tourism pushes the countries to work together more closely, which can result in other fields of cooperation and integration (Teo et al., 2001). States play a role in promoting regional tourism through regional cooperation and regional stability. "Tourism is an important component of the new reality of a globalised world and an increasingly interconnected Southeast Asia." (Hall, 2001).

Many attempts have been made to promote tourism in the region. Most the ASEAN countries have established so-called growth triangles with the financial and technical support from the Asian Development Bank (ADB) namely SIJORI (Singapore, Johor, and Riau) between Indonesia, Malaysia and Singapore; the Indonesia-Malaysia-Thailand growth triangle; the Cambodia, Laos, and Vietnam growth triangle; and the Cambodia, Laos, and Thailand growth triangle. Tourism is considered as one of the main issues under the framework of the growth triangles. In addition, the Mekong sub-region tries to develop a joint economic development and single tourism destination through the support from the international financial institution (ADB) and the political will of the countries concerned. Although currently such triangles and sub-regional tourism development could not work effectively they are on the ways toward regional tourism integration.

Tools to promote regional tourism integration are infrastructure and legal framework. Infrastructure plays an important role in regional tourism integration. Evidences have shown that infrastructure plays a critical role in the tourism industry in Singapore (Low & Heng, 1998), in Southeast Asia (Page, 2000). Page observes that “the future prospects for further growth in tourism will be contingent upon regional cooperation to assist in the greater integration and development of transport modes upon which the region’s tourism industry relies” (Page, 2000). Several international airports (Malaysia, Singapore, Thailand and Vietnam) in region have become gateways for tourists. Cheap air fares among the ASEAN members have been promoted to encourage intraregional tourism. In addition, legal framework has been a main issue to collectively and regionally develop tourism. ASEAN Tourism Agreement was adopted at the ASEAN Ministerial Submit in Phnom Penh in November 2002. Agreement emphasizes the need to strengthen, deepen and broaden cooperation in tourism among ASEAN Member States and among their private sectors in the light of the complementary nature of their tourism attractions and the need for ASEAN cooperation in making travel into and within ASEAN easier and more efficient. The agreement aims to improve the efficiency and competitiveness of ASEAN’s tourism services.

In overall, states in Southeast Asia are active in promoting and developing tourism policies. They design policies and implement them at different levels with ideologies and complex power negotiations behind the scene. Tourism is not only a catalyst for socio-economic development but also a tool for national, regional integration and reconciliation, and the creation of cultural identity and image. The above discussion has illustrated the diverse ways in which government is involved in tourism planning and development, and the ideology behinds it.

TOURISM DEVELOPMENT IN CAMBODIA

Tourism has been strongly developed in Cambodia since the 1960s. However, civil war had seriously damaged tourism industry in the 1970s and 1980s. The statistics for the period of 1970s and 1980s are not available due to records were not conducted during the time. Tourist arrivals have increased dramatically from the 1993 to 2007 with an annual increase average of about 30 percent. East Asian tourists contribute largest amount to the tourist arrivals to Cambodia. Korea is the top and Japan is the second which account for about 25 percent of the total tourist arrivals to Cambodia.

Tourism has become one of the most important industries contributing to economic development in Cambodia. Tourism is the third largest contributor to the Cambodian economy after agriculture and textile industry and second biggest income generation after the textile industry. In 2005, income from tourism accounted for 832 million US Dollars, or about 13 per cent of the Cambodian Gross Domestic Product (GDP), and it provided annually about 200,000 jobs for the Cambodian people. In 2006, tourism generated revenue of 1,594 million US Dollars, about 16% of Cambodian GDP, and provided about 250,000 jobs (Ministry of Tourism, 2007). It is safe to say that tourism is one of the main contributors to Cambodian economic development and the government really takes it seriously in respect to planning and management.

Besides the economic effects of tourism, the Cambodian government also views tourism as an effective tool to promote the cultural values and identity of Cambodia which had been lost due to the external intervention from neighboring countries (Thailand, and Vietnam), French colonialism and the prolonged civil war and upheavals. While Cambodians had been aware of Angkor at the time of its discovery by the international explorers, they did not see the ruins as “evidence of a Cambodian Kingdom” (Edwards, 1999). Before the French Protectorate, people living near the Angkor Monument regarded the monuments as a religious site. They did not think of Angkor as a symbol of national pride (Edwards, 1999).

Angkor has become the symbol of Cambodian identity and nationalism since Cambodia got independence from France in 1953. “Nationalism has been based on collective memories and oblivions. Since Angkor was appropriated by Cambodian nationalism, the ‘glorious’ age of Angkor has been memorized as the 'true' past of the nation" (Sasagawa, 2005). After centuries of socio-cultural transformations and changes, particularly after the colonial period, the Khmer traditions have been reconstructed through what Hobsbawn and Ranger call the "invention of tradition" (Hobsbawn and Ranger, 1983). Cambodian culture and traditions are products of an intellectual construct together with the international and external forces (Ledgerwood et al, 1994). Tourism, a global phenomenon, is one of the exogenous factors influencing the reconstruction of Cambodian culture. Tourism provides incentives for the national and local government to rediscover things which are believed to be related to Cambodian culture and identity in order to attract tourists. Tourism can also help to improve the image of the Cambodian state. It is argued that the Cambodian state considers tourism as the main contributor to socio-economic development, and to improvement of Cambodia's image and identity (Chheang, 2008).

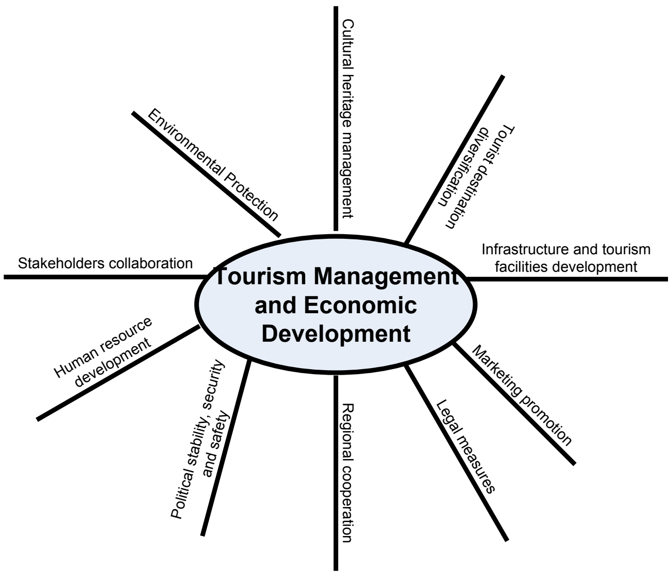
Hun Sen's Speeches on Tourism: The Discourse of Power

To further understand the politics and public policy of tourism development and planning in Cambodia, textual analysis of the speeches and talks by the Prime Minister Hun Sen is necessary since the speeches influence the agencies issuing and implementing tourism policies. In Cambodia, the Prime Ministers' talks are very influential since Cambodia is strongly embedded in a patronage system and a top-down decision making process (Chan & Chheang, 2008). The Ministers and other national and local authorities are willing to design their policies and implement them in accordance with the speeches made by the Prime Minister. It is, therefore, necessary to code and analyze the speeches of the Prime Minister in order to understand tourism planning and management policies in Cambodia.

Speech is a verbal record of a communicative act and a text which "permits communication over time and space, and permits words and sentences to be examined both within and out of their original contexts" (Goody, 1977, cited in Xiao, 2006).

The textual analysis of the power discourse for Cambodia's tourism is made possible by reviewing all the speeches by Hun Sen from 1998 to April 2008 which are available in English language at Cambodia New Vision homepage (http://www.cnv.org.kh/). Only important speeches pertinent to tourism development and planning were selected and analyzed. As a result, twenty eight speeches were found and coded. According to the contents of the speeches, the constructs of the power discourse could be drawn which tourism and economic development at the centre and other variables supporting the centre.

Figure 1. The constructs of power discourse



DISCUSSIONS

The tourism issue has figured quite remarkably in these speeches. From them, a discursive diagram can be drawn in which tourism as economic development is the hub while other issues play as spokes such as security, infrastructure, stakeholders collaboration, natural and cultural heritage preservation, tourism products development and marketing, travel facilitation, human resource development and trainings, and regional cooperation and integration.

The Hub: Tourism and economic development

The speeches focus more on the economic benefits of tourism. The government views tourism as one of the most effective tools in poverty reduction in Cambodia through employments, tax revenues, and other spillover effects in other sectors, particularly agriculture, handcrafts and souvenirs production, and construction. Tourism is one of the top five national development priorities of Cambodia. In addition, tourism play a vital role in realizing the Cambodian national development strategy called "Rectangular Strategy" focusing on promoting economic growth, employment, equity and efficiency in public sector.

The speeches many times mention about the role of tourism in socio-economic development in Cambodia. This demonstrates the attentions paid by the Cambodian government in respect of the perceived and real benefits deriving from tourism industry.

> Build up potential of tourism sector to become an important engine for economic growth and poverty reduction through job creation, increased income, and improving standard of living. (Hun Sen 07 February 2001)

> The key sources of our economic growth continue to be tourism and the garments industry (Hun Sen 07 August 2002)

> Tourism will offer us jobs and will also absorb some of our people's products (Hun Sen 25 January 2003)

> Tourism continues to be at the forefront of Cambodia's economy (Hun Sen 4 September 2003)

Tourism is seen as an engine of growth with magnetic power attracting other sectors to develop and connect to it. Tourism in Siem Reap has attracted many Cambodians from other regions to come to find jobs. In other words, tourism pushes international people movement in Cambodia.

> The tourism sector over here not only provides jobs for the locals but it also attract citizens from all over the country to come here, from nearby or far away, to work in tourism-related services and businesses (Hun Sen 08 December, 2005)

In order to reduce poverty effectively through tourism, the government pays special attention to employment and income creation for the local people. The government recognizes the leakage of tourist revenues through the importation of materials and agricultural products from the neighboring countries to supply the needs of hotels and restaurants. To deal with this issue, the government encourages and supports local farmers and producers, particularly the farmers living in Siem Reap province, home of Angkor Wat, to produce these goods instead. “Once village once product” is considered as an effective tool in reducing leakages and promoting local community development.

> 30% of revenue from tourism was leaked out of country through imported foreign goods to serve the tourism sector in Cambodia. Therefore, to patch the leakages we need to develop some kinds of local production programs by conducting comprehensive study to find out the potential products that can be used to promote the local economy（Hun Sen 05 June 2005）

The strengthening of tourism infrastructure and the guarantee of the connection between tourism and agricultural field is a crucial factor for enhancing the living standard of the people (Hun Sen 20 November 2006)

The Spokes: Tourism management and development

Security and safety for tourists

Political stability and security are among the most important elements in tourism development in Cambodia. After experiencing prolonged civil war and armed conflict, international tourists and travelers had an image of Cambodia as a dangerous place, famous for land mines and killings. Tourists started visiting Cambodia only from the mid-1990s when the armed conflict was over and security was restored.

The Cambodian government always emphasizes stability and security as the cornerstones of economic development and tourism promotion in Cambodia. Security at the tourist destinations is stronger than elsewhere in the country. Tourist polices were created for preserving security and safety for the tourists.

> [we] need to provide is safety, security for the Japanese investors as well as tourists (Hun Sen, 17 August 1999)

> [political] stability and security in the country, which is vital for tourism development. (Hun Sen 27 February 2002)

> [with] the security, political stability and social orders ensured the development of transport infrastructure, such as highways, rural roads and bridges, is a key to development of tourism (Hun Sen 08 May 2003)

> [the] Royal Government has drafted a law on tourism management and implemented measures to strengthen the capacity of tourist police to provide security for tourists (Hun Sen 14 March 2005)

Infrastructure and tourism facilities development

Tourism infrastructure and facilities are the main priority in planning and development. The Cambodian government has tried to invest in building basic infrastructure such as highways, roads, electric power plants, water supplies, and international airports. With the support of the international financial institutions and donor countries, some basic physical infrastructure has been constructed but this is still at a very low level.

> Tourism development requires the development of infrastructure and other tourism-related facilities (Hun Sen 28 February 2002)

> [the] market is built is serving the need for tourist development in Siemreap as well. We have to take into consideration the need for building and strengthening the infrastructures (Hun Sen 18 March 2002)

> A more comprehensive road network will open up and link Cambodia's economic and tourism opportunities (Hun Sen 20 June 2002)

> [an] appropriate physical infrastructure in response to the basic need of development in tourism (Hun Sen 01 July 2002)
>
> [o]pen-skies policy is the key policy innovation that has enabled the rapid growth of our tourist industry （Hun Sen 06 December 2002）

Stakeholders collaboration: private, NGOs, and government

Collaboration between the public, private sectors and civil society is considered to be a factor propelling tourism development in Cambodia. The private sector plays an important role in providing tourism services while the non-governmental organizations (NGOs) support sustainable tourism and poverty reduction in Cambodia.

> I urge the Ministry of Tourism to work closely with the Ministry of Environment, the Ministry of Land Management, Urbanization and Construction, as well as with relevant ministries, provincial and municipal authorities to develop the entertainment sector and to improve services to cater for tourists. (Hun Sen 27 February 2002)
>
> The most crucial issue is to work in partnership with the private sector to implement all action plan related to tourism sector development (Hun Sen 27 February 2002)
>
> [we] shall work closely with the private sector to develop tourist destinations (Hun Sen 16 November 2002)
>
> I would like to appeal to all people, officials in all ministries and institutions, related authorities, private sector, development partners, national and international non-government organizations to continue providing your support and contribute to the development of Cambodia's *"Cultural and Natural Tourism"* sector to develop a successful and sustainable tourism sector (Hun Sen 12 November 2007)

Cultural heritage preservation

The Cambodian government considers cultural heritage preservation is the cornerstone of tourism development in the country. Cambodia is attractive to international tourists due to her unique culture and history.

> Culture has contributed and is contributing to the country's development through its promotion of cultural tourists…The conservation and promotion of advancement of the national cultural heritage and civilization is an absolute will and determination of the Royal Government (Hun Sen 01 July 2002)

> Cambodia will seek to promote the sustainable management of our heritage and natural resources through specific policies and measures, so that these contribute to continuing national growth while remaining intact as national patrimony (Hun Sen 06 December 2002)

> [in] order to prevent child trafficking and sex in tourism and with support from World Vision and other organizations, we have established Council for safety in tourism, which is in the process of active implementation (Hun Sen 16 November 2004)

Environmental protection

Environmental issues are quite new for Cambodia especially within the framework of tourism development. The incorporation of environmental protection and tourism development started from the end of the 1990s when the environmental issues came to the surface in Angkor Park and other tourist destinations. The main environmental concerns are the increasing problems of solid waste and river pollution.

> Attention should be given to developing measures to promote the protection of the environment and our cultural heritage according to the concept of "sustainable tourism development" (Hun Sen 27 February 2002)

> We are also encouraging ecology-friendly tourism management, to ensure the sustainability and permanent

> beauty of the monuments and Siem Reap (16 November 2002)
>
> Historical, cultural and natural tourist sites have been managed and reorganized with good protection of natural and cultural environment (Hun Sen 08 May 2003)

Human resources development

Tourism education and trainings have been just introduced and developed in Cambodia since the early 2000s. Human resources in tourism planning and development are the big challenge for the country. Therefore, training and education in tourism is given special attention by the government.

> The important work is the training of human resources to a level of high knowledge and with sufficient capability in both national and international standards (Hun Sen 01 July 2002)
> Tourism vocational training schools were established; technical staff and employees have been trained both at home and abroad (Hun Sen 08 May 2003)

Tourism products marketing and promotion

There are many tourism products in Cambodia but the problem is that marketing and promotion of the products is still very poor. Currently, most of the tourists come to visit Cambodia to see Angkor and not other places. It is necessary to promote other cultural and natural attractions for tourists in order to keep them to stay longer in Cambodia.

> [the] Royal Government encourages the development of access to eco-tourism destinations such as Mondulkiri and Ratanakiri, beach tourism in our sea access areas to the South, the upgrading of Kang Keng airport in Sihanoukville and the promotion of initiatives such as the night markets (Hun Sen 07 August 2002)
>
> The Royal Government is preparing a master plan for tourism development and diversifying tourist destinations into other cities such as Sihanoukville (Hun Sen 14 March 2005)

> We need to transform from "Natural Tourism" to "Man-made Tourism" which depends mainly on processing and services (Hun Sen 08 December, 2005)

> In the future, there will be a systematic connection of the four priority regions and it will transform Cambodia into a key destination country in the region…tradition and culture, and people's friendliness is also a major tourist attraction (Hun Sen 5 March 2008)

Legal measures (Visas)

Cambodia was the first country in Southeast Asia to introduce an e-visa. This provides great convenience for the tourists. The visa procedure is very simple. The tourists could get visas at border checkpoints and at international airports. In addition, visa simplification goes to next step which facilitates travelling procedures and transportations for tourists within the regional framework. For instance, Cambodia has adopted the implementation of "Single Visa" between Cambodia and Thailand on 17 December 2007. This is the key in travel facilitation and a regional role model to facilitate tourists' entry, without having to apply for visa at many locations, meaning that they can apply for their visa at a single place only in order to visit Cambodia and Thailand. Single Visa Agreement will also be applied to Cambodia-Vietnam, Cambodia-Malaysia, and Cambodia-Singapore in the future.

> To encourage tourists to spend more time and money in Cambodia, the Royal Government has implemented actions to ease travel and entry: streamlined issuance of visas, especially for ASEAN citizens (Hun Sen 4 September 2003)

> To attract more tourists, Cambodia and Thailand are prepared to introduce the ACMECS Single Visa by adopting the ACMECS minus X formula. We will set up an IT system to facilitate this visa scheme (Hun Sen 3 November 2005)

> The Open Sky policy and other active policies to ease and facilitate transportation, policy on offering Visa on

> Arrival, Visa K and E-Visa are showing off their attractiveness to tourists (Hun Sen 5 March 2008)

Regional cooperation

Cambodia always considers regional integration as its top foreign policy. In terms of tourism development, Cambodia needs the support from the regional groupings such ASEAN and the Greater Mekong Subregion to create a joint policy to attract more tourists to come to the region. Bangkok and Hochiminh International Airports are the main gateways for tourists coming to visit Cambodia.

> Apart from making efforts to expand the domestic market for tourism products, we are conscious of the great potentials of ASEAN and the Greater Mekong Subregion. (Hun Sen 27 February 2002)

> ASEAN should be pro-active in enhancing intra-ASEAN cooperation in other areas by utilizing all ASEAN internal growth potentials, such as cooperation in tourism. This can be implemented by transforming ASEAN into a single tourism destination (T-ASEAN) (Hun Sen 11 March 2002)

> Apart from the efforts deployed to open up domestic tourist markets, we are conscious that there is a great potential to link up the ASEAN and GMS tourist markets (Hun Sen 15 May 2002)

> ASEAN as a Single Tourism Destination (Hun Sen 04 November 2002)

> In addition to trade and human resource development, areas of cooperation include tourism, advanced informational technology and health care (Hun Sen 05 November 2002)

> [the] true partnership between Asia and Europe will help strengthen economic, tourism and trade relations and promote investments (Hun Sen 07 October 2004)

> I urge ASEAN and China to accelerate the development of tourism in the region, through linking key tourist destinations in ASEAN and China, implementing "open sky policy" and facilitating tourist visa, in order to increase the flow of tourists into our region (Hun Sen 19 October 2005)

CONCLUSION

The state plays an important role in tourism planning and development in Southeast Asia in general and Cambodia in particular. Through analyzing the speeches made by the Cambodian Prime Minister Hun Sen and the discourse of power implied in them, the study has shown that there are nine main measures necessary for developing the tourism industry in Cambodia: 1. Security and safety for tourists 2. Infrastructure and tourism facilities development 3. Collaboration between stakeholders, including private sector, NGOs, and government 4. Cultural heritage preservation 5. Environmental protection 6. Human resources development 7. Tourism products marketing and promotion 8. Legal measures such as availability of visas 9. Regional cooperation

In a political system in which the power of the Prime Minister is relatively absolute, the words of the Prime Minister are equivalent to national policy. To understand tourism development and planning in such a political system, it is necessary to analyze the speeches of the head of the government. Analyzing the discourses of power is therefore another way of looking at tourism planning and development in developing country.

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TOURISM AS A STIMULUS FOR SUSTAINABLE DEVELOPMENT IN RURAL AREAS: A CYPRIOT PERSPECTIVE

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Since the mid 90ies the debate of how to achieve the objective of sustainability in the tourism sector is en vogue. Often weakly illuminated, however, is the interesting question as to whether the underlying framework conditions of the tourism industry are consistent with the concept of sustainability. This paper aims on contributing to the dialogue with a new interdisciplinary perspective. Rather than putting the emphasis on the question of whether the tourism industry can be sustainable or how sustainable it can be, the perspective of this paper focuses on whether tourism can support sustainable development. This, so far neglected shift in perspective, opens up a completely new field of academic discussion due to its remodelling of the interrelationship between sustainability and tourism industry. Therefore, in a first step, the possible influences of the tourism industry towards supporting sustainable development will be discussed. In a second step, the results of a qualitative study performed by the authors in the context of the Cypriot Agro Tourism will be presented, in order to empirically elicit existing influences of tourism on sustainable development in the rural areas of Cyprus. Especially, the case study illuminates the consequences of an efficient interplay between strategic and operational decision makers, hence, addressing both, macro and micro issues. The paper concludes, that, in synthesis with local heritage, entrepreneurship and location branding, this innovative form of tourism can provide a significant contribution to the economic, social and environmental components of sustainability and can be regarded as a best practice example.

Keywords: *Cyprus, sustainable development, rural areas, agro tourism*

THE CONCEPT OF SUSTAINABLE TOURISM

Since the mid 1990's, sustainable tourism has become a buzzword in development studies in general and tourism research in particular. In spite of the large amount of literature on the topic, a consistent theoretic framework of the so-called sustainable tourism has not been developed yet. According to Komilis (1994: 65) most research "*had advanced little beyond the stage of formulating and discussing various principles and* assumptions". Indicating a methodology gap, Wheller (1991: 93) states: "*while the case studies which explore the ways of applying sustainable principles to practice, often through small eco- or alternative tourism projects, provide at best a micro solution to what is essentially a macro problem*". Besides this lack of a theoretical framework, the general assumption predicting that there can be a sustainable form of tourism is often questioned. Objections are, for instance, raised on the various contradictions between the holistic concept of sustainability and the more product-centred perspective of the global tourism industry. Illuminating the holistic perspective, Lane (1994) views sustainable tourism as a balanced triangular relation between "*host areas and their habitats and people, holiday makers and the tourism industry"* with no stakeholder upsetting the equilibrium. This focus on a balanced relationship is supported by Sharpley (2000, 9) holding that "*the potential for sustainable tourism development exists if no single factor or stakeholder predominates"*. Taking the over-dependence of many destinations, i.e. Cyprus, on the tourism industry and the dramatically growing market domination of a few global tour operators into consideration, the balance between local benefits and the tourism operator welfare seems to be just a wishful thinking. Furthermore, a clear contradiction between sustainable principles and tourism development can be identified in the field of spatial inequality of development. It can be argued that the aim of improvement of quality of life for all people (Jamrozy, 2007) is in contrast to the usual strong spatial concentration of the tourism industry. In many cases, the tourism industry even enhances unequal allocation of resources. In classical "sun&beach" destinations, such as Cyprus, an increase of spatial disparities can be observed between the coastal tourism regions and the rural areas of the hinterland.

The case at hand was also intended to shed light on the catalytic role of the government in creating identity and culture by supporting entrepreneurship as suggested by Morrison (2000, p. 62): "a culture that prizes entrepreneurship, an imperative to educate our population so that our entrepreneurial potential is second to none; and a government that generously supports pure and applied science, fosters entrepreneurship with enlightened policies and enables schools to produce the best educated students in the world". Beyond the aspect referring to national or regional identity, the case also points to innovative, constructionist social approaches to develop entrepreneurial identity (Steyaert and Katz, 2004, Berglund and Johannsson, 2007; Malach-Pines et al., 2005). In this sense, entrepreneurs are constructed in social interaction rather than on stereotyped or idealized personalities (Berglund and Johannsson, 2007; Morrison, 2000). The social interaction with international tourists might foster international identity creation of locals and tourists alike.

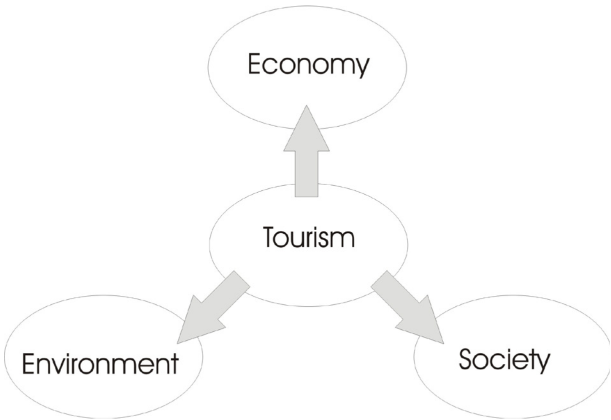
Last but not least, there is an ongoing friction between overall societal goals regarding sustainability and the actual attitude and actions of the individual tourist towards this approach. Whereas Carter (1993) points to an increasing environmental consciousness of tourists being attracted by sustainable tourism products, a fully convincing evidence of a major shift in consumer attitude towards the willingness to pay for more sustainable tourism products is still not apparent.

Concluding the discussion, Sharpley (2000:14) comes to the eye opening and somehow frustrating conclusion that *"true sustainable tourism development is unachievable"*.

TOURISM AS A CHANCE TO PROMOTE SUSTAINABLE DEVELOPMENT

Accepting all the relevant and, to a certain extent, convincing arguments on the impossibility of sustainable tourism, a different perspective is suggested to be taken into account. The rejection of the notion of 'sustainable tourism' must not lead to abandoning this relationship and the benefits for society accruing from it. Hence, the question has to be raised whether the notion of 'sustainable tourism' is the only way to associate tourism industry with the concept of sustainability, or whether other forms of conceptual interrelationships are conceivable. In this vein, the discussion should embrace the question whether tourism can enable sustainable development instead of discussing whether tourism industry can be sustainable itself or how sustainable it can be. The following section will concentrate on the possibility of strengthening or even enabling sustainable development through tourism. So far, this special aspect has not been discussed in detail in literature, but some major aspects can already be identified. In addition to the conceptualisation of sustainability (figure 1), the concept of capital, as discussed by Thompson, Alvy and Lees (2000), might serve as an additional more detailed conceptual basis for evaluating the contribution of tourism providers, especially, of entrepreneurial tourism providers to sustainability. This capital concept seems to be consistent with the concept of sustainability. Beyond financial or economic capital (i.e. personal wealth and profit), tourism providers can contribute to social capital, both, in terms of intangible (i.e. identity) and tangible community resources (i.e. buildings), to aesthetic capital (i.e. in terms of the 'feel well' factor) as well as to the environmental capital (i.e. sustainability of world resources).

Figure 1. Tourism as a central dimension in sustainability



The dimension mostly discussed in literature refers to the economic dimension. Tourism can provide additional jobs, can act as an additional source of income, i.e. selling of local products, and can increase the local purchasing power. All these economic aspects can support a sustainable development although they are not only related to sustainability. Although referring to economic aspects, this article will stress the two remaining ones: the social and environmental aspect (Woehler, 1999; Thompson, Alvy and Lees, 2000).

With reference to the main goals of the social dimension, tourism can contribute a great deal to the preservation of cultural identity, the further development of local societies and, finally, the fair allocation of resources. Tourism can facilitate the enhancement of local identity and self-esteem by creating awareness towards elements of local heritage as traditional cuisine and delicatessen (Wechner and Kaufmann, 2006), handicrafts, folkways and traditional architecture. Tourism is in the position to back the advancement of local societies. The introduction of new sources of income, especially for women, may facilitate their emancipation in society. Furthermore, the cultural exchange with international tourists may also enrich the local culture. Innovative forms of tourism e.g. based on local cuisine and delicatessen, being independent of the existence of specific locations or cultural hallmarks, also provides the opportunity for a more equitable apportionment of financial resources within the communities. Expanding on the environmental aspects quite a few contributions of the tourism sector to sustainability can be mentioned. There is a growing tourist demand for traditionally produced products, thus serving this market as a way of securing additional income for the locals. In consequence, traditional and more sustainable ways of land-use are being encouraged. Related to these traditional products, the use of renewable primary products amongst the locals is becoming more popular as, for example, using pottery instead of plastic. The growing awareness of the benefits of traditional products has, in many cases, also influenced the architecture in a sense that traditional and more sustainable building materials are being used. These materials, of course, also preserve the traditional construction style which is favoured by the tourists. Tourism might also be regarded as a supporting force for a more sustainable mode of transport. Especially in rural areas, tourists represent the needed additional demand so as to constitute public transport profitable. In these cases, tourists ensure a basic level of public transport which then provides the locals with the option of more sustainable travel behaviour (Gronau, 2007).

The presentation of all these aspects to tourism providers, tourists and local people can raise the awareness with regards to the contribution of tourism to sustainability. The traditional and sustainable forms of living can be utilised to increase the tourist attractions and, by doing so, improving the living conditions of the locals. Moreover, the emphasis on local heritage supports the macro objective of the EU in terms of securing the richness of regional cultural diversity.

THE CONTRIBUTION TO IDENTITY: A CASE STUDY ON CYPRUS VILLAGES MANAGEMENT

The framework conditions for the company in form of the Cyprus “Agro Tourism” Programme

The Cyprus “Agro Tourism” Programme, launched in 1991, was designed and promoted by the Cyprus Tourism Organization (CTO) aiming at the re-vitalization of villages in rural areas by using a multi-disciplinary approach. The main goal was to renovate old village houses, referring to tangible social capital, and to transform them into tourist accommodation facilities, catering establishments, craft shops and exhibition areas. To initiate the programme, the CTO co-operated with other governmental departments, such as the Ministry of Agriculture, but also with a variety of non-public institutions, NGO's, and individuals aiming at the preservation of the traditionally built environment of Cyprus. To fulfil this mission, the programme included a financial incentive scheme to enable a partial subsidization for restorations of traditional buildings and their transformation into accommodation units, taverns, folk art centres and museums. The subsidies amounted to 2/3 of the interest rate for accommodation establishments, traditional craft shops, museums and exhibition areas and 1/3 for taverns. Furthermore, the non-profit Cyprus Agro Tourism Company was funded to promote the new product and serve as a platform for all Agro Tourism stakeholders. In retrospect, the CTO's investment programme embracing projects in more than 50 villages and amounting to 2 Million US$, which was also backed by financial support from the villages and districts, can be regarded as a success (Saveriades 2001).

THE METHODOLOGICAL APPROACH OF THE CASE STUDY

The research aim of the presented qualitative pilot-study of the authors was to lay the foundation for a more detailed quantitative research in the near future allowing for triangulation. Therefore, the main research objective of this exploratory case study "Village Activity Programme", a part of the Agro Tourism Programme of the Cyprus Tourism Organization (CTO) was to identify the factors of tourism which positively influence sustainable development. The case study took place in March 2007 and refers to Cyprus Villages Management Ltd., the major player in Cyprus Agro Tourism. Due to the exploratory character of the study the authors preferred a qualitative approach researching the demand as well as the supply side of the programme. The research hypothesis was that there is a relationship between tourism and other related concepts (as local heritage, entrepreneurship and location branding) and sustainability. The case study was designed in three phases. In a first phase, an in –depth interview of one-hour was performed with the general manger of the company in order to find out about motivations for starting up the programme, the actual performance and a subjective evaluation form the companies point of view of the programme. In a second phase, short qualitative interviews with all local supervisor involved in the programme were conducted in order to get a short glance of the impacts of the programme on their individual lives. To include also the demand side in a third phase, participant observation of tourists taking part in the programme was chosen as a research technique. The participants were questioned after their activity in a non-standardized way. The qualitative findings were analysed via content analysis (Bloor, 1978 in Silverman, 1995).

A HISTORIC OVERVIEW ON THE COMPANY'S DEVELOPMENT

Figure 2. Logo of Cyprus Villages

Cyprus Villages Management already looks back on nearly 20 years of engagement in the field of Agro Tourism. In 1987, the founder and owner of Cyprus Villages, Mr. Sofronis Potamitis, started the restoration of old village houses and utilised them as tourist accommodations in his home region, Pitsillia, depending just on his private commitment. After an uphill struggle, combating local scepticism on the one hand, and convincing authorities of its aims on the other hand, the company has developed quite well. Today, the company manages about 100 restored houses in 5 villages of the Pitsillia region and offers a rough lodging capacity of 250 beds. The two core villages Tochni and Kalavassos, in particular, can be described as a symbiosis between an Agro Tourism resort and a traditional Cypriot village. The accommodation units, as well as other additional infrastructure, e.g. an outdoor swimming pool, a meeting room and a tavern, are allotted all over the villages. Beside the accommodation units, the company today owns a sailing boat, a bike renting station and a horse farm. Hence, the tourist can choose from a wide variety of environmental friendly and nature related activities, such as: guided hiking and bike tours, sailing trips, as well as horse riding courses. In the beginning of the 21st century, a further concept aiming on a stronger interaction between tourists and locals has been carried out by the management. The already existing connection with the local community e.g.: including tourists in traditional events has been integrated into an extensive activity programme for the tourists.

The tourist activity programme of the company

Three main dimensions have been taken into consideration when elaborating the programme: the mediation of local traditional culture to the tourists, the interaction between local entrepreneurs and tourists and, referring to economic capital creation, the opportunity to open up new sources of income for the locals. Nowadays, the following activities are offered to the guests of Cyprus Villages Management on a regular basis:

- Cooking courses on traditional Cypriot food
- Baking course on traditional Cypriot sweets
- Course on traditional herbs and their utilisation in the existing herbal garden
- Bread baking in the re-activated village oven
- Producing traditional Halloumi cheese
- The production of traditional olive oil using the traditional olive mill
- Participation in the orange and olive harvest

All these activities are carried out by locals who are not employees of the company implying intensive training and preparation on a variety of topics (i.e. culture, marketing). The major part of the participation fee requested remains with the locals; just a small portion to cover organisation and transfer costs goes to the company. Furthermore, the activities offer the locals the opportunity to sell their products to the tourists directly and, by doing so, increasing the amount they get for the activities themselves.

Impacts of the tourist activity programme

The evaluation of the impacts of the programme is based on the aforementioned three dimensions of sustainability. As a first point, the economic outcome for the locals will be assessed: In individual cases, this additional income can represent up to 50% of the peoples' regular income. This is, of course, strongly dependent on the respective activities and products. For example, the olive oil, the traditional cheese and the herbs sell quite well due to the fact that they are easily preserved and transported by aeroplane; in contrast, bread and sweets loose most of their desirability after a few days. For the people involved in the programme, the overall increase in income can be considered to be up to 20%, which is a respectable amount considering the quite poor job opportunities in rural areas. These activities do not only promote economic sustainability, but also social sustainability. Practical examples referring to the preservation of cultural identity, the further development of local societies and the fair allocation of resources will be presented on the basis of the core villages of the Cyprus Villages Management, Tochni and Kalavasos. Prior to the introduction of the activity programme, traditional customs and abilities were not really taken into consideration. The younger generation was not interested in these habits having been perceived as “old-fashioned” and “non- profitable” (Interviewee 1). The introduction of the programme, however, changed the attitude, especially, amongst the younger generation. The re-activation of the traditional village oven, for example, provided the younger generation with the opportunity to taste bread prepared in the traditional way for the first time. Simultaneously, the re-activation ignited a serious discussion amongst the locals on what kind of wood would be “traditionally correct” (Interviewee 2) to use for heating the oven. In consequence, the discussion created awareness of this old craft and its advantages. A similar effect could be observed when talking about the art of cooking traditional meals and sweets; once again, a debate on the ingredients and the way how to prepare the different traditional recipes was initiated (Interviewee 1). Besides the creation of awareness of traditions, the value of these traditions became obvious through the interest of the tourists. Furthermore, the opportunity of a financial gain connected to this kind of knowledge convinced younger people to deal with these traditions. Furthermore, already during the preparations for the programme, traditional knowledge has been used and refreshed amongst the locals; the restoration of the oven and the service of the traditional olive mill are just two examples. Hence, the programme obviously enhanced the local identity, especially amongst the younger generation by creating awareness for the value of traditional skills as well as knowledge-building concerning traditional methods of operation. With regards to the development of local societies, the changing role of women within the villages can be cited as evidence. To a large extent, the offered activities are supervised by women. Consequently, they are able to acquire a certain respect by the male dominated society and, at the same time, improve their position within the families, since they are able to contribute to the family income (Interviewee 3). Besides the strengthening of the women’s role in society, another interesting but indirectly related aspect emerged. The locals, now being aware of the advantages the tourists might bring to the village, have established a committee dealing with decorating the village and paving the village street with cobble stones instead of tarmac. In this case, the programme facilitated the funding of institutions besides the official administration and, therefore, backed the further development of civil society. Furthermore, the new sources of income represented by the activity programme created opportunities for the, mainly, quite poor farmer families to economically catch up with other occupational groups in the villages.

Summarizing, as to the contribution to social capital, this case is regarded as an excellent example of how social entrepreneurship pursuing philanthropic objectives (in addition to profit driven ones) can contribute to redress the balance in favour of depleted areas (Fuller-Love et al, 2006; Roper and Cheney, 2005; Leadbeater, 1997, in Fuller-Love et al, 2006). The case reflects best practice to harmonize established traditions, hierarchies and institutions with new and innovative ways of thinking and behaviour by concerted strategies (Kaufmann, 1997 and 2007; Morrison, 2000) triggering also new forms of entrepreneurship as youth and female entrepreneurship. Due to their common underlying objective to contribute to the welfare of all stakeholders involved Kaufmann (2007) suggests to validate the internal consistency of the concepts of social entrepreneurship, sustainability, location branding and local heritage. The hypothesis for this case study reflected this endeavour and can be seen as confirmed but requires validation by future quantitative research.

Moreover, the programme also showed impacts in the field of environmental sustainability. The involvement of tourists in the farm labour, e.g. in the case of the olive and orange harvest provided the tourists with insight in local common ways of farming. This way of farming, relying on the intensive use of pesticides and fertilisers was in many cases incompatible to the tourist expectations about ecological and environmental friendly farming. This fact caused a certain retentiveness of the tourists when buying local products. This point as well as the factor, that tourists were willing to pay a much higher price for ecological friendly produced products, resulted in a re-thinking of the local way of farming. Of course, this re-thinking has not yet radically changed the way of farming, but it gave an impulse towards a more sustainable form of farming. However, changes could be realised not only in the field of farming. The extensive traditional renovation of the old village houses also resulted in the increasing demand for traditional building materials. The tourist desire for authenticity re-opened a market for special kinds of wood and tiles, which have totally been neglected during the last years, due to the fact that concrete was considered the only possible building material. The advantages of the old houses, such as the perfect ventilation and, at the same time, insulation have been re-discovered through the revival of the traditional way of building; this has caused a rise in demand also amongst the locals. Furthermore, this new demand influenced the land use and has supported the cultivation of traditional lumber.

CONCLUSION

Reflecting on the previous paragraphs it has to be recognised that tourism in rural areas entails the opportunity to back sustainable development. Tourism, therefore, can be an important module when introducing concepts of sustainability in rural areas. Designated forms of tourism based on authenticity and local culture as well as entrepreneurship can connect the aims of sustainability and the interest of the locals to improve their standard of living. Confirming the research aim, tourism can be regarded as a stimulus for a general sustainable development.

As shown by the case study, tourist activity programmes can strongly contribute to the sustainable development of rural regions by highlighting not only the economic but, even more, social dimension. Especially, the opportunities of strengthening the interaction between tourists and locals and between government, in form of the CTO, and local tourism providers can ensure social capital in terms of national, regional and local entrepreneurial identity as an intangible form of social capital. Therefore, not only local sustainable development was enhanced but, moreover, long-term social capital was created. For this reason, further quantitative research in this topic is suggested to validate the consistency of the concepts of sustainability, identity, entrepreneurship in its various forms, location branding, local heritage and tourist activity programmes. The awareness created amongst the locals in combination with the positive developments in all three dimensions of sustainability designates the interaction of tourists and locals as almost the optimum tool to ensure positive effects caused by tourism. Considering the strong social and economic impacts, the programme of Cyprus Villages can be recommended as a best practice example for tourism to contribute to sustainability.

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THE IMPORTANCE OF STRATEGIC STAKEHOLDER MANAGEMENT IN TOURISM SECTOR: RESEARCH ON PROBABLE APPLICATIONS

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The main object of this study is to explain the importance of strategic stakeholder management in tourism sector. In today's turbulent and chaotic business environment all businesses have to operate under the pressure of different interests and influences which management has to assess and evaluate to adjust them with corporate objectives. Therefore strategic stakeholder management practices could be considered as useful tools in dealing with the stakeholder interests in order to achieve corporate objectives. In making important corporate decisions, it is necessary to know about expectations and impacts of different stakeholders. In this study by examining former studies, the importance of the concept of stakeholder for organizations, the reasons why organizations should respond to their stakeholders and the need for managing stakeholders strategically, its importance and practices in tourism sector are demonstrated. In addition, the tourism sector managers' opinions and attitudes towards strategic stakeholder management are examined by interviews with managers of some tourism enterprises in Izmir.

Keywords: *stakeholder theory, stakeholder management, strategic stakeholder management, tourism sector, tourism enterprises*

INTRODUCTION

The interaction between global economic growth and global social transformation has resulted in changes in character and behaviour of organizations and in public expectations about the role and responsibility of corporations within society. Today, these rapid evolutionary developments have crated a need for redefining corporation by re-examining of the means by which the benefits of corporate activity should be generated and distributed in the 21st century (Post, Preston and Sachs, 2002).

Organizations have to deal with not only the needs of their shareholders, but also various other groups including employees, suppliers, public interest groups like environmental organizations, customers, strategic partners, media people, public monitoring bodies, financial institutions, governmental bodies, competitors, intermediaries, and unions. Therefore, the first step of strategic stakeholder management is to determine the important stakeholders of the organization which can influence the organization and be influenced by the organization.

From tourism sector's perspective, which is a leading economic sector for many countries for their growth and survival, it is clear that stakeholder management issues are very important in gaining business success. As widely known, tourism is a labour-intensive service sector which produces and sells mostly intangible products. Tourism enterprises carry out their businesses based mostly on relationships. Similar to other industries, stakeholders have great importance in tourism sector.

It is also necessary to state that all organizations in tourism sector should be more responsive to strategic management issues in different fields related with the sector's growth and success. Although the importance of and the need for successful and strategic relationships between the organization and its stakeholders is mentioned frequently for tourism sector, it can be said that there still exist some deficiencies in practice. In this paper, strategic stakeholder management concept -which can be considered as one of the neglected issues in tourism sector- is examined and consequently some suggestions are made in order to improve strategic stakeholder management practices in the sector.

THEORETICAL BACKGROUND

A stakeholder is classically defined as "any group or individual who can affect or is affected by the achievement of the organization's objectives" (Freeman, 1984; Mitchell and Cohen, 2006; Mitchell, Agle and Wood, 1997). The symmetrical phrase "can affect or is affected by" opens the idea that "outside" individuals or groups may consider themselves to be stakeholders of an organization, without the organization considering them to be stakeholders (Friedman and Miles, 2006).

It was an internal memorandum at the Stanford Research Institute in 1963 where the term "stakeholder" first appeared in order to generalize the notion of stockholder as the only group to whom management need be responsive. The term "stakeholder" -referring to the various interests who participate in a business- has commonly been used since 1980s from the landmark book in the business literature of Freeman's *Strategic Management.* The stakeholder concept was defined as "those groups without whose support the organization would cease to exist" and originally includes shareowners, employees, customers, lenders and society. The most famous and frequently cited definition was given by Evan and Freeman in their essay namely that the "stakeholders are those groups who have a stake in or claim on the firm."

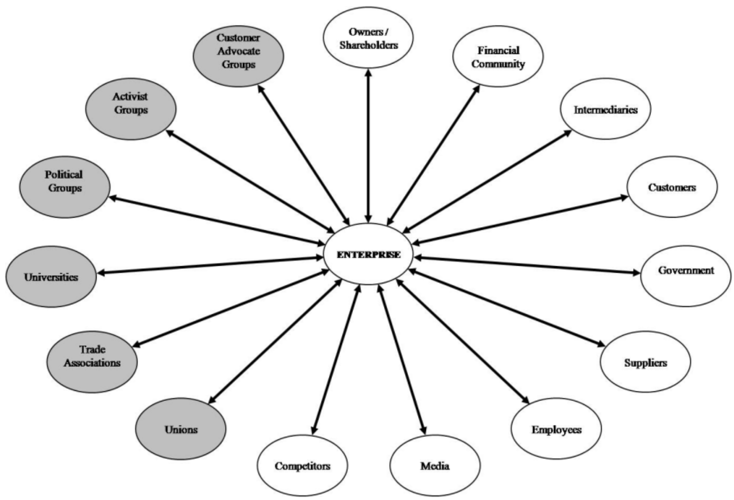
The stakeholders of an organization can be divided into primary stakeholders and secondary stakeholders, according to the relationship between their interests and the company. They can be also divided into the internal and the external stakeholders depending if they are those who are members of the company (Zhao, 2006).

The stakeholder groups of any organization represent a wide and diverse range of interests, given that each stakeholder group has its own unique set of expectations, needs, and values. The most common way of classifying stakeholders is to consider groups of people with a distinguishable relationship with corporations. The probable stakeholders to be considered for an organization are as seen in Figure 1 (Friedman and Miles, 2006).

These stakeholders are shown in a two-coloured way. White ones refer to the stakeholders which the organization has to deal primarily with in strategic stakeholder management whereas grey ones reflect secondary stakeholders. While organizations have to give priority to former ones interests, the latter ones' situation could alter from time to time according to the organization's activities, environmental conditions, and needs. In other words, organizations do not have to respond to all of their stakeholders' interests at the same time.

Every organization's stakeholder priorities are determined by organization's conditions and vary from one organization to another. In addition these priorities can change within an organization from time to time. Therefore, in stakeholder theory one cannot claim that there exists one and constant stakeholder list for an organization.

Figure 1. A Simplified Version of Stakeholder Map of an Organization



Source: (Adapted from Freeman, 1984: 55)

Stakeholder Theory: Normative, Instrumental, and Descriptive

Theoretically, the stakeholder concept has been identified with normative, instrumental, and descriptive emphasis. Donaldson and Preston (1995) offer three central theses related to stakeholder theory (Friedman and Miles, 2006: 28-29).

- ***Normative:*** This thesis is based on moral or philosophical guidelines for the management. This thesis assumes that stakeholders are identified by their interests in an organization whether / or not the organization has any corresponding functional interest in them.
- ***Instrumental:*** This thesis is based on establishing a framework for identifying the relationship between the practice of stakeholder management and the achievement of different organizational performance goals.
- ***Descriptive:*** This thesis is based on describing specific organizational features such as the nature of firm, the managers' perspectives of management, management styles, and managers' attitudes towards stakeholders' interests.

Stakeholder analysis is a means of identifying socio-political aspects of organizational decision making by recognizing, classifying, and managing different stakeholder interests. Stakeholders are individuals or group of people with an interest in an organizational issue who influence the way it is devised and resolved. There exist three premises which underline stakeholder theory (Simmons, 2004: 602):

- organizations have stakeholder groups that affect and are affected by them,
- these interactions impact on specific stakeholders, and
- the organization, and perspectives of salient stakeholders affect the viability of strategic options

The management of conflicting stakeholders can offer several benefits to organizations. Managers should examine the business's progress to establish connections with these stakeholders. Several authors have categorized stakeholders into different types (Lim, Ahn and Lee, 2005: 832):

- Freeman (1984) originally investigated stakeholders groups in terms of government, political groups, shareholders, financial community, activist groups, consumers, consumer advocacy groups, unions, employees, trade associations, competitors, and suppliers.
- Morgan and Hunter (1994) noted four basic types of organizational stakeholders: internal, buyers, suppliers, and lateral.
- Lerner and Fryxell (1994) highlighted five major stakeholders: customer, community, stockholders, government, and employees.
- Donaldson and Preston (1995) categorized stakeholders into governments, investors, political groups, suppliers, customers, trade associations, employees, and communities.
- Clarkson (1995) addressed two major stakeholder groups: primary and secondary.
- Henriques and Sadorsky (1999) introduced four groups: regulatory, community, organizational, and media.
- Sirgy (2002) categorized stakeholders into three groups: internal, external, and distal.

Although stakeholder theory mentioned about includes various perspectives of different theorists, management of stakeholder relations successfully is at utmost importance for organizations. Fortunately, scientific debates on stakeholder management are not as complex as stakeholder theories.

Stakeholder Management

The concept of stakeholder management depends on the mechanisms by which organizations understand and respond to the needs and demands of their stakeholders. As the main purpose of stakeholder management is accepted to be protecting the organization from the negative impacts of stakeholder activities, organizations should use some techniques such as; issue analysis, consultation, strategic communications, and formal contracts or agreements (Svendsen, 1998: 2).

In today's complex business environment most of the organizations' efforts are directed to establish the trust of key stakeholders. Stakeholders have great influences on organizations and there exist strong interactions between organizations and their stakeholders (Huber, Scharioth and Pallas, 2004). In practice, for any organization gaining financial success is regarded as the most critical aim and in order to reach this aim organizations use any tools at the expense of employees, the environment, and/or local communities. This socially irresponsible attitude generally results in not only shareholder losses rather than gains, but also irreversible damages on relationships. It is proposed two critical assessment variables for the organization's decision about stakeholders: their potential to threaten the organization, and their potential to cooperate with it. Similarly, it is suggested two relationship variables, such as cooperative potential and competitive threat. Cooperative potential and competitive threat reflect stakeholders' capacity for cooperation and threat in a particular issue confronting the organization. Typically, companies can adopt four possible postures for stakeholder management: reactive, defensive, accommodative, and proactive (Lim, Ahn and Lee, 2005: 832). According to stakeholder's potential for threat and potential for cooperation, companies determine their postures and strategies for stakeholder management such as leading, collaborating, involving, defending, educating, and monitoring (Lim, Ahn and Lee, 2005). The Clarkson Centre for Business Ethics developed a list containing the critical attributes of stakeholder management (1999). The first principle emphasizes the need of recognizing stakeholders' legitimate interests. After realizing their interests it is at utmost importance for organizations to use these findings in decision making processes. The second principle in the list refers to the necessity for communication between the organization and its stakeholders. In this step stakeholder engagement is provided in order to reduce stakeholder conflicts. The third principle reflects the idea that stakeholders could have differences in their involvement with the organization. Whereas the organization has formal relationships with some of its stakeholders –such as governance mechanisms- other stakeholders are reached by unofficial ways –such as through direct contact, advertising, or press release-. The fourth principle underlines the importance of balancing risks and rewards among different stakeholders fairly and remarks the necessity of distributing benefits apparently to all parties. The fifth principle highlights the requirements for cooperation with public and/or private entities with the aim of reducing risks related to corporate practices. The sixth principle is related to respect to human rights which can be threatened by the organization's present and future activities. The last principle takes attention of managers to recognize their own conflicts of interests to regulate stakeholder relationships in a way that can increase credibility of organization.

Strategic Stakeholder Management: Tourism's Perspective

Tourism is one of the most important revenue generating sectors for all countries besides its special feature as being an important job generator sector. It also serves as a catalyst for development. When development and growth issues are concerned, the tourism sector has achieved great importance just because, like no other sector, tourism is in a position that creates prosperity and economic development opportunities even for places which would not considered and used as an economic resource. In other words, what makes tourism sector special over other sectors is its highly fragmented and diverse structure which requires coordinated actions in order to be successful.

The tourism sector could be thought as a system. As Mill and Morrison (2002) mentioned there are several reasons to see tourism as a system. The first reason is the interdependency in tourism which means that all organizations in tourism sector are interrelated parts working together to achieve common purposes. The second reason behind using system approach for tourism is its dynamic and constantly changing characteristics. In other words, tourism can easily be affected by many external influences such as war, terrorism, political uncertainty, international relations, epidemics, technological developments, and changes in demographic conditions. On the other hand, it is necessary to mention that tourism is a complex sector and consists of different types of activities and organizations. This characteristic of tourism is accepted as another important reason to see tourism as a system. The fourth reason is the competitiveness of tourism. As competition in tourism is intense, tourism organizations of all kind have to compete with each other globally. The last reason for using the systems approach in tourism is the need for responsiveness. As mentioned before, tourism should be seen as a big machine consists of many elements which are independent. A change in one element of this system causes changes in other parts of the system. Therefore, harmony of all parts is required for overall success of tourism. To create this harmony, stakeholder management practices should be used as a key to create strong relationships between the tourism organizations and their stakeholders.

A RESEARCH ON PROBABLE APPLICATIONS OF STRATEGIC STAKEHOLDER MANAGEMENT IN TOURISM

While priorities of stakeholders in tourism organizations vary, it could be thought that stakeholder relationships and strategic stakeholder management issues are new in the sector and not yet totally understood by managers. In order to examine this view, a research on probable strategic stakeholder management applications is conducted at lodging enterprises (14 managers were chosen for the interviews) and travel agencies (21 managers were chosen for the interviews) in Izmir.

Data are collected by interviews with managers of selected lodging enterprises and travel agencies in order to determine their attitudes towards stakeholder management and stakeholder management practices. Interviews are conducted face-to-face, via phone or via e-mail. The main aim of this research is to determine the perception of the managers about these concepts.

The questions asked to the managers and their answers can be summarized as follows:

- *What do you think about the importance of relationships with your different interest groups? Mention three of them which have priorities in your practices.*

All managers agreed that relationships are the most important means of doing business in tourism sector. Hotel managers emphasized that relationships especially with customers, suppliers, shareholders and the media have greater importance than the other ones. On the other hand managers of travel agencies mentioned that shareholders, suppliers and customers are important in doing business.

- *Have you ever heard about stakeholder concept? What is your opinion about the concept? Do you have any idea about stakeholder management?*

Stakeholder concept has been heard by the hotel managers, especially as a part of recent strategic management applications. Most of them have thought that the concept has been a little bit complicated and confusing. Similarly, answers of managers of travel agencies were parallel to hotel managers' answers.

- *Do you think that it could be useful for your organization to call all the interest groups as stakeholders?*

Because of the confusing and complex manner of the concept, calling all the interest groups of the organization has been considered as a difficult, complicated, and time-consuming task.

- *According to your management philosophy, which group can be considered as the most important in your decision-making: shareholders or other stakeholders?*

Most of the managers have agreed that the impact of shareholders on decision-making could not be neglected and usually shareholders could be considered as the most dominant groups in decision-making process.

- *Do you think that your organization is responsible to any groups other than shareholders?*

The hotel managers stated that in today's business environment, organizations could not operate in isolation and they have had responsibilities to different interest groups. They have added that customers have gained great power in today's market and if any of these strong interest groups have been ignored, organizations could lose their competitive advantage over their rivals. On the other hand, managers in travel agencies emphasized the importance of relationships with different individuals and groups in doing business such as suppliers, customers, and competitors although they felt the pressure of owners/shareholders.

- *According to you, what should be the main objective of an organization? Profit? Or, should organizations have social responsibilities and deal with interests of other groups?*

Profit maximization has still been seen the most important and the main objective of organizations. However, changing society has forced companies to deal with different interest groups (even with ones which did not exist in the past such as NGOs (environmentalists, customer advocate groups etc.). Concepts of social responsibility and ethics, ethical considerations about doing business have been thought to become very significant. However, social responsibility issues have still been overlooked in tourism sector.

- *Do you think that stakeholder management could be a useful management tool for your enterprise in gaining competitive advantage?*

Most of the managers have claimed that they have not got any idea about the theoretical background of stakeholder management whereas some managers of travel agencies suggested that if the concept has been supported by governmental bodies and managers have been educated on the subject, the stakeholder management would become more popular and be adopted by many organizations in the sector.

- *Do you think that stakeholder management practices facilitate and support strategic management processes?*

Most managers have accepted that stakeholder management has been a powerful management tool in gaining competitive advantage. Even they did not apply stakeholder management in their enterprises, they have known about the importance of relationships with different stakeholders and the impact of managing these relationships on business success. They have added that relationships with employees have been the task of human resources department; relationships with customers could be managed by different tools such as CRM, public relations etc.

Generally looking, it could be said that even stakeholder management is not applied in the lodging enterprises and travel agencies in Izmir, the managers have realized the importance of managing relationships, and they have tried to manage interests of different groups in order to gain competitive advantage.

CONCLUSION

Different stakeholders with their conflicting interests make businesses complicated and confusing in today’s business environment. Therefore, in order to be successful managers need to have the ability to harmonize heterogeneous expectations into a comprehensible whole which supports overall corporate aims and objectives. To concentrating solely on maximizing returns to shareholders cannot be considered as the main and the only responsibility of managers. Instead, resolution of the inevitable conflicts between stakeholder groups is the most important and strategic responsibility of managers.

In the tourism sector, where an intangible product is sold to customers and relationships create the foundation of business applications, stakeholders should be considered as the main actors in achieving success and gaining competitive advantage. Although the importance of relationships in business practices and success have been accepted by managers in tourism enterprises, it should be kept in mind that in today’s changing society and business environment organizations need more comprehensive methods and practices in order to achieve a good position in the market.

It can be said that in tourism sector successful face-to-face relationships with customers are the most significant determinants of maximizing profits and gaining success. Managers of tourism organizations should take all stakeholders' interests into consideration in their decision making processes. Limiting stakeholders' interests into shareholders' interests and building all business on the objective of maximizing returns to shareholders could possibly end with failures in business, loss of market share and competitive advantage.

Although including stakeholders in the planning process is often accepted as a difficult and time-consuming activity by organizations, this partnership may create significant benefits for the successful and sustainable growth of tourism (De Araujo and Bramwell, 1999).

On the other hand, it is observed that employees as stakeholders are usually neglected by managers of tourism organizations. In tourism, as being a labour-intensive service sector, employees play a very critical role in an organization's success. Therefore, relationships with employees should not be limited only to activities of human resources management department of the organization. Moreover, in tourism overlooking employee relations dramatically results in decreasing customer satisfaction.

Last but not the least, managers in the tourism sector should be given knowledge on stakeholder management. Further and comprehensive researches at other business areas in tourism and on different stakeholders are needed in order to get a broader knowledge on stakeholder management practices in tourism sector.

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Domestic Tourism in Iran

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The present paper explores and assesses various dimensions of tourist activities, multiple meanings and uses of tourisms in Iran. The country being endowed with numerous historical and cultural attractions, heritages and sites, many Iranians, are interested to visit them. In this way, domestic tourism is improving more than ever before. In addition to other objectives, domestic tourism contributes to the integration within different communities in the country. Therefore, native people are drawn to a variety of national and local attractions such as historical regions, natural landscapes, museums, religious shrines etc. However, the government has been highly insistent in developing state schemes aiming at the expansion of tourism in the country in the past few years. Under the impact of industrialization, per capita income has increased, and thereby the people have started opting, more leisure, travel and tour.

Keywords: *industrialization. socio-economic change. leisure. cultural attractions. quality of life.*

INTRODUCTION

The main objective of the present paper is to reflect the various concepts and dimensions of domestic tourism in Iran. In that, the author inevitably has to argue different backgrounds of tourism from a general perspective, and to some extent through the Western literature. In this section, various dimensions of tourist activities, multiple meanings and uses of heritage today, and emergence and development(1) of tourism will be assessed. We will also witness how new and changing frames of socio-economic life in modern time have motivated the development of tourism with special reference to Iran. The paper will explore how one of the world's biggest industries with more people than ever before travelling domestically, and experiencing new destinations abroad.

Geo-morpologically, Iran has a diversity of landscapes with the mountains, dry lands and deserts being the dominant types. All these scapes are visibly affected by the intense work of wind, that persistently depreciates, erodes, and alters the land features (Taghi Zadeh Ansari, 1970). Geographically, Iran, has an area of 1.6 million km sq. and a population of more than 70 million (Census, 2006), has a range of climatic conditions. The country is endowed with numerous historical and cultural attractions, heritages and sites of which many, including Iranians, are by and large unaware. Iran is connected to the Caspian Sea in the north and the Persian Gulf in the entire belt of the south. However, more people use the northern resorts because of the availability of facilities and modest climatical conditions. Similarly, Southern tourist resorts in the Persian Gulf which are more of tropical climate, have been developing in the past few years. They are pleasing shopping centres for the Iranian tourists.

One of the main objectives of encouraging domestic tourism in Iran is the creation of integration and unity within different communities in the country. Such objectives could be applicable through the adoption of policies that encourage:

- investing in affordable lodging sector in favour of middle-class and low income tourists in the country.
- harmonizing domestic tourist policies, and other regional policies, and the development of harmonized sites for leisure spending.
- the organization and development of domestic travel and tour systems.
- organizing special tours for those physically debilitated by war (namely the handicapped).
- assistance to and supervision of tourist agencies.

Domestic tourism in Iran is undertaken as a secular, sacred and a combination thereof, activity. Native people are drawn to a variety of national and local attractions such as ancient and historical regions, natural landscapes, museums, religious shrines and holy sites, rituals and customs, indigenous arts and handicrafts, traditional foods and drinks, habitation instillations and entertainment, transportation facilities and the like (Zamani Farahani, 2003).

METHOD

The research was performed as a qualitative library type in which the researcher had to refer to relevant and related sources. In the present research, various books on tourism were thoroughly investigated, and the needful inferences were made. The data fed by the investigator in the present research is dependable and reliable. Though literature on Iranian tourism is very limited, yet the author has tried to investigate many foreign resources as well, in order to elicit the necessary information in order to build up the text.

STATE OF TOURISM IN IRAN

Realizing the importance of tourism, from a multi-dimensional perspective, more particularly as an option for the development of the national economy by way of earning foreign exchange, creating of job opportunities and the like, the national government has been making consistent efforts to provide funds for various state schemes aiming at the expansion of tourism.

Tourism being a socio-economic phenomenon, has become the world's largest and fastest growing industry. It has been identified to highly contribute to economic development. Under the impact of industrialization, per capita income has increased, and people have started having more leisure due to mass production methods. Similarly, the mass media like T.V. networks, and newspapers have brought awareness about distant places of interest. This has generated many people to travel and visit these places. Such a process has highly contributed to the flourishing of tourism at national level. Other infrastructures such as hotels, communications, car-ownership and other facilities have got added up and improved tourism in Iran. The growth of tourism highly depends on the quality of tourism management(2) not only in Iran, but in every other country. Traditionally, many Iranians while going for holiday-waking, they try to fix up with some relatives at the destination to stay with. That is for two reasons; one is to economize their holiday-making, and the other reason is because they cannot easily find accommodation at the destination during the touring season.

However, more existence of tourism potential does not lead to the development of the industry, but an integrated management approach towards development of tourism is necessary, as the latter is a multi - faceted industry. In recent years, Iran has come to adopt progressive policies in order to uplift tourism in the country.

Under the current socio-economic change in the country, the demand for tourism is ever increasing, yet the resources need to be expanded and applicable. The functionality of the system is one of the aims/objectives of the government. Till recently, Iran did not realize the importance of fully tapping the tourism potential. The contribution of tourism in terms of foreign exchange accruals is shown under the item ”invisibles” in the balance of payment data.

The need for planned development is of paramount importance in the field of tourism. Many countries in the world including Iran have lately realized the importance of tourism and the benefits which it brings out. As mentioned before, the increasing significance of tourism as a source of income, employment generation, regional development, and as a major factor in the balance of payments for many countries (Bhatia, 1996), has been attracting increasing attention with special reference to an interest in economic development. Thus, tourism development has become more and more a particular field of research in economic planning not only in Iran, but undertaken by many countries.

Overall, tourism expanded swiftly as world economy improved. That is why more and more travellers are increasingly seeking new places to visit. As also stressed by UN, a country should see a steady growth in the number of new tourist resorts developed, to the extent permitted by its economic resources.

So far as tourist activities in Iran are concerned, the existing possibilities of touristification(3) and tourist activities are ever being developed, protected and encouraged. So far as Iran is concerned, under the conditions of increasing high education within the young generation, improvement in the standard and quality of life, improvement in communication networks, improvement in economic cycle as a whole etc., tourist activities are increasing more domestically rather than internationally.

Domestic tourism is the best and foremost alternative for Iranians since they cannot easily afford to spend on international travel and tourism. (Sadr Khonsari, 2002). Attractions are a vital component of Iran’s tourism scene. Indeed, this is often the single most important reason for tourists to visit a destination. Visitations, in turn stimulate for the growth of related sectors such as accommodation, transportation, and entertainment (Youell, 2000). Secondly, domestic tourism is highly encouraged in Iran in order to reduce the pressures and constraints of urabn life.

ATTRACTIONS

Socio-demographic factors tend to play a decisive role in determining what constitutes an “attraction” for Iranians. In that, persons of high-class background may perceive a seaside resorts of the Caspian Sea as a major attraction, while a highly-educated citizen may be attracted to the “deserts” of central Iran, and yet others may be attracted to religious sites of Mashhad, or to historical places of Shiraz, Isfahan etc. There does not seem to be a national consensus on attractions among Iranian visitors.

The same is visible in the cultural attractions of the country which constitute the tangible and intangible elements of a nation’s identity that may be observed, exhibited or conducted (A’arabi and Izadi 1999). Hence while historical sites, museums, religious sites, mosques, churches, temples possess physical attributes other cultural attractions such as music, arts, poetry & literature, painting, sculpture etc. need a certain level of learning and familiarity to be relished. In this context, it is important to remember that the majority of attractions throughout Iran, such as museums, craft galleries, shops, leisure facilities natural sites like lakes, waterfalls, caves, have local and or national appeal. A cluster of such miscellaneous cultural features in a locality/region may generate sufficient interest in the people to explore and perhaps stay for a few days.

At the national scale, some locations in Iran have a variety of cultural attractions that attract both Iranian as well as foreign visitors. Links with famous people, cultural diversity, associations with arts etc., are all used to build an image of a destination and attract tourists. Hafiz and Saa’di, the two great Iranian Poets in Shiraz, Abu Ali Sina’s (Avicenna’s) grave in Hamadan, Omar Khayyam in Neishabour, and many other cultural sites attract quite a large number of cultural visitors. Many other Iranian cities are enriched with such cultural attractions.

Natural tourist attractions in Iran indicate that the country is endowed with lots of intact natural attractions. For example, the existence of many caves in different parts of Iran such as "the Cave of Ali Sadr in Hamadan is a natural glamour which is annually visited by thousands of domestic tourists. That natural resource has highly added to the natural attractions of the country. Similarly, Uromiyeh Lake in the north-west of Iran is increasingly becoming famous for its medical mud and high satly water by thousands of both domestic and international medical tourists per annum. That is to say, many tourists choose it for "mud therapy".

Iran, being a predominantly tribal society in the past four-thousands years, could now be one of the most important tourist attractions domestically and internationally. Visiting the tribal people is important for the Iranian tourists because of the genuine Iranian culture and lifestyle still being prevalent within them. That reflects the ancient culture of Iran; not highly affected by the modern industrial life (Organization for Planning & Budget, 1991).

GOVERNMENT APPROACH

In Iran, national tourist organization is known as Iran Cultural Heritage, Handicraft and Tourism Organization. The NTOs such as the one in Iran, are involved in planning, development, promotion, and administration of tourism. While for example, planning a beach or a mountain resort, an NTO tries to make sure that there is no overcrowding, pollution and destruction of historic or archaeological landmarks as a result of the new area development for tourism. To promote tourism, an NTO must open tourist offices in different parts of a country as well as outside the country so as to motivate and attract tourists.

However, Government are responsible for providing the domestic travellers with all the facilities and information necessary. In Iran, the Tourism Department has its offices in the 30 provincial cities of the country.

TOURISM AND QUALITY OF LIFE

The basic questions of motivation and quality of life as applicable in different fields can similarly be applied to tourism. We know that the question of motivation is the question of why. Why do some people travel and not the others? Or, for that matter, why some members in a family travel, while others do not? Why in a particular region or a country, more people engage in tourism activity than in another? The answer to all these questions could be sought in quality of life. Several studies concerning psychology and motivation for tourism have shown that individuals normally travel for more than one reason. Tourism is the outcome of a combination of motivations and quality of life (Bhatia:1996).

LEISURE AND TOURISM

Leisure has increased greatly since the early 1900s, mainly as a result of a shortened workweek, technological advances, and a greater life expectancy. However, it seems that many citizens in the industrial world desire more free time (Robinson, 1991), and that contributes to increasing tourism. In Iran too, the country moving towards industrialization, and modern standards(4), moving upwards on Human Development Index (HDI), the citizens are desiring more leisure, and as a result more tourism. For example, in the year 2007, between March 20th and April the 5th, more than 54 (77%) million Iranian people (out of the total 70 million population) travelled in and around the country during Now Ruz, or Iranian New Year's holidays (Iran TV., 2007).Though till the mid 20th century the term leisure did not literally have a clear meaning in the Iranian culture, yet in the past few decades, it has extensively been used by different classes of people. Many people pursue it in various and possible ways.

According to Hunnicutt (2000) patterns of leisure activities have changed a lot in many societies including the US. In the past, and even up to the mid of the 20th century, family dinners and family links were the most important ways of leisure spending in both the developed and the developing world, but due to change in socio-economic structure of different societies including Iran, such means of leisure are down now considerably, and instead, people are more involved in tourism activities.

So far as the leisure participation patterns of women is concerned, unfortunately several factors restrict the freedom of women with respect to leisure. These factors may include the following (Leitner, 2004):

1- Lack of free time: According to Levine (2001), women have less leisure than men because they work two to three hours more than men, when work both inside and outside the home is considered. This strongly applies to women in Iran too. In countries where birthrates are higher and social norms require even less of men in terms of housework, women have correspondingly less free time.

2- Fear of violence: In many countries women are often afraid of being out at night time. For example, according to James and Embrey (2001), 70 percent of Australian women fear attack after dark, and this fear constrains their night time recreational and leisure activities. In the United States too, where violent crime rates are higher than most other developed nations, the fear of violence is the major factor; limiting women's leisure and recreation choices, both at night, and even during the day. So far as women in Iran are concerned, social norms do not allow them to be out at night for leisure, and not even very much during the day time. Hence, women travel and engage in leisure less than men due to social, cultural and economic reasons.

3- Stigmas inhibiting participation in physical activities: Surveys indicate that women are less likely to be physically active than men (Brownson et al., 2002). Yet, interestingly, women with more masculine and androgynous personalities are less constrained by psychological barriers to leisure (Kane, 1990). Therefore, some women do have the ability to take control of their own leisure and overcome the common constraints to leisure activity participation (Little).

However, leisure and tourism are extremely important aspects of not only the Iranian society, but all other societies. Both directly and indirectly have profound impacts on the physical, psychological, and economic well-being and potentiality of the people; whether men or women.

Theoretically speaking, tourism in Iran is very much different from those of many other parts of the world including for example Caribbean Islands. In Iran, so far as the international tourism is concerned, it is highly for example oriented to the cultural and historical sites and not the sea side resorts. But, for the domestic tourists it is genuinely different; they mostly prefer natural resources and attractions.

ISLAMIC TOURISM

Exploring the world is highly emphasized by Islam. That is to say, Islam always urges its followers to acquire knowledge by exploring the world. Yet, despite such emphasis, many Muslims cannot afford it to travel.

So far as hoteling in domestic tourism in Iran is concerned, the country has much concentrated on building more luxury hotels which common people cannot easily use them. Therefore, the country must more invest in 4-star hotels and less above (Sadre-Khansari 2002).

There are many sites and cities in which Islamic tourism is reflected. Cities such as Isfahan, Mashhad, Shiraz, Qom, Hamadan, Kermanshah and many others, are highly active in receiving domestic and international tourists, They are a wonderland for tourists and pilgrims. The holy shrines of Imam Reza in Mashhad, Hazrat Masoomeh in Qom, and Shah Cheraq in Shiraz as Islamic tourist attractions, annually absorb millions of domestic and frequently foreign Muslim pilgrims and tourists. Similarly, shrines of great poets like Saa'di and Hafiz in Shiraz , Abu Ali Sina (Avecenna) in Hamadan, Omar Khayam in Neishaboor, and many others are regularly visited by domestic tourists and often foreign tourists. They have been the sites of cultural and economic significance over centuries, and more in recent decades because of the availability of transportation facilities. They constitute vital tourist regions in their landscapes, rich heritage in culture, arts and architecture. Such sites and regions speak of the history, civilization and the socio-cultural conditions of Iran.

So far as Iran’s tourism development is concerned, the country started to restructure economy after the War with Iraq ceased in 1988, and for that purpose, fair utilization of resources and meaningful participation in the production processes were accomplished, and tourism was given high priority. That is, a process which is still continuing. It is also worth mentioning that in the absence of peace, foreign political support, economic aid, and technical guidance would lag behind. Therefore, the more we learn about the operation of "peace", the more we wish to learn about the outcomes, consequences, and finally the development reached as a result of (Macionis, 1997).

Increasing car production, and using cars in 1920s and 1930s contributes to the increase in the number of tourists worldwide. That eventually affected domestic tourist industry in Iran too. So far as car ownership in Iran is concerned, there are now (2007) about 8 million cars at the disposal of the people throughout the country. In addition to that, air and railway systems have developed too. All these have contributed to increase in travels, and eventually boosting of tourism in the country.

However, after the World War two, tourism had developed as a socio-economic activity due to the following factors (Taghi Zadeh Ansari 1970):

1. Access to higher income for touring.
2. Reduction in working hours.
3. General improvement in transportation system.
4. Rapid economic development leading to increase in commercial travels.

Theoretically speaking, modernization generates tourism. Similarly, development of tourism requires cultures to rethink and rebuild their unique identities. Though tourism was first a Western phenomenon in its modern form, yet, it has emerged as a Muslim phenomenon within the Muslim nations according to Islamic morals and standards. Muslim countries including Iran, need to build and maintain their tourism according to the Islamic codes and frames.

TOURISM AND INTERNATIONAL UNDERSTANDING

Tourism is a major force for mutual understanding of nations; it promotes international understanding and harmony among all nations regardless of social capital, nationality, wealth, caste or creed. It has a vital role in promoting unity in the world, and highly contributes to free movement of culture and commerce in favour of mankind. It corrects misunderstanding and promotes international understanding and cohesion.

Tourism plays as a vehicle for international understanding by way of bringing diverse people face to face through interactions. It has been cited as a major contributor to international goodwill and as a prime means of developing social and cultural understanding among all people of the world. Iran too, has come to know enhance its international credit through promoting tourism. Promotion and enrichment of friendship and goodwill could highly be achieved through tourism. However, people belonging to different countries, practicing different lifestyles and speaking different languages come together to make friends via tourism. In this process, there is a mingling of cultures which has positive effects. Similarly, tourism helps in breaking down prejudices, barriers and suspicions that exist among nations. The very best way of getting to know another country or region is to go there, and when vast numbers travel, the narrow rigid boundaries that keep people in compartments tend to shrink, and a positive move towards better national or international understanding begins to operate.

Therefore, tourism is not only a means of economic activity for the countries through which foreign exchange is earned, but it is an important medium of social and cultural development for the nations. It also helps in the regional development of a country — acting as a means of social education, and better understanding among the peoples in different regions of a given country. In the long run, it conveys values from a corner of the world to another. It is therefore a vehicle of a globalized world. So far as Iran is concerned, the country is highly enhancing tourism, but it is more one-sided. In that more foreign tourists into Iran are encouraged.

Futuristically speaking, the rapid transition and the swift developments that are occurring not only in technology, but also in the social structures and relations, in customs and behavioural patterns, will have profound effects on travel and tourism in the years to come. Therefore, Governments need to project the increasing level of tourism domestically and internationally. Due to the profound transformations which societies are undergoing at present, there is bound to be qualitative and quantitative changes in travel and tourism scene. The forms of travel as a result of changes in transport and information technology, increased income resulting in more saving for travel, increased leisure time and …, all these are going to have viable effects on tourism activities in the future.

All the aforementioned factors are going to have profound effects and influences on tourism market of the years to come. That is to say, tourist activities will tend to expand unprecedentedly within all nations in the years ahead. Socio-economically speaking, in many countries including Iran, new better-off strata are emerging who are highly inclined to travel, but for the potential tourists of some countries like Iran, many people cannot easily get the tourist visas of the Western countries.

TOURISM PATHOLOGY

Despite all the socio-economic and positive effects of tourism, residents of tourist destinations point out some negative impacts in this regard which differ from country to country. Similarly, the tourists themselves too, indicate some negative outcomes of the phenomenon as follows:

- Tourists' behaviour can distort local customs.
- Traditional activities, i.e. farming, may lose labour to the seemingly more attractive jobs in travel and tourism.
- Overcrowding may cause a reduction in the quality of life for the host community.
- In some cases drug addiction, alcoholism, prostitution and …, are likey too.
- Jet lag syndrome and upsetting physical metabolism.
- Idea shock syndrome and the appearance of pressure on culture construct of the tourists.
- Customs differences and unexpected encounter in the conventional code of manners.
- The appearance of likely security problems for the tourists.

CONCLUSION

Tourism is considered to be a multi-dimensional activity essential to the life of not only Iranian people, but all the nations of the world. It contributes to the development of man in social, economic, cultural and educational aspects. Tourism being a socio-economic phenomenon, has found its priority within the managers and planners in Iran in the past few decades. Yet, integrated management is necessary so as to attain tourism development in Iran, which is often lacking. However, it is now known as a major factor/source of balance of payments. Though many tourists are attracted by the natural attractions, yet another group of tourists are inclined to visit those which are built. Domestic tourism in general promotes peace and integration within different communities not only in Iran, but in many other societies.

As tourism plays as an equalizer, it contributes to economic opportunities and justice in the country. As the cultural standards are always changing due to socio-economic change in the country, tourism training and retraining need to be carried out in order to bring about more adjustment. At present, quality of life is a good measure to see how the people of a country/region can travel and tour. Therefore, promotion of quality of life is counted as a prerequisite of tourism. Moreover, as a result of technological advances and increase in life expectancy, leisure and tourism have enhanced, and are projected to increase more. Many thinkers have come to know that tourism being a multi-disciplinary subject, must be studied and assessed by scholars of various humanitarian disciplines such as sociology, psychology, anthropology, economics etc.

Theoretically speaking, modernization generates tourism. Similarly, development of tourism requires cultures to rethink and rebuild their unique identities. Though tourism was first a Western phenomenon in its modern form, yet, it has emerged as a Muslim phenomenon within the Muslim nations according to Islamic morales and standards. Muslim countries including Iran, need to build and maintain their tourism according to the Islamic codes and frames.

Economic implications of tourism indicate that due to the positive economic returns, Governments and companies are interested in getting involved in the tourism development. That is to say, income and employment generation encourage and motivate Governments to further invest in the industry. Similarly, the two concepts of peace and tourism being very much interrelated, optimistically lead to prosperity and welfare. Similarly, in the course of the development of tourism and development, the gap between the rich and the poor is narrowed. Tourism eventually leads to international understanding and free movement of culture, commerce, promotion of friendship and goodwill between/among communities and nations in all corners of the world.

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ENDNOTES

1- Development of Tourism: It applies to real- life situations to deliver the basics of planning, development and management of tourism destinations. It highly emphasizes on the reduction of tourism's negative impacts and the increase of positive contributions of tourism business and consumption activities in terms of local sustainable development. The ever - growing number of domestic and international tourists who are attracted to the emblematic destinations can also be a threat to their conservation.
2- Tourism management: In tourism management and planning, economic issues remain the major concern for the planners, developers and even the governments. In tourism management, decisions are no longer made on the ground of rationality alone, but on the basis of a set of socio-psychological beliefs and attitudes, and on the consideration of the value frames of the people concerned. Hence, keeping in view various challenges in the field of tourism industry, especially in the context of globalization process of the industry, there is a need to adopt a strategic approach to the management of tourism industry.
3- Touristification: The term is used to denote development, and activate tourist attractions in the destination. It may include art galleries, museums, restaurants, beaches, attractive tourist resorts, cultural centers, shopping centers etc. When we say "touristify", we refer to the process by which historical, social or cultural facts are transformed into valuable products within the travel market. The process creates the opportunity of making money. In this process, sometimes traditional houses/ centers are converted into restaurants, cafès and the like, to attract more tourists. To

touristify a place, it should be in accordance with the values, history and culture of the region. For example, many tourism experts criticize Singapore to be too Western though situated in Asia. Such characteristics discourage Western tourists to visit there, since it lacks oriental identities. Therefore, to touristify a place, adequate local identities of destination's uniqueness and attractiveness must be maintained.

4- Modern standards: It is more related to urban planning, architoursm and investigations of such kind. However, to develop tourism, adequate modern, social and cultural standards should be maintained. Similarly, to develop tourism, modernity on certain grounds is required to facilitate interactions. Likewise, to develop tourism, a wise and practical balance between modern as well as traditional qualities of the indigenous culture should be constructed.

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GET ON THE BUS!

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In this article, the author conducted preliminary research on public transportation systems in four countries to aid in the development of a Comparative Public Administration course. The four countries (Canada, Mexico, the United Kingdom and South Africa) each offer unique challenges regarding mass transit. Increasing investment in mass public transit is vital to controlling urban pollution, reducing dependency on foreign oil, and reducing traffic congestion. Additionally, the article looks at the use of sabbaticals as a tool for researchers, both as a method for revitalizing professionals in the academic world and as a way to encourage research on subjects which may be less well-funded. The research will be incorporated into the course as an example of the kinds of research the students can do themselves, regardless of area of interest.

Keywords: *comparative, public, administration, transportation, sabbatical*

INTRODUCTION

Let me start by saying that I am not a comparativist by training; therefore I had no background in how to conduct a comparative public administration study. But, by a happy set of circumstances, I wanted a one semester sabbatical and our department needed such a course. The plan of study that I eventually embarked on can be easily adapted to many different disciplines.

IMPORTANCE OF SABBATICALS IN ACADEMIA

Why use a sabbatical to develop a course? Sabbaticals are a vital, necessary component of today's academic world which allows members of university faculties to perform their duties with enthusiasm, creativity and drive. The benefits of a sabbatical go far beyond the professor and extend to the students, who will reap the rewards of the faculty member's new knowledge and who will pick up on the professor's renewed enthusiasm. The university benefits from having faculty members who are excited about their fields and who may be able to bring in more publicity and students based on their research. Academia in general benefits from the increase in information and the new areas of research to be explored.

For some professors, once a highly-sought tenure position is achieved, their willingness to step outside of their comfortable boundaries to learn new techniques and information becomes severely curtailed due to an unwillingness to jeopardize their position, or due to a lack of a need to do more than the minimum to maintain their current status (Carr & Tang, 2005). The problem with this is, however, that their knowledge stagnates relatively quickly and less than four years after their own college graduations, as much as half of their knowledge becomes "obsolete" due to rapidly changing trends and new developments in their fields of study. At this point, it becomes absolutely necessary for the educator to engage in some form of academic update in order to remain abreast of the latest trends in their fields; failure to engage in some sort of continuing education, such as a sabbatical could potentially result in teaching outdated, useless material (Carr & Tang, 2005; Sima, 2000).

In areas of research where grants are difficult to obtain, sabbaticals offer faculty a niche opportunity to engage in research that is of personal interest, but may be difficult to find outside funding for due to lack of broader public interest (Sima, 2000). Beyond this, being freed of the day-to-day grind of teaching allows the faculty member to step out of familiar formulas and develop new curricula or overhaul existing classes to better engage student interest (Sima, 2000).

Beyond this, however, are other more intangible benefits. Employees who participate in sabbatical programs say they feel a renewal of commitment and purpose in their work (Carr & Tang, 2005; Benshoff & Spruill, 2002). In one study of general practitioners of medicine who took sabbaticals, 14 percent reported a reduction in burning out on the job, 29 percent reported improved management skills, 27 percent said they improved knowledge in areas of specialization, and 43 percent stated that their personal confidence and levels of self-satisfaction increased because of the sabbatical (Hutchins et. al., 2005).

Another study of educators who participated in sabbaticals reported that 62 percent of respondents found academic benefit in sabbatical leave, 33 percent found the time to be rejuvenating and 51 percent found themselves to be more motivated as employees (Benshoff & Spruill, 2002). Beyond this, people who participate in sabbatical leave say they come back feeling refreshed and invigorated, and ready to get back to work (Neil, 2003; Sima, 2000). Private companies report that offering a regular sabbatical opportunity is one of the ways they are able to recruit – and retain – better employees (Plummer, 1989).

PLANNING AND PREPARING FOR THE SABBATICAL

In order to complete my research within the sabbatical timeframe, I decided to study a specific and narrow aspect of public administration and use the sabbatical time to travel to a few foreign countries for some first hand experience. First, I had to focus on a specific area. I needed something that most countries had. I needed something that would be accessible to an outsider. I also needed to research a topic that I had at least a basic understanding of.

Choosing an Area to Research

Public transportation met all those conditions – with the addition of also being something that the United States struggles with. Public transportation is vital to successful economic sustainability: people need to get to work. Public transportation is also necessary to reduce reliance on foreign oil, to improve air quality in urban centers, to reduce traffic congestion, and to encourage greater tourist usage. Today, public transportation is more important than ever. Due to an increase in gas prices, motorists are cutting back on the amount of driving they're doing. Crude oil production has remained largely consistent since the 1970s, yet due to global industrial booms, more people are relying on the same amount of oil. China alone has nearly double the amount of oil use as the United States (Sachs, 2008).

Most city planning today includes a component of public transportation. Some experts say that the key to long-lasting and efficient transportation is to work public transportation into the design of the city (Farrell, 2008). In the United Kingdom, an excess in traffic in major cities has caused legislators there to enact a "congestion charge" – a fee charged to commuters, which would help fund updated buses, tramlines and metros while reducing the number of individual cars on the road (Wolmar, 2008). An investment in public transportation could easily address many of the problems facing cities today, including congested roads, high levels of smog, and workers whose wages barely pay enough to fill up their gas tanks to get them to and from their jobs. Former labor secretary Robert Reich even suggests that through investing in public transportation, the economy could be stimulated by encouraging people to keep their jobs (Reich, 2008).

After developing a plan of study, my research plan consisted of scheduled interviews with government officials concerned with public transportation at whatever level I could gain access, personal experience with the actual public transportation available – riding the buses, trains, light rail, and trolleys – collecting public documents, and talking to users of public transportation in each country I visited. In some places, this plan worked better than in other places.

My next challenge was coming up with a list of possible countries to visit. I wanted one more similarity: capital cities. Two challenges immediately presented themselves: lack of language skills and lack of financial resources.

Funding

I managed to cobble together several thousand dollars from a variety of sources – not enough to cover all the expenses, but enough to cover the airfare to four countries. The travel funds I was able to access consisted of $1000 from my department's e-course funds[1], $1500 from my own MPA (Master of Public Administration) funds, and $1500 from another state institution with which we have a joint MPA program. In addition, I received $2000 from a summer research grant that I used to offset the costs of travel. I will also receive $4000 from Marshall University for development of an e-course once I offer the class. I came up with a list of eight or nine countries that were either affordable or English speaking.

Deciding Where to Go and Who to Talk To

Now what? Having led a somewhat sheltered life, I don't actually know anyone in a foreign country. Thank goodness for the Internet. A quick search turned up a number of institutions of higher learning in each place – all with a public administration or political science department, and email addresses of their professors. I composed an email explaining who I was and my interest in visiting their country. The assistance that I solicited was minimal: a point of contact, help with contact information on government officials concerned with public transportation and hotel recommendations.

Based on my areas of interest as well as some of my practical limitations, I created a list of countries I wanted to take a closer look at.

From a list of ten countries, I narrowed it down to Canada, South Africa, the United Kingdom and Mexico. My original plan also included France and South Korea, which were eventually dropped from the list of potential countries to visit. My emails to professors at a variety of different institutions in France were either ignored or I received a return email indicating an inability to help me. It seems that every person who professed a willingness to help me were, unfortunately, going to be out of town during my visit – regardless of which dates I indicated I would be in Paris. The problems with South Korea were similar, but less maddening. My email was forwarded on to this person and that, with each successive stop engendering more heartfelt apologies, but no offer of actual assistance.

THE RESEARCH

Each of the countries I ended up visiting offered different challenges, from language barriers to the most basic problems to getting solid information while in country. Once I was able to overcome any problems I happened to be having, it was surprisingly easy to sink my teeth into the local systems. Even so, I found out very quickly that no matter how much planning I did beforehand, my plans would almost invariably change, often at the last minute and with little to no notice. An ability to be flexible and adapt rapidly to the changing situation was absolutely crucial to me being able to successfully conduct my research.

Canada

Planning for the trip to Ottawa came together the quickest and the easiest. A professor from the University of Ottawa promptly responded to my email and was eager to help. She put me in contact with government officials and citizen activist groups. Meetings were arranged and every thing fell into place. Plus, actually traveling to Canada presented no difficulties – no culture shock, no language barrier. Canada would become a good template for me to use to plan my other trips. For any educator planning their first sabbatical with overseas research, I recommend starting the trip with a similar, fairly low-stress environment. If things go wrong, and they probably will at some point, it will be far easier to make adjustments if there are no culture and language issues.

The transport situation was particularly interesting. For several decades, Ottawa has relied on a Bus Rapid Transit (BRT) with great success. Just days before my arrival, a private contractor who had first been awarded a light rail building contract, then lost the job after the project was cancelled because of an intervening election which resulted in a change of mayoral leadership, filed a multi-million dollar lawsuit against the City of Ottawa. Suddenly, all my meetings with local government officials were cancelled! Fortunately, individuals at different levels of government were less reticent, and community activists were outspoken about the challenges of public transportation in Ottawa.

South Africa

South Africa was surprisingly easy, but by far the most expensive air fare and longest flight. The professor I contacted at the University of South Africa (UNISA) recommended two lodges near his home, emailed a list of conference attendees from a recent transportation conference, picked me up from the airport, arranged rides, and had his wife take me on a tour.

My biggest challenge in South Africa was the inability to actually ride the limited public transportation that was available; I was consistently warned NOT to ride the mini van taxis or the commuter train since they are considered unsafe due to criminals, poor equipment and rival gangs of mini van drivers involved in turf battles (who shot each other). Travelers can certainly be on guard for pick pockets and avoid the vans that are in the worst shape, but it is impossible to predict when gun fire will erupt from a disgruntled mini van driver who thinks someone is encroaching on his territory.

A light rail system is in the works (the Guatrain) that will move people from the airport to downtown Johannesburg and Pretoria. There have been complaints about the cost and the heavy handed acquisition of land needed for the tracks, but the Gautrain will help with the growing numbers of tourists who need to get from the airport to their hotel. It is especially important that the Gautrain be completed without delay: South Africa will be hosting the 2010 World Cup Soccer matches!

United Kingdom

My strategy of contacting an academic in London to serve as a resource and point of contact never gelled; so I found an email address for England's Minister of Transport and sent my request for assistance to him. I received an immediate response from his Public Affairs Liaison who put me in touch with individuals in London transportation. Actually setting up meetings with individuals was delayed until the week before I was to arrive in London, but it all worked out. London's system is highly institutionalized and well used.

The tube, the BRT, and the trains all work together to move people. To reduce private automobile usage further, London has instituted Congestion Charging, a system where each vehicle must pay the equivalent of $15 per day to drive in the city. Aided by the multitude of CCTV (closed circuit cameras that blanket London) and vehicle tag recognition software, congestion has been reduced. Additionally, funds have been raised to enhance other aspects of public transportation in greater London.

Mexico

The trip to Mexico City started to fall apart three weeks before my departure. In response to an email I sent to my academic contact (asking for confirmation of meetings he was supposed to be setting up), I received an official notification that my contact had passed away. Unfortunately, the communication also informed me that no one else would be able to assist me. That same day, the person I had arranged to take with me to serve as translator backed out of the trip. Hotel and airfare had already been booked and paid for.

Having a "Plan B" suddenly became essential. A Spanish phrase book became my translator, gathering information by personal experience my only source for data. (It is impossible to engage in a professional level conversation with just a phrase book and sign language!)

Mexico City has three different levels of bus – cheap, cheaper and cheapest. Bus equipment reflects the price of fares (the nicer the bus, the more costly the fare – but all still incredibly inexpensive). Several different taxi services race around the city and there is a metro system (light rail) patterned after that in Paris that is heavily utilized. Congestion and pollution are constant problems; in fact, one weekday each week on a rotating basis, private cars that are more than a year old are not allowed on the road to help alleviate these two concerns.

LESSONS LEARNED AND COURSE DEVELOPMENT

I discovered that lots of people are excited to tell you what they know and that international travel takes planning and lots of money. You may need inoculations or a visa. It helps to speak the language, but it is not a requirement. Still, I am now motivated to improve my Spanish!

Big urban areas in the United States have public transportation systems that are more than adequate (Washington DC, New York City) and yet, problems persist. Increasing investment in mass public transit is vital to controlling urban pollution, reducing dependency on foreign oil, and reducing traffic congestion.

The differences in approaches from the four countries visited offer unique opportunities for further study. Well-established systems, as found in London and Ottawa, face problems of aging rolling stock, as well as the need to increase ridership to control pollution and reduce oil consumption. Systems in need of development face issues of funding, public buy in, and unproven usage.

Incorporating this research in a comparative Public Administration class as an example of the kinds of research the students can do themselves will both model and add a “reality” dimension to the course. Happily, this type of comparative study works for a wide variety of topics, regardless of Public Administration specialty.

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ENDNOTES

1. E-courses (electronic or internet based courses) generate additional funds for the institution. If an instructor chooses to teach an e-course as an overload, the instructor is paid additional monies, dependent upon student enrollment. If the e-course is taught in-load, the additional funds are credited to the individual department, to be used to support further investment in e-learning.

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MOTIVATIONS OF YOUNG VOLUNTEERS IN SPECIAL EVENTS

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Volunteers are considered one of the main pillars of the special events. Motivations of volunteers have received a great attention from many organizations as they proved to be of a great value for human resources. Volunteering in special events bring different people together no matter what are their ethnics, origins, religion and economic standards. It also creates a sense of social harmony. The main issue of this research is to identify the motivations, needs and attitudes of young volunteers. Data gathered to examine these points from university students (n=500) that volunteered and those who did not volunteer in special events. The 12th version of the statistical tool (Statistical Package for Social Science) SPSS was used to execute data statistical analysis of the field study.

Keywords: *motivation, special events, volunteers*

INTRODUCTION

Today, different types of events are considered more vital and glamorous in our culture. Increased in leisure time and discretionary spending have led to a proliferation of public events, celebrations and entertainment. Governments now support and promote these events as part of their strategies for economic development.

Human beings have found ways to mark important events in their lives, some are private others are public. But through the 1980s and 1990s, the term “special events” has been coined to describe specific rituals, presentations, performances or celebrations that are consciously planned and created to mark special occasions or achieve particular social, cultural or corporate goals and objectives. Special events can include national days and celebrations, important civic occasions, unique cultural performances, major sporting fixtures, corporate functions, trade promotions and product launches. As Getz (1997, p. 4) suggested through his writings that special events could be,

"A one-time or infrequently occurring event outside normal programs or activities of the sponsoring or organizing body."

There are different types of special events; they are often characterized according to their size or scale (Hall, 1992). Also, the role of staff and volunteers in these special events are very important. Volunteers are the frontline of the festival, so their performance is a key criterion by which patrons evaluate the festival.

These events attract young people to join the glamour, fantasy, and joy, preparing them and directing their skills and qualifications is a very unique process and a main task in its progress. Also event managers need to make decisions concerning how many staff and volunteers are needed to deliver the event, what mix of skills/ qualifications/ experience is required to accomplish the tasks needed.

The main issue of this research is to identify the motivations of volunteers to attract them to join these events, so it would be simpler and specific for managers to direct their skills according to the tasks needed. Also establish a profile of attitudes of potential student volunteers, analyze the opinions of previous volunteer involvement. And finally determine the major factors influencing volunteer behaviour of students.

REVIEW OF LITERATURE

The special event industry isn't created recently, but it started since the 1980's. The Commonwealth Games in Brisbane in 1982 ushered in a new era of maturity and prominence for city and a new breed of sporting events. It also initiated a career in planning and designing the ceremonies and celebrations of the opening and closing events such as the Los Angeles, Barcelona and Sydney Olympics ceremonies in 1984. The production and marketing skills that took place in the Sydney Olympics showed the glamour and economic benefits to the city or entire country that enfolded the event (Common wealth Department of tourism, 1995),

Allen, O'Toole, Mc Donnell, and Harris (2005, p. 11) described the term of special event as "constituting specific rituals, presentations, performances or celebrations that are occasionally planned and created to make a special occasion or to achieve particular social, cultural or corporate goals and objectives.". It can include national days and celebrations, important civic occasions, unique cultural performances, major sporting fixtures, corporate functions, trade promotions and product launches.

Therefore, the special event is considered as a one-time or infrequently occurring event outside normal programs or activities of the organizing body. It is an opportunity for leisure, social or cultural experiences outside the normal range of choices or beyond everyday experience. They also defined the special event as one – time or infrequently occurring event outside normal programs or activities of the sponsoring body. Also they added that "A special event is an opportunity for leisure, social or cultural experience outside the normal programs or activities of the customer or guest."

Therefore, effective planning and management of human resources is the core of any successful event. Choosing the appropriate, well trained and motivated people can easily achieve the objectives targeted out of the event. If any event seeks to grow in size and attendance, it will need a human resources (paid / and volunteers) strategy to support this growth. Otherwise actions will not be in place, and problems will appear leading to poor quality delivery and an associated declining in the image of the market. Janiskee (1996, P. 404) said that volunteer services from the host community can definitely help to create the national loyalty sensation. He also added that community festivals can be considered as hall mark events as they can attract a large number of visitors to the community.

Staffing is a major area for event managers, also choosing volunteers to join in the event is not an easy job. Understanding volunteer motivation has been widely recognized by both researchers and administrators as a valuable component of volunteer management (cnaan & Goldberg-Glen, 1991; Harrison, 1995). Identifying the tasks and responsibilities, skills, and number of volunteers needed should be equivalent to the site design and layout, objectives planned and types of work claimed.

Selecting volunteers can be achieved through well planed interview. The inter-viewing process should be undertaken using a structured approach so as all relevant information can be covered and candidates can be directly compared. Mullins (1999) suggests using a checklist while interviews are conducted to volunteers. Answers should be seeking the volunteers background, reasons for seeking involved with the event, the understanding of demands and requirements of their work and whether applicants have a physical or medical condition that might affect their role in the event. Once the volunteers have been selected, a structured induction program should be designed to begin the process of bonding the individual with the event. Through this program information concerning the event, missions, objectives, tasks, and other staff members and volunteers should be applied. Then training should be conducted on how to use personal skills, available opportunities, event management, marketing, tutorial and assignment work needed, as well as some psychological facts on how to deal with people.

Why volunteering

Without volunteers, many programs that are run at little or no cost to the user would cease to exist. Therefore, there is a critical need to expand our understanding of what motivates individuals to volunteer. Despite all the offered materials, still there is little agreement among researchers about volunteer motivations (cuskelly & Harrington, 1997). Volunteerism is the willingness of people to help others without any sort of expectations of payment or any other tangible gain. Motivation is both an internally and externally manifested construct. Internal motivations are linked to altruism and personal satisfaction, and external motivations are related more to rewards and tangible benefits (Munro, 2001). As Parker (1997) argued that there were four basic reasons for volunteering: Altruistic, Market, Cause serving and leisure. Also, Clary, Snyder and Stukas (1996) suggested six broad motivational functions social, value, career, understanding enhancement and protective. These opinions were agreed by Davis (1998) who identified motives as social contact, helping others, filling time, gaining recognition, meeting the expectations of others, help achieve goals of organizations, personal enrichment, develop skills, fun and enjoyment, having a sense of accomplishment, self expression and improving self image. Knowing what motivates volunteers enables programmers to direct retention efforts directly towards the enhancement or stimulation of volunteer participation. Volunteers are individuals who choose to contribute their time and effort for no monetary reward. According to the content theories (Peach & Murrel, 1995) there are personal needs that creates a feeling of deprivation, which drives the person towards an action that can satisfy that need. Volunteering inherently involves two unique sets of benefits, benefits to the individual volunteer and benefits to the program and program user. Research has suggested that individuals who choose to volunteer during their discretionary time do so in relation to purely altruistic motivations, egoistic motivations, or a combination of the two. Altruistic motivations typically include the simple need to help others while egoistic motivations represent individuals interested in mutual benefits. Certainly altruistic and egoistic motivations or a blend thereof, shape an individual's motivational spectrum (Peach & Murrell 1995). Also according to Maslow's (1954) hierarchy of needs, the need for esteem of others, respect, prestige, recognition, and self - actualization can be easily achieved by being a part of a major event serving the community and serving others through volunteering.

A variety of factors may influence the nature of one's motivations to volunteer. For example, researchers suggest that a volunteer's motives for becoming involved are different from their motives for continuing to volunteer. Conceivably, the motives and perceived benefits of volunteers change over time as they become more involved with a particular organization. Therefore, organizations would benefit from focusing on individual motivations as a strategy to recruit volunteers. This means that understanding the individual motivations, throughout the different stages of the volunteer experience, is fundamental to developing volunteer retention strategies for programs that endeavour to preserve their volunteer resources for more than just a single event.

All generations of the population can be part of volunteerism, but the most active members are seniors and young people. Each generation has a different motivation to volunteer. Young people want to gain new skills and be part of the community. While the seniors want to be active, feel useful, and meet with other people to gain new friends (Ekerdt,1986). This research dealt with young volunteers only.

RESEARCH METHODOLOGY

Data was collected from students in Helwan University, specifically students at the faculty of tourism and hotel management. A total number of 500 questionnaires were distributed randomly for these young people of age between 17 to 22 years, 55 were not complete and 25 were not returned back. This made the number of sample resolved 420 questionnaires.

They were categorized as:

A number of 255 (60.7%) were never volunteers for any organization, while 165(39.3%) answered that they already volunteered in different special events.

The12th version of the statistical tool (Statistical Package for Social Science) SPSS was used to execute data statistical analysis of the field study as follows:

Cross-tabulation procedure was employed to indicate whether certain variables are associated with each other.

One-Way Chi-Square Test compares the observed frequency of a variable in a single group with what would be the expected by chance.

Two-Way Chi-Square Test was the observed frequencies for two or more groups when compared with expected frequencies derived from the marginal totals of the cross-tabulation table.

Significance of variables was studied at the significance level 5%. Therefore, if the value of Sig. (P-Value) is less than the Significance level, a significant difference can be detected.

FINDINGS

As for the sample presenting (n=165) who volunteered, 36.4 % were females, while 63.6% were males. This percentage showed that the males who volunteered were more than the females. Unlike seniors, females are more likely to volunteer than men they present 78 % (William, Robert & Carlton 2007). To test the significant difference between distribution of the research sample being a volunteer in special event and gender and expected distribution, Chi-Square test has been used. A significant difference was detected between the gender of the sample and being volunteers in special events at the significant level of 5% as the value of Sig. (P-Value) is less than the significant level (.000).

Also significant existence can be detected between the will of volunteering and gender as shown in table 1.

Table 1. Distribution of the research sample according to being a volunteer in special event and gender

Did you volunteer?		Female	Male	Total
No	N	122	133	255
	%	47.8	52.2	100.0
Yes	N	60	105	165
	%	36.4	63.6	100.0
Total	N	182	238	420
	%	43.3	56.7	100.0
Chi-Square	5.376			
Sig.	.021			

According to the events they liked to join, Noonan (1998, p.124) argued that "other than a unified spirit of caring, there is little that is typical about these people who give so freely of their time". Also Davis (1998) suggested that young people volunteer for social contact and helping others. This was obvious as 29.7% volunteered in charity events compared to 21.2% for sports and 21.8% for cultural; while18.2% for festivals and recreational events. And the least was for attending conventions (9.1%) as shown in table 2.

Table 2. Distribution of the research sample as to the type of event they liked to volunteer in special event

Type of event		Yes	No	Total
Sports	N	35	50	85
	%	21.2	19.6	20.2
Cultural	N	36	71	107
	%	21.8	27.8	25.5
Festivals	N	30	64	94
	%	18.2	25.1	22.4
Charity events	N	49	25	74
	%	29.7	9.8	17.6
conventions	N	15	45	60
	%	9.1	17.6	14.3
Total	N	165	255	420
	%	100.0	100.0	100.0
Chi-Square	31.330			
Sig.	.000			

It is obvious from the above table that the top events that young people volunteered in were the charity ones. While it came at the end of the preferences for young people who never volunteered before.

By testing the significant difference between distribution of the research sample according to event type and desire of volunteering in a special event; a significant difference between the views of both categories of sample study can be detected at the significant level of 5% as the value of Sig. (P-Value) is less than the significant level.

No relation between the gender and type of event volunteered was fetched, as there is insignificance relation between them as the value of Sig. (P-Value) is more than the significant level (0.199).

In regard to their exposure to the event, they were asked how they learnt about it and got involved. 48.5% were involved in volunteering through their friends, while 39.4% knew through the media and 12.1 % were involved through different organizations such as schools, universities, clubs and religious places.

To find a relation between the way of being introduced to the event and gender, it is found that there is insignificant difference between the views of both categories of sample study at the significant level of 5%, as the value of Sig. (P-Value) is more than the significant level (0.675).

To identify which of the organizations had the lead to use volunteers in their events, they were asked specifically which place had the priority to take the lead for offering such experience to young people to have the chance to serve their community and their society. Universities (48.5%) had the lead of being the main organizations followed by clubs (42.4%) then schools (9.1%).

Students were also asked about the responsibilities that they preferred to handle, 39.4% liked being involved in different duties involving management and preparation of the event. They like to be in charge, help achieve organization goals and develop their skills for future employment. While 36.4% preferred to stick to certain duties and assignments agreed upon before work. These young volunteers seek fun and enjoyment as well as meeting new people. As for the remaining 24.2%, their desire to volunteer was the main target with no considerations to the type of work. They needed to accomplish self expression and improve self image. (Davis, 1998). This was also approved by Clary et al. (1996) “As individuals may be involved in similar voluntary activities, but their goals can vary widely.”

Concerning previous training, Most of the volunteers (60.6%) had some sessions, while the others (39.4%) were informed on daily basis with their duties. As Allen et al. (2005) argued that, it is unrealistic to expect volunteers to perform effectively without appropriate training. The training should include the volunteer’s role in the activity and how that role contributes to the activity’s overall success.

Furthermore, they were asked questions about their experience as to gain a wider point of view about volunteering; as for the working hours, 54.5% spent from 4 up to 5 hours on daily basis; while 45.5% spent from 5 to 6 hours. These hours were on shift basis (morning or evening shifts) for 60.6%, while 39.4% worked as fulltime (long day) volunteers.

A percentage of 48.5% of volunteers were satisfied with the number of volunteers on the event. While 51.5% complained about the number of volunteers and how this caused extra work for them to do. According to their answers, the number of volunteers was not enough for the required job. Therefore it is wiser for the manager staff to conduct a situation analysis to identify the number of volunteers needed in the different sections of the event.

A percentage 55.2% of young volunteers faced some difficulties such as:

- The fear from meeting people
- The miscommunication with the staff
- Being bored with the ritual work
- Feel obligated to certain tasks demanded
- Not having enough attention or full trust from paid staff
- Difficulty with transportation
- Lacking enough confidence

On the other hand 44.8% had no problems and enjoyed their experience greatly. By detecting the relation between finding difficulties in their experience and volunteering again

Table 3. Distribution of the research sample according to running into difficulties and volunteering again

Would you volunteer again?		Did you run into any difficulties?		Total
		Yes	No	
Yes	N	30	68	98
	%	18.2	41.2	59.4
No	N	61	6	67
	%	37.0	3.6	40.6
Total	N	91	74	165
	%	55.2	44.8	100.0
Chi-Square	58.756			
Sig.	.000			

From the table above it is obvious that running into difficulties would decrease the motive of volunteers to repeat the experience again. But as for the experience itself, 56.4% (as shown in table 4) liked volunteering greatly as they achieved high self-esteem and gained confidence. They also liked dealing with people and gaining new friends through the team work. On the other hand, 43.6% of them did not enjoy their experience of volunteering due to:

- The mishandling of the management team
- The duties they were assigned to achieve were overdue compared to the number of volunteers and time available to achieve it
- Lack of communication and orientation between the paid staff and volunteer members
- Lack of training before the event

This success gained through their experience encouraged 59.4 % of the students to have the will to try volunteering again; on the other hand 40.6% are not willing to volunteer again.

Table 4. Distribution of the research sample according to Volunteer enjoyment and willingness to volunteer again

Would you volunteer again?		enjoy volunteering		Total
		Yes	No	
Yes	N	88	10	98
	%	53.3	6.1	59.4
No	N	5	62	67
	%	3.0	37.6	40.6
Total	N	93	72	165
	%	56.4	43.6	100.0
Chi-Square	109.678			
Sig.	.000			

From the above table it is obvious that there is a very strong significance between enjoyment of volunteering and the young people's will to volunteer again. To motivate young volunteers to join these events, the desire to meet people and expand the range of friendship came at the top of motivations (24.8%) followed by the willingness to gain new experience through dealing with people and handling different duties of work (42.4%); then came the desire to achieve higher self-esteem (16.4%); then to gain sense of affiliation towards their society (6.1%) and at the end came the will to escape from routine (10.3%).

While it was detected by Monga (2006) that the strongest motive to volunteer is due to affiliate reasons.

Table 5. Distribution of the research sample according to Motivations of volunteering and gender

Motivations		Male	Female	Total
Desire to meet people	N	26	15	41
	%	24.8	25.0	24.8
gaining new experience	N	44	26	70
	%	41.9	43.3	42.4
Self esteem	N	18	9	27
	%	17.1	15.0	16.4
sense of affiliation	N	5	5	10
	%	4.8	8.3	6.1
escape from routine	N	12	5	17
	%	11.4	8.3	10.3
Total	N	105	60	165
	%	100.0	100.0	100.0
Chi-Square	1.285			
Sig.	.864			

From the above table (5) the distribution of the research sample according to motivations of volunteers and gender, insignificant difference was detected between the views of both categories of sample study at the significan level of 5%, as the value of Sig. (P-Value) is more than the significan level (0.86).

Also a significant difference between motivations of volunteers and the type of event was detected in table 6, which reveals that there are intrior feelings and desires that direct volunteers towards choosing to volunteer in a certain special event.

At the same time there is insignificant difference between the organization and motivations of volunteers (table 7)

This research reveals that young people are willing to volunteer in special events no matter to what organization they belong to as much as the feelings of self esteem and gaining experience would be.

Table 6. Distribution of the research sample according to motivations of volunteers and type of event

motivation		Sport	Cultural	Festivals	Charity events	Conventions	Total
Desire to meet people	N	11	8	5	12	5	41
	%	31.4	22.2	16.7	24.5	33.3	24.8
Gaining new experience	N	15	21	11	19	4	70
	%	42.9	58.3	36.7	38.8	26.7	42.4
Self esteem	N	5	1	10	10	1	27
	%	14.3	2.8	33.3	20.4	6.7	16.4
Sense of affiliation	N	3	3	1	2	1	10
	%	8.6	8.3	3.3	4.1	6.7	6.1
Escape from routine	N	1	3	3	6	4	17
	%	2.9	8.3	10.0	12.2	26.7	10.3
Total	N	35	36	30	49	15	165
	%	100.0	100.0	100.0	100.0	100.0	100.0
Chi-Square	23.619						
Sig.	.098						

Management of volunteers:

Since volunteers are the core of any successful event, this involves the establishment of a guiding strategy to support the overall mission and objectives. Volunteer management has many key elements such as planning a volunteer program, cost containment, improve quality outcomes and improve organizational effectiveness. This can be achieved through a well planned program supported by sufficient information and analysis about these young volunteers.

As for volunteers always respect them and enhance their powers and capabilities. Managers should provide them with the suitable training, appreciation, care and appoint high expectations. Through their planning analysis, managers have to identify each job in terms of specific tasks, responsibilities and qualifications. Then try to group volunteers together in terms of character assumed, their requests, previous experiences, skills, physical abilities and responsibilities. Training and professional development should be followed specifically as appointed (according to qualifications), then supervision and evaluation for outcomes and modifications.

Table 7. Distribution of the research sample according to Motivations of volunteers and the organizations volunteers belong

		School	Club	University	Total
Desire to meet people	N	4	17	20	41
	%	33.3	24.3	24.1	24.8
Gaining new experience	N	3	35	32	70
	%	25.0	50.0	38.6	42.4
Self esteem	N	2	9	16	27
	%	16.7	12.9	19.3	16.4
Sense of affiliation	N	2	2	6	10
	%	16.7	2.9	7.2	6.1
escape from routine	N	1	7	9	17
	%	8.3	10.0	10.8	10.3
Total	N	12	70	83	165
	%	100.0	100.0	100.0	100.0
Chi-Square	7.106				
Sig.	.525				

Training should be provided according to the tasks needed and should be effectively matched to volunteers age and skills. This training should identify the kind of job, why did it come to existence, how will it be accomplished and evaluated. Also volunteers should be treated as co-workers. They should be given respect and full trust. This includes:

- Job description
- Equal employment opportunities
- Occupational health and safety and anti-discrimination legislation
- Know the purpose and ground rules of the organization
- A suitable place to work
- The choice between the full time and part time shifts

- Be heard and make suggestions
- To know the date of commencement and the date of ending the program as well as the work rules and legislations

Also organizations have the right to:

- Receive as commitment and accurate service from volunteer
- Select the best volunteer for the job by interviewing
- Expect volunteers to undertake training provided for them and observe safety rules
- Express opinions about poor volunteers in a diplomatic way
- Expect loyalty to the organization
- Expect clear and open communication from the volunteers
- Release volunteers if not acquainted with their job

Objectives and expected outcomes from volunteering

- Volunteering helps create a stable and cohesive society by bringing people together to act for the good of the community
- Strengthening youth's belief that they can make a difference or change what they disapprove by undertaking social responsibilities
- To bring young people together around common social goals and thus keeping them away from conflicts based on differences
- To enable socialization of different youth categories by bringing them together from different universities and cultures; thus integrating the concepts of friendship and serving the community
- To direct youth towards intellectual and communal and/or economic productivity as well as creating the sense of cooperation and harmony between them
- Bring people together to act for the good of the community as it creates bonds of trust and social capital
- Help create a politically literate public, which is important for the preservation of democratic principles
- It plays an important role in preparing people to act and respond spontaneously to emergencies and natural disasters

Benefits of volunteering for young students

Young people are attracted to volunteer work as to explore new talents, learn new facts about life, volunteering helps expand their knowledge by assisting others and to learn about themselves and their community. They gain self satisfaction and personal growth from the time they give to help others and serve their community.

When they volunteer, they get the opportunity to look at themselves, to look at others and to see their community through different new angles that allows them to critically assess some of their ideas about themselves and their community**.**

CONCLUSION

These special events have proven to provide benefits to both the society and the young volunteers. Gaining new experience and desire to meet people came on the top of motivations that motivate young people to volunteer in special events that's why they prefer to be in direct contact with people during the event and not only participating in the managerial jobs. Young people are attracted to volunteer work as to explore new talents, learn new facts about life, volunteering helps expand their knowledge by assisting others and to learn about themselves and their community. But it appeared from the research that sex did not affect the will of volunteering nor the type of event. The will of volunteering appeared equally for different sex.

They gained self satisfaction and personal growth from the time they give to help others and serve their community. They developed their skills and built a better scale for future activities in life such as finding employment or even dealing with some of life's problems. As for the group of people who volunteered they were involved mostly in charity events, then festivals, followed by the cultural events then sports and conventions. Compared to the other group of students who were willing to volunteer, they were mainly cultural, and then festivals followed by sports and convention events and at last charity events. This divulged their desire to help others and their community as well. Followed by their desire of enjoyment and will of experience.

Also as for the organizations it was revealed from the research that Universities were active in serving the community compared to clubs and schools while there was no significant relation between the organization, sex and motivation to volunteer.

A relation between the motivation of volunteers and the choice of event was revealed as there is another relation between the type of event and satisfying the inner desires of volunteers. This means that students volunteered to achieve an inner satisfaction through their choice of the type of events.

There is a significant relation between their experience and will to volunteer future wise. As for the ones who faced difficulties, they did not reveal a great will for future volunteering. While the ones who had a good and enjoyable experience they were willing to volunteer and have different experiences. Therefore managers should analyze and study volunteers as to appoint suitable jobs to their abilities and desires. They should provide training and supervision for these young volunteers. Volunteer Organizations should keep profiles of volunteers as to form a base of committed people of volunteering. Provide trust and support for these young volunteers, as to develop their abilities for future employment. Volunteering is a benefit for volunteers, organizations and societies.

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BOOK REVIEW

Tourism in Turbulent Times- Towards Safe Experiences for Visitors

Wilks, J., Pendergast, D. & Leggat, P., editors (2006). Elsevier Advances in Tourism Research Series – Series Editor: S. J. Page, Amsterdam

This volume represents a growing academic interest in one of the most evident concerns of the global tourism industry – the issue of safety and security of tourists and tourist destinations. Apparently, there is also growing concern about personal safety and security by potential tourists who tend to put (mainly after September 11, 2001) more emphasis on safety and risk considerations when looking at their preferred type, mode and place of tourism on their next holiday trip. The various book chapters and its layout reflect on this dual concern both theoretically and practically. Moreover, they challenge the lack of success risk management stories in the literature. Most of the body of knowledge written on tourism and security only documents risk and threats on tourism, while avoiding practical information on how to eliminate, or at least mitigate them. Thus, as indicated by one of the Editors, Jeff Wilks, the industry still faces lack of adequate risk reduction policies based on cooperation, partnerships, pre-defined plans and proper management programs (p. 12-15).

The first section is dedicated to various aspects of health risk and its relation to travel and tourism. Thus, P. Leggat defines the field of travel medicine and the main issues to be discussed under this title. This is followed by a far less discussed issue but no less important – the aspect of travel insurance (by Leggat & Aitken). This highly practical chapter is an excellent guide to those unfamiliar with the importance of travel insurance, should travelers run into trouble. Wilder-Smith's chapter which follows, zooms into the story of the SARS pandemic which started in 2002 and which caused a severe health-induced global tourism crisis. The section concludes with a chapter (by Schmierer & Jackson) on impacts of health problems on a local level. Using the case of Victoria, Australia, the authors show how intensity of tourist activities and seasonality is linked with the level of application for local health services by tourists staying in this small resort town.

The second section deals with general topics concerning safety and security. The first two chapters in this section (by Tarlow) deal in a very descriptive and theoretical manner with the issues of terrorism and crime. Being largely theoretical in nature, the author's review of the literature is very limited and far from contributing new insights into the issues of risk management and risk reduction (as the editors promise to do in their introductory chapter). The subsequent chapter on travel and tourism legal issues (by Grant, Mason, Khan & Davis) is much more in line with the book's aim and a real asset to the body of knowledge. Not much has been written on this aspect, and as we know, many countries lack adequate legislation coverage of services provided by the tourist industry, which aim to protect the safety and security of travelers. Specht's chapter on natural disaster management is a concise summary of most of the relevant issues to be discussed under this title. It is a pity, though, that only towards the end of the chapter is the discussion directed towards the implications of natural disasters on the tourism industry. Chapter ten portrays another less discussed risk issue within tourism, safety and security literature – food safety and hygiene. In an in depth and comprehensive review (by Pendergast) the chapter explains how vulnerable tourists are with regard to the food they consume while on holiday. The chapter does not leave the reader with theories only, and goes into practical recommendations and management solutions on how to mitigate this kind of risk. Using the case of New Zealand's and Scotland's adventure tourism Chapter eleven (Bently & Page) zooms into the issue of tourists' injuries by looking at its characteristics, magnitude, and management implications.

The third section looks into safety issues related to adventure tourism from various perspectives. It starts in Chapter twelve with a concise general review of the interplay between outdoor adventure tourism and risk management (Morgan and Dimmock). It then provides, in Chapter thirteen, a US Park Ranger's review of this interplay in US National Parks (Heggie). The next two chapters deal with safety in water based adventure activities – diving tourism (Coxon) and surfing (Morgan). Both portray the major challenges facing all stakeholders in these activities with respect to safety and risk management.

Section four, which concludes this volume, adds an interesting dimension by dealing with organizational efforts to educate, manage and regulate tourism safety through international, government and industry initiatives. Thus, Chapter sixteen shows the ongoing commitment and involvement of the UNWTO to safety and security in tourism (Wilks & Handszuh). Chapter seventeen (Wilks & Al-Mubarak) takes the organizational and institutional aspects of tourism safety to a country level. The authors indicate how the government of Saudi Arabia developed a framework for tourism safety and security based on partnership across public and private sectors. As happened in the case of Saudi Arabia, the following two chapters deal with event-induced projects and initiatives to guarantee tourists risk free holidays. Thus, Chapter eighteen (Yates) discusses the ramifications of the SARS epidemic and how PATA through "Project Phoenix" made efforts to regain consumers' confidence in the health safety of PATA's destinations. Chapter nineteen (Roach & Kemish), following the bombings in Bali, shows and assesses how Australia dealt with this crisis from organizational and functional perspectives. Chapter twenty (Parfitt) takes the case of the Public Liability Crisis in Queensland, Australia and shows how insurance issues are related to risk, safety and to consequent tourism crisis. Chapter twenty one (Beirman) also discusses the issue of travel insurance, but from a different perspective and with relation to the role and impact of travel advisories on both the industry and tourists' perception of risk.

Chapter twenty two, which concludes this volume (Wilks), wraps up the major lessons from this book. These are that safety and security in tourism should be regarded as part of the tourist product quality; that the responsibility for tourists' safety should be a shared one between public and private sectors; that partnerships are a key factor in enhancing safety and security for tourists; risk management should be further developed to better facilitate crisis management if a major catastrophe takes place.

There is no doubt that this comprehensive and in-depth review of a large variety of case studies and perspectives included in this book makes it a valuable contribution to the study of tourism and safety. This volume shows once more the centrality of safety and risk considerations both among consumers and through all levels of providers of the tourist product. Consequently, this book is an important reference and highly recommended source for academics, students and practitioners alike.

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BOOK REVIEW

Information and Communication Technologies in Support of the Tourism Industry

Pease, W., Rowe, M. & Cooper, M., editors (2007). Idea Group Publishing, USA, UK.

The tourism system is inevitably influenced by the new business environment created by the diffusion of ICT (Information & Communication Technologies). ICT represent one of the most influential environmental factor for the tourism, travel and hospitality industries, fostering substantial tourism innovations and transformations. As ICT and tourism developments are closely interrelated, it is often difficult to identify whether ICT generate or simply facilitate changes in tourism demand and supply. For consumers, when they are planning a trip to a new destination, they face the problem of making a costly purchase without being able to experience the product before really consuming it. The ICT provides them with the means to gain immediate access to relevant multimedia information about destinations throughout the world than it was previously available. For tourism destinations and businesses, ICT offers the potential to make information and booking facilities available to large numbers of consumers at relatively low cost and it provides a tool for communication and relationship development with tourism suppliers and market intermediaries, as well as end-consumers.

Information and Communication Technologies in Support of the Tourism Industry (2007) edited by Wayne Pease, Michelle Rowe and Malcolm Cooper includes a collection of issues, applications and case studies that are closely related with the tourism industry and ICT. Issues covered in the book range from the use of the internet for information dissemination to the emerging patterns of tourists' decision making processes and firms' ICT investment decisions. Book chapters explore several technical issues such as online delivery of tourism services, the use of computers and the internet for making travel decisions by older adults as well as cutting edge technological innovations such as ontology based tourism application generation and visual tourism recommender systems. It then investigates some critical ICT driven transformations in the tourist industry by providing cases from the airline, the tour operating, and the hospitality industries as well as the emerging location-based services and virtual reality. The book is about developing an informed appreciation of a wide range of issues arising from the growth of information technology and the internet in particular and ICT in general for the tourism industry. It covers not only geographically supportive technologies in communication, but also in terms of culture, economics, marketing, social, and regional issues.

The book is divided into three main sections, each one composed by three to eight chapters. The first section includes three chapters and it provides an overview of ICT, their development and applications in tourism. This section is designed to introduce the reader to ICT developments and applications. In Chapter 1, *Online Delivery of tourism Services: Developments, Issues and Challenges*, John W. Houghton presents an overview of recent developments in online delivery of tourism services, highlighting major ICT driven issues and challenges. Key policy issues derived from this chapter include the need to carefully monitor the competition effects of online service delivery and to exploit destination management systems for providing an integrated front-end solution to SMTE's. Chapter 2, *A Framework for Ontology-Based Tourism Application Generator,* written by Roopa Jakkilinki and Nalin Sharda, provides an overview of tourism ontology and how the latter can be used for developing e-tourism applications. This chapter presents an overview of the semantic web, introduces different tourism ontologies and some applications based on tourism ontologies and it describes in detail a framework for developing etourism applications based on ontologies. Chapter 3, *ICT and the Travel Industry: Opportunities and Challenges for New Zealand Travel Agents*, written by Vladimir Garkavenko and Simon Milne, provides an in-depth study of how ICT has influenced the New Zealand travel agent's market. The authors focus on the impact of ICT on the travel industry. Key findings from a longitudinal study of New Zealand travel agents (TA) conducted during 2000-2004 are presented. The study explores major pressure factors on TA businesses: direct airline-consumer sales, introduction of the Internet, and the emergence of the well informed tourism consumer. This chapter is probably the least interesting for the readers that have little or no interest in New Zealand - specific topics.

The second section, being the core of the book, represents a collection of 8 chapters addressing a broad range of more specific applications of ICT to tourism. By reading chapters more carefully, it becomes evident that this section intends to focus on specific aspects of ICT, many of which are emerging and cutting-edge. Chapter 4, *The Transformation of the Distribution Process in the Airline Industry Empowered by Information and Communication Technology*, written by Patrick S. Merten, reviews the historical "r(evolution)" of the airline market and its first-generation airline reservation and distribution systems. The development and diffusion of computer reservation systems (CRS) and global distribution systems (GDS) as well as the influence of modern ICT on the airline distribution system environment are discussed extensively in order to provide a comprehensive overview of the state of business in the 1990s. Chapter 5, *Design and Implementation Approaches for Location-Based Tourism-Related Services*, written by George Kakaletris, Dimitris Varoutas, Dimitris Katsianis, and Thomas Sphicopoulos discusses design and implementation approaches for location based, tourism-related services. This chapter presents the key concepts, capabilities, and considerations of infrastructures and applications targeted to the mobile tourist, covering data and content delivery, wireless and mobile data services, positioning, systems' interactions, platforms, protocols, security, and privacy as well as business modeling aspects. Chapter 6, *Developing Visual Tourism Recommender Systems*, written by Mohan Ponnada, Roopa Jakkilinki, and Nalin Sharda, develops this theme further. This chapter presents ways of developing visual travel recommender systems (V-TRS) and analyses the two most popular TRS that are used today (namely TripMatcher and Me-Print) by providing a related case study.

The next two chapters deal with the development of virtual reality approaches to the task of informing the potential tourist of markets and attractions. Chapter 7, *Virtual Reality Applications in Tourism*, written by Calin Gurau, attempts to identify, analyze, present and classify the existing virtual reality applications in tourism, based on different phases of tourist experience. Chapter 8, *Virtual Reality Mapping Revisited: IT tools for the Divide Between Knowledge and Action in Tourism*, written by Malcolm Cooper and Neil MacNeil, deepens this discussion by providing a brief overview of the available technologies and opportunities for the use of virtual reality in tourism marketing. The next chapter (chapter 9), *Towards Improved Business Planning Decision Support for Small-to-Medium Tourism Enterprise Operators* written by G.Michael McGrath, discusses the development and the implementation of a 'tourism enterprise planning simulator" (TEPS) based largely upon system dynamic (SD) constructs and technologies. Scenarios in which TEPS might be used to good effect in small business are outlined and the potential benefits of this deployment are detailed. Michelle Rowe and Alfred Ogle take this discussion further in chapter 10, *Collaborative Commerce and the Hotel Industry*, by proposing a framework to consider the application of collaborative commerce (c-commerce) in the hotel industry followed by a discussion of the likelihood of c-commerce adoption by hotels. This area of study is in its infancy and further research is required to more fully consider these issues. The final chapter in this section, *Sex Tourism and the Internet: Information, Amplification and Moral Panics*, written by Jerry Eades, explores the theme of sex tourism and the internet implications.

The latter section (section 3) of this book is a compilation of three case studies considering the application of IT with respect to tourists' demographic features such as culture, age and innovative behavior. Chapter 12, *Digital Imaging Trek: A Practical Model for Managing the Demand of the Digitally Enabled Traveller*, written by Stephen C. Andrade and Hilary Mason provides insight into evolving technologies that will be helpful to the practitioners, students, educators and the tourist-travellers themselves. In chapter 13, *Feeling Welcome: Internet Tourism Marketing Across Cultures*, written by Wolfgang Arlt, examines to the utilization virtual sphere's features and functionality for providing potential visitors an experience of physical and cultural destinations away from tourists' homes. The volume concludes with chapter 14, *Changing Technological Trends in the Travel Behaviour of Older Tourists*, written by Ian Patterson, and points at changing technological trends in the travel behaviour of older tourists. The chapter examines the usage growth of the information technology and the internet by older adults.

Overall, the book takes a multidisciplinary perspective of eTourism and considers the role of ICT in the evolving world of tourism in the 21st century. All studies presented in this collection share the same goal; i.e. to understand and explain the field of study by defining and understanding the characteristics of the changing ICT environment with respect to tourism industry. A major strength of the book is that it has identified a number of key changes in hardware, software and networking having a significant current and future impact on the tourism industry. Book chapters are easy to read and comprehensive in relation to subjects they cover. The book has a coherent structure and it is well illustrated; figures and maps are included in a modest degree. Chapters also provide well selected and relevant references for further reading. However, book chapters are frequently descriptive analyzing already known and basic etourism issues. Consequently, this is clearly not a book that will revolutionize research in the field of etourism and ICT studies.

Nevertheless, it is an interesting book for those involved with the tourism and ICT industries and requiring an introductory textbook for etourism. In other words, the book can mainly assist undergraduate students, scholars, tourism professionals and those who come from adjacent disciplines to enhance their knowledge and understanding in terms of the use of ICT within the tourism industry rather than help readers to generate innovative approaches for further studying and developing ICT applications.

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BOOK REVIEW

Tourism: between otium and nec-otium. Cultural identity and Economic Development in Latin America and Mercosur.

Octavio Getino, editor (2002). Ciccus-La cujía, Buenos Aires.

Indeed, Octavio Getino is a well-known and neo-Marxist cineaste socially compromised with material imbalances in Third World. His trajectory is determined by numerous films intended to denounce political corruption as well as the negative aftermaths of capitalist accumulation processes. In this case, a harsh overview about tourism is synthesized by a sociological-related book that merits be reviewing and further discussing. No need to say, his concerns have been spread out and appreciated in the erudite circles in and beyond tourism fields in almost all continent. The tourist science –if we can call them that way- owes an immense gratitude to Osvaldo Getino and his contributions.

In the introductory chapter, Getino examines the importance of tourism throughout the globe after the Second War World. Under that context, he combines WTO statistics displaying a projection at 700 millions of travelers for 2050 years. For other hand, tourism has been turned in the most important contributor to the PBI representing more than 10.7% in some cases.

The second chapter is aimed at analyzing the leisure in ancient Rome and Greece establishing a comparison with modern societies. Getino acknowledges that leisure time can be deemed as the difference between working, biologic and familiar time. First type is characterized by all duties and tasks one needs for issues at work while biologic is intended to feed, sleep and resting. Finally, emotional liaison with familiars take place inside third typology. From this turn of mind, he assesses that as much as the social rights in a society has on working time, there would be a much more time-frame for citizens can emancipate them-selves.

Sociologically to prove this, Getino analyzes leisure in Ancient Greece and Rome under the figure of ashkóle and otium respectively. In fact, civilizations like these accepted the work only under a figure of an unsuitable right reserved for slaves. Greeks and Romans deposited the working force on slavery gaining for them more portion of free time designated to leisure and other pleasures respectively. For that reason, Greek but above all Roman elites consider ashkóle/otium as an attribute that reinforce a supposed superiority over the rest of citizens excluded from such a benefit.

Once collapsed Rome, medieval Europe continued with this tradition and saw in the Work as improper and bad. The philosophical justification has been related to religion and divine wishes. Not only "Free human beings - aristocracy" but also the King are instituted by God to govern the destiny of societies and expressing their superiority by means of politics, arts, education, rationality and philosophy. A particular part of this thought was imported to America and applied on this new paradise giving as a result the notion of "Grand Tour".

Many decades later, to be more exact, Industrial Revolution in England and Europe change the Image of Work radically extending longs working days in children and women. This process allowed people to deem the work as virtuous legitimating modern capitalism and consumption. Once and once again throughout this chapter, Getino emphasizes tourism is considered as an industry proper of mass consumption which more negative effects consist in creating a bridge between accumulation and poverty. At the same time, industrialized societies (tourism-generating countries) promote tourism as a form of social emancipation while peripherical or tourism-receiving countries find several problems in accessing to economic benefits in adopting such a activity as a mainstream economy.

That way, third chapter Getino classifies tourism threefold: a) national, b) regional or c) international. National tourism denotes the activity is accomplished by local residents inside their territory. These kinds of tourism are one of more important than others since it generates a large volume of economical benefits for hosts. The case of regional tourism encourages the movements of citizens of neighbor countries such as Argentina and Brazil while last type, international tourism focuses on cross-national and international long-distance travelers. Furthermore, Getino contends demand motivation comprises a combination of conscientious and subliminal aspects. These needs are expressed in form of desires which are channelized by motivations and re-elaborated in specific aims. For example, "*I am tired and need to rest (need). I would be more than happy to go to beach this week-end or on holidays (desire). I will make a booking for next week-end (aim)"* (Getino, 2002: 63).

Taking its cue from a study carried out in Germany through 1970 over more than 100 tourists, Getino argues that motivations varied on substantially depending upon destination at hand. The "Studienkreis fur Turismus of Starnberg" specified that 70 of 100 German consultants preferred to rest in their stay in Europe while only 24 inclined by a similar motivation in other region. Besides, a 55% of consulted travelers manifested that tourist experience has been "a memorable instance forever" when they are situated beyond the Europeans boundaries. For that reason, whenever tourism is guided by economic motivations, "stick depictions and stereotypes" in hosts and guests who participate inadvertently in the entropy of such reciprocal experiences, shape the image and identity of visited place. This arbitraries constructions follow some standard quality measures by the end of manipulating the leisure and free time into other more evolved form. Hence, it is not surprising that Getino sees tourism as a vehicle towards alienation and inequalities but this is a much more surface expression of a deep-seated issue.

In fourth and fifth chapter, author realizes that underdeveloped countries circumscribe to tourism to alleviate poverty, pauperism and generating a wealthy distribution but without any result. Based on dataset as of 1996, Getino advises that Third World countries receive only 7.8% while north industrialized countries monopolizing roughly 93.2% of entire demand in the world. This incongruence is associated to foreign investments and financial aids which contribute to create dependence between developed and under-developed countries under the promises of well-being and prosperity.

Even though, he admits that cross-cultural interaction has been one of instrument of historical understanding among people, unlike Indo-European men, Latin-Americans have been deprivated to recognize their proper history and customs. Today, population has been educated in order not to valorize their own ancestral past. That way, socio-cultural resources are undermined by the constructions of "outsider archetypes". Under such a context, tourism has been functional to Latin-American aristocracy's interests as a mechanist to generate hegemony and domination in a more classical Marxian meaning. In such, tourism is not good or evil but work together ideology and other instrument to be applied in some or other manner depending upon the circumstances.

Finally, in successive chapters compiled in second part, Getino demonstrates convincingly that international tourism is being increasing in all world and position as one of more pivotal industries for industrialized and under-industrialized countries. As a result of this, local strategies must be adopted by Latin-American governments for contributing to a sustainable tourism for all strata that conforms the society. Even though numerous studies has been devoted to stress the importance of international cross-national tourism, less attention has been given to local or regional tourism as a vehicle to understanding, communications and national cohesion for involved countries. In regards to this, Getino outlines that a community aspires to be developed needs to give to all stakeholders an appropriate grade of information and education about the social circumstances wherein its own existence makes sense. If this happens, tourism as emancipator and communication instrument may be complemented in association with industries of other nature. In recognition to this, a key role plays tourism in national life not only looking for authenticity but also in a process of introspection.

As a whole, we tried to summarize and describe as more objective as possible all Getino ideas expressed in his book. In accordance to his profile as cineaste, he considers capital pursues logically its own reproduction provoking a serious material and social incongruence among stakeholders. From this point of view, it is imperative a policy which contributes to re-construct Latin-American identity. As the previous argument given, the reading of J. Norrild about the same work is more than benevolent arguing that Getino applies a particular Marxian approach in studying how leisure is legitimated under other form of production like tourism. By providing a numerous statistics as well as quantitative tables, this author provides a critical analysis of tourist industry in Latin America (Norrild, 2005). Nevertheless, the position of Getino, – which Norrild does not take into account-, showed some academic limitations that should be re-considered.

First of all, a conceptual revision between ashkóle and otium should be done. In part, roman leisure (otium) had few to do with Greek’s, since it has been intended to emphasize the body sensualist pleasures in detriment of emancipation idea of leisure characterized Greek realm. Moreover, ancient leisure had a sacral component that obliged citizens to take part of them quite aside from their wishes or intentions instead of modern tourism which takes place in an individual idiosyncrasy. As Korstanje (2008) have been highlighted in Ancient Rome, otium has been practiced in a divine atmosphere. Since all games, literature, races or banquets are offered in the honor of a certain Divinity; human who refuses to participate in them would be subject to an imminent revenge or curse in their business. This is a key aspect to make a conceptual differentiation between modern tourism and ancient leisure.

Secondly, influenced by Darwinian as well as eugenicist theory, Karl Mordejai Marx Lévy considered the history as a continuum line where the grade of civilization and material accumulation shape the practices of each society. That way, he classified four types such as savages, agrarian, feudal and industrialized communities. This posture promptly will be accompanied by political support to United States in a war with Mexico. For Marx, the triumph of United States over Mexico (1854) signified irrefutable empirical evidence about the superiority of industrialized forms of production over agrarians which will lead to the end of history (Fillipi, 1988). Assertively, professor Fillipi assumes that Marx was enthroned in Latin American scholars because of Cuba´s or URSS´s revolutions. Both countries have adopted a fragmented image about economic forces of capitalism and applied such a superficial notion to political arena.

The underlying issue is that Getino´s interpretation of Marx looks to be incorrect for two main reasons; material reproductions are associated very well to ideology which not only alienate the citizen minds but also create a false-conscience. In opposition to Getino´s treatment, For Marx Nation States in Europe and elsewhere have been founded on an historical and economy background, these process are inevitably embedded with capitalism logic. For that reason, the honorific status of gentleman in aristocrat order has been bestowed upon mass consumption in modern times wherein tourism stands. In consequences, not only ideology but also nationalism are functional of aristocracy and First World which Getino deplores in his treatment. A cure for a supposed illness like capitalism (following Getino´s overview) will consist in returning to re-valorize a lost national tradition and heritage. Prophetically, just upon folks assume their role in the line of history, emancipation would be possible.

Basically, the problem is that author disregards the importance of nation in capitalism inception. In this point, it is often assumed that tourism did not help to better the social conditions in peripherical communities but reinforcing historical and economic dependence between groups. However, it is related to other deeper causes than capitalism in such like colonialism. Lastly, this work stimulates the discussion in a body of research that has been underestimated in last years in Latin America but slowly begin to play a protagonist role aside the position of tourism in Latin American development dreams.

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CONFERENCE REPORT

16th International ENTER 2009 Conference
28-30 January 2009, Amsterdam, Holland

The 16th ENTER conference took place between the 28th – 30th January 2009 at the RAI Exhibition in Amsterdam, Netherlands. The title of the conference *"eTourism: dynamic challenges for travel and tourism"* explicitly reflects its aim, which was to present and discuss a collection of cutting edge academic and industry research that deals with the new challenges and business models of doing business in a rapidly changing and highly dynamic environment. The conference programme has featured numerous prolific academic and industry speakers as well as attracted more than 200 delegates, which successfully enabled the debate and presentation of cutting edge research in the field of eTourism.

As every year, the quality of the research track of the conference is reflected in the selection and presentation of research papers that have a great impact on eTourism research. Overall, more than 70 papers have been submitted to ENTER 2009 from which 42 papers were finally selected by the scientific committee of the conference which was chaired by three leading researchers namely Wolfram Hopken, Ulrike Gretzel and Rob Law. The papers cover a range of cutting-edge topics that adopt a large variety of both quantitative and qualitative research methodologies. Research papers have been clustered under the following nine categories:

- *Online communities:* papers in this category deal with the process, culture and benefits of the virtualization of tourism communities
- *User generated content:* papers categorized in this field investigate the impact of travel reviews and blogs on the travel decision making process of travelers by examining issues related to the significance, trust and importance of user-generated content
- *Recommender systems:* this category includes papers proposing approaches for developing knowledge-based decision support models for recommender systems; papers

also discuss the acceptance and use of such recommender systems in tourism-specific settings.

- *Mobile technology:* papers in this category present applications and analysis results from mobile services and travel guides
- *Platforms and tools:* papers in this field present the development and application of several innovative IT tools in tourism
- *Website optimization:* this category examines different approaches for measuring and improving the performance of tourism websites
- *Electronic marketing:* papers in this category investigate in more details specific issues related to electronic marketing such as affiliate marketing and e-mail communication
- *ICT and tourism destinations:* this category includes papers examining various issues in eTourism from a tourism destination context, i.e. from an approach that considers all different tourism suppliers and stakeholders as an amalgam
- *Technology acceptance:* papers in this field examine issues related to technology acceptance and adoption in travel and tourism.

ENTER 2009 also featured a "conference best paper award". After a difficult evaluation and selection process, the ENTER 2009 scientific committee decided to give the "conference best paper award" to Tariq Mahmood, Francesco Ricci and Adriano Venturini for their joint paper titled "Learning Adaptive Recommendation Strategies for Online Travel Planning". The other two runners for the "conference best paper award" were the following two papers:

- *"Travel Queries on Cities in the United States: Implications for Search Engine Marketing in Tourism"* Zheng Xiang and Bing Pan
- *"Adoption of a destination-wide CRM approach: An empirical analysis of the determinants in the Swiss hospitality industry"* by Michael Fux and Thomas Myrach

Overall, the papers presented at the ENTER 2009 research track (and so the conference proceedings) provide a rich collection of cutting edge studies in the field of eTourism. Research papers address various topical and important eTourism issues by using a wide variety of research methodologies. All papers also discuss the practical and theoretical implications of their findings providing many ideas and directions for future research. In this vein, the conference proceedings are a useful guide to eTourism research for both tourism academics and professionals.

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FORTHCOMING EVENTS

4th International Scientific Conference of the University of the Aegean, "Planning for the Future – Learning from the Past: Contemporary Developments in Tourism, Travel & Hospitality", Rhodes island, Greece, April 03-05, 2009. Organised by the University of the Aegean, Interdepartmental Program of Postgraduate Studies in Tourism Planning, Management & Police. For more information please contact mstath@aegean.gr

Traditions and Transformations: Tourism, Heritage and Cultural Change in the Middle East and North Africa Region, Amman, Jordan, 4-7 April 2009. Organised by the Centre for Tourism & Cultural Change of Leeds Metropolitan University and the British Council. For more information visit: http://www.tourism-culture.com.

TTRA Europe 2009 Conference, "Transport and Tourism: Challenges, Issues and Conflicts, Rotterdam, The Netherlands, April 22-24 2009. Organised by Breda University of Applied Sciences. For more information visit: http://www.ttra-europeconference.com.

CHME Research Conference 2009, Eastbourne, England, United Kingdom, May 13-15, 2009. Hosted and organised by the School of Service Management of the University of Brighton. For more information visit http://www.chme.org.uk.

ATLAS Annual Conference 2009, "Experiencing Difference – Changing Tourism and Tourists' Experiences", Aalborg University, Denmark, May 27-29, 2009. For more information contact Leontine Onderwater at leontine.onderwater@atlas-euro.org or visit http://www.atlas-euro.org.

10th International Conference, "The Influence of Global Economic Recession on Tourism", Ohrid, former Yugoslav Republic of Macedonia, 28-29 May 2009, Organised by University St. Kliment Ohridski - Bitola. For more information visit: http://.www.ftu.uklo.edu.mk.

7th Asia-Pacific CHRIE Conference, "Creative Hospitality research – Innovative Education", Singapore, May 28-31, 2009. For more information visit http://www.apacchrie2009.org.

40th TTRA International Conference, "Catch the Wave: Tourism Research", Honolulu, Hawai, USA, June 21-23, 2009. For more information contact admin@ttra.com or visit http://www.ttra.com.

Travel and Tourism the Age of Climate Change: Robust Findings, Key Uncertainties, Eastbourne, England, United Kingdom, July 9-10, 2009. Hosted and organised by the School of Service Management of the University of Brighton. For more information visit: http://www.brighton.ac.uk.

2009 I-CHRIE Conference, San Francisco, California, USA, July 29–August 1, 2009. For more information visit http://www.chrie.org.

Tourism and the 3rd Sector: Releasing the Potential International Conference, Neuchatel, Switzerland, 18-20 September 2009, Organised by the Educational Travel Foundation. For more information visit: http://www.edutf.org.

2009 Annual Conference of the International Society of Travel and Tourism Educators (ISTTE) October 14-18 2009, San Antonio, Texas, USA. For more information visit: http://www.istte.org.

27th EuroCHRIE Congress, "From Services to Experiences in Tourism and the Hospitality Industry and Education", Helsinki, Finland, October 22-24, 2009. Hosted and organised by Haaga-Helia University of Applied Sciences. For more information visit http://www.eurochrie.org or http://www.eurochrie2009.fi

2nd Bianial International Conference on Services Marketing, "Orchestrating the Service Experience: Music to the Ears of our Customers", Thessaloniki, Greece, 4-6 November 2009, co-Organised by the University of Macedonia, the Aristotle University of Thessaloniki, and the University of Glasgow. For more information visit: http://www.uom.gr/2BIC.

International Conference under the framework of Istanbul 2010 European Capital of Culture, "Cities as Creative Spaces for Cultural Tourism", Istanbul, Turkey, 19-21 November 2009, Organised by Boğaziçi University. For more information visit: http://.www.ccsct-ist.com.

TOURISMOS

An International Multidisciplinary Journal of Tourism

AIMS & SCOPE

TOURISMOS is an international, multi-disciplinary, refereed (peer-reviewed) journal aiming to promote and enhance research in all fields of tourism, including travel, hospitality and leisure. The journal is published by the University of the Aegean (in Greece), and is intended for readers in the scholarly community who deal with different tourism sectors, both at macro and at micro level, as well as professionals in the industry. *TOURISMOS* provides a platform for debate and dissemination of research findings, new research areas and techniques, conceptual developments, and articles with practical application to any tourism segment. Besides research papers, the journal welcomes book reviews, conference reports, case studies, research notes and commentaries. *TOURISMOS* aims at:

- Disseminating and promoting research, good practice and innovation in all aspects of tourism to its prime audience including educators, researchers, post-graduate students, policy makers, and industry practitioners.
- Encouraging international scientific cooperation and understanding, and enhancing multi-disciplinary research across all tourism sectors.

The scope of the journal is international and all papers submitted are subject to strict blind peer review by its Editorial Board and by other anonymous international reviewers. The journal features conceptual and empirical papers, and editorial policy is to invite the submission of manuscripts from academics, researchers, post-graduate students, policy-makers and industry practitioners. The Editorial Board will be looking particularly for articles about new trends and developments within different sectors of tourism, and the application of new ideas and developments that are likely to affect tourism, travel, hospitality and leisure in the future. *TOURISMOS* also welcomes submission of manuscripts in areas that may not be directly tourism-related but cover a topic that is of interest to researchers, educators, policy-makers and practitioners in various fields of tourism.

The material published in *TOURISMOS* covers all scientific, conceptual and applied disciplines related to tourism, travel, hospitality and leisure, including: economics, management, planning and development, marketing, human resources, sociology, psychology, geography, information and communication technologies, transportation, service quality, finance, food and beverage, and education. Manuscripts published in *TOURISMOS* should not have been published previously in any copyright form (print or electronic/online). The general criteria for the acceptance of articles are:

- Contribution to the promotion of scientific knowledge in the greater multi-disciplinary field of tourism.
- Adequate and relevant literature review.
- Scientifically valid and reliable methodology.
- Clarity of writing.
- Acceptable quality of English language.

TOURISMOS is published twice per year (in Spring and in Autumn). Each issue includes the following sections: editorial, research papers, research notes, case studies, book reviews, conference reports, industry viewpoints, and forthcoming events.

JOURNAL SECTIONS

Editorial

The Editorial addresses issues of contemporary interest and provides a detailed introduction and commentary to the articles in the current issue. The editorial may be written by the Editor, or by any other member(s) of the Editorial Board. When appropriate, a "Guest Editorial" may be presented. However, *TOURISMOS* does not accept unsolicited editorials.

Research Papers

For the Research Papers section, TOURISMOS invites full-length manuscripts (not longer than 6000 words and not shorter than 4000 words) from a variety of disciplines; these papers may be either empirical or conceptual, and will be subject to strict blind peer review (by at least three anonymous referees). The decision for the final acceptance of the paper will be taken unanimously by the Editor and by the Associate

Editors. The manuscripts submitted should provide original and/or innovative ideas or approaches or findings that eventually push the frontiers of knowledge. Purely descriptive accounts are not considered suitable for this section. Each paper should have the following structure: a) abstract, b) introduction (including an overall presentation of the issue to be examined and the aims and objectives of the paper), c) main body (including, where appropriate, the review of literature, the development of hypotheses and/or models, research methodology, presentation of findings, and analysis and discussion), d) conclusions (including also, where appropriate, recommendations, practical implications, limitations, and suggestions for further research), e) bibliography, f) acknowledgements, and g) appendices.

Case Studies

Case Studies should be not longer than 3500 words and not shorter than 2500; these articles should be focusing on the detailed and critical presentation/review of real-life cases from the greater tourism sector, and must include - where appropriate - relevant references and bibliography. Case Studies should aim at disseminating information and/or good practices, combined with critical analysis of real examples. Purely descriptive accounts may be considered suitable for this section, provided that are well-justified and of interest to the readers of *TOURISMOS*. Each article should have the following structure: a) abstract, b) introduction (including an overall presentation of the case to be examined and the aims and objectives of the article), c) main body (including, where appropriate, the review of literature, the presentation of the case study, the critical review of the case and relevant discussion), d) conclusions (including also, where appropriate, recommendations, practical implications, and suggestions for further study), e) bibliography, f) acknowledgements, and g) appendices. All Case Studies are subject to blind peer review (by at least one anonymous referee). The decision for the final acceptance of the article will be taken unanimously by the Editor and by the Associate Editor.

Research Notes

Research Notes should be not longer than 2000 words and not shorter than 1000; these papers may be either empirical or conceptual, and will be subject to blind peer review (by at least two anonymous referees). The decision for the final acceptance of the paper will be taken unanimously by the Editor and by the Associate Editors. The manuscripts submitted may present research-in-progress or my focus on the conceptual development of models and approaches that have not been proven yet through primary research. In all cases, the papers should provide original ideas, approaches or preliminary findings that are open to discussion. Purely descriptive accounts may be considered suitable for this section, provided that are well-justified and of interest to the readers of *TOURISMOS*. Each paper should have the following structure: a) abstract, b) introduction (including an overall presentation of the issue to be examined and the aims and objectives of the paper), c) main body (including, where appropriate, the review of literature, the development of hypotheses and/or models, research methodology, presentation of findings, and analysis and discussion), d) conclusions (including also, where appropriate, recommendations, practical implications, limitations, and suggestions for further research), e) bibliography, f) acknowledgements, and g) appendices.

Book Reviews

Book Reviews should be not longer than 1500 words and not shorter than 1000; these articles aim at presenting and critically reviewing books from the greater field of tourism. Most reviews should focus on new publications, but older books are also welcome for presentation. Book Reviews are not subject to blind peer review; the decision for the final acceptance of the article will be taken unanimously by the Editor and by the Book Reviews Editor. Where appropriate, these articles may include references and bibliography. Books to be reviewed may be assigned to potential authors by the Book Reviews Editor, though *TOURISMOS* is also open to unsolicited suggestions for book reviews from interested parties.

Conference Reports

Conference Reports should be not longer than 2000 words and not shorter than 1000; these articles aim at presenting and critically reviewing conferences from the greater field of tourism. Most reports should focus on recent conferences (i.e., conferences that took place not before than three months from the date of manuscript submission), but older conferences are also welcome for presentation if appropriate. Conference Reports are not subject to blind peer review; the decision for the final acceptance of the article will be taken unanimously by the Editor and by the Conference Reports Editor. Where appropriate, these articles may include references and bibliography. Conference reports may be assigned to potential authors by the Conference Reports Editor, though

TOURISMOS is also open to unsolicited suggestions for reports from interested parties.

Industry Viewpoints

Industry Viewpoints should be not longer than 1500 words and not shorter than 500; these articles may have a "commentary" form, and aim at presenting and discussing ideas, views and suggestions by practitioners (industry professionals, tourism planners, policy makers, other tourism stakeholders, etc.). Through these articles, *TOURISMOS* provides a platform for the exchange of ideas and for developing closer links between academics and practitioners. Most viewpoints should focus on contemporary issues, but other issues are also welcome for presentation if appropriate. Industry Viewpoints are not subject to blind peer review; the decision for the final acceptance of the article will be taken unanimously by the Editor and by the Associate Editors. These articles may be assigned to potential authors by the editor, though *TOURISMOS* is also open to unsolicited contributions from interested parties.

Forthcoming Events

Forthcoming Events should be not longer than 500 words; these articles may have the form of a "call of papers", related to a forthcoming conference or a special issue of a journal. Alternatively, forthcoming events may have the form of a press release informing readers of *TOURISMOS* about an event (conference or other) related to the tourism, travel, hospitality or leisure sectors. These articles should not aim at promoting sales of any products or services. The decision for the final acceptance of the article will be taken by the Editor.

TOURISMOS

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NOTES FOR CONTRIBUTORS

Manuscript Submission Procedure

Manuscripts should be written as understandably and concisely as possible with clarity and meaningfulness. Submission of a manuscript to *TOURISMOS* represents a certification on the part of the author(s) that it is an original work and has not been copyrighted elsewhere; manuscripts that are eventually published may not be reproduced in any other publication (print or electronic), as their copyright has been transferred to *TOURISMOS*. Submissions are accepted only in electronic form; authors are requested to submit one copy of each manuscript by email attachment. All manuscripts should be emailed to the Editor-in-Chief (Prof. Paris Tsartas, at ptsar@aegean.gr), and depending on the nature of the manuscript submissions should also be emailed as follows:

- Conference reports should be emailed directly to the Conference Reports Editor (Dr. Vasiliki Galani-Moutafi), at v.moutafi@sa.aegean.gr.
- Book reviews should be emailed directly to the Book Reviews Editor (Dr. Marianna Sigala), at m.sigala@aegean.gr.
- Full papers and all other types of manuscripts should be emailed directly to the Associate Editor (Dr. Evangelos Christou), at e.christou@aegean.gr.

Feedback regarding the submission of a manuscript (including the reviewers' comments) will be provided to the author(s) within six weeks of the receipt of the manuscript. Submission of a manuscript will be held to imply that it contains original unpublished work not being considered for publication elsewhere at the same time. Each author of a manuscript accepted for publication will receive three complimentary copies of the issue, and will also have to sign a "transfer of copyright" form. If appropriate, author(s) can correct first proofs. Manuscripts submitted to *TOURISMOS,* accepted for publication or not, cannot be returned to the author(s).

Manuscript Length

Research Papers should be not longer than 6000 words and not shorter than 4000. Research Notes should be not longer than 2000 words and not shorter than 1000. Case Studies should be not longer than 3500 words and not shorter than 2500. Book Reviews should be not longer than 1500 words and not shorter than 1000. Conference Reports should be not longer than 2000 words and not shorter than 1000. Industry Viewpoints should be not longer than 1500 words and not shorter than 500. Forthcoming Events should be not longer than 500 words. Manuscripts that do not fully conform to the above word limits (according to the type of the article) will be automatically rejected and should not be entered into the reviewing process.

Manuscript Style & Preparation

- All submissions (research papers, research notes, case studies, book reviews, conference reports, industry viewpoints, and forthcoming events) must have a title of no more than 12 words.
- Manuscripts should be double-line spaced, and have at least 2,5 cm (one-inch) margin on all four sides. Pages should be numbered consecutively.
- The use of footnotes within the text is discouraged – use endnotes instead. Endnotes should be kept to a minimum, be used to provide additional comments and discussion, and should be numbered consecutively in the text and typed on a separate page at the end of the article.
- Quotations must be taken accurately from the original source. Alterations to the quotations must be noted. Quotation marks (“ ”) are to be used to denote direct quotes. Inverted commas (‘ ‘) should denote a quote within a quotation. If the quotation is less than 3 lines, then it should be included in the main text enclosed in quotation marks. If the quotation is more than 3 lines, then it should be separated from the main text and indented.
- The name(s) of any sponsor(s) of the research contained in the manuscript, or any other acknowledgements, should appear at the very end of the manuscript.
- Tables, figures and illustrations are to be included in the text and to be numbered consecutively (in Arabic numbers). Each table, figure or illustration must have a title.

- The text should be organized under appropriate section headings, which, ideally, should not be more than 500-700 words apart.
- The main body of the text should be written in Times New Roman letters, font size 12.
- Section headings should be written in Arial letters, font size 12, and should be marked as follows: primary headings should be centred and typed in bold capitals and underlined; secondary headings should be typed with italic bold capital letters; other headings should be typed in capital letters. Authors are urged to write as concisely as possible, but not at the expense of clarity.
- The preferred software for submission is Microsoft Word.
- Authors submitting papers for publication should specify which section of the journal they wish their paper to be considered for: research papers, research notes, case studies, book reviews, conference reports, industry viewpoints, and forthcoming events.
- Author(s) are responsible for preparing manuscripts which are clearly written in acceptable, scholarly English, and which contain no errors of spelling, grammar, or punctuation. Neither the Editorial Board nor the Publisher is responsible for correcting errors of spelling or grammar.
- Where acronyms are used, their full expression should be given initially.
- Authors are asked to ensure that there are no libellous implications in their work.

Manuscript Presentation

For submission, manuscripts of research papers, research notes and case studies should be arranged in the following order of presentation:

- *First page*: title, subtitle (if required), author's name and surname, affiliation, full postal address, telephone and fax numbers, and e-mail address. Respective names, affiliations and addresses of co-author(s) should be clearly indicated. Also, include an abstract of not more than 150 words and up to 6 keywords that identify article content. Also include a short biography of the author (about 50 words); in the case of co-author(s), the same details should also be included. All correspondence will be sent to the first named author, unless otherwise indicated.
- *Second page*: title, an abstract of not more than 150 words and up to 6 keywords that identify article content. Do *not* include the author(s) details, affiliation(s), and biographies in this page.

- *Subsequent pages*: the paper should begin on the third page and should not subsequently reveal the title or authors. In these pages should be included the main body of text (including tables, figures and illustrations); list of references; appendixes; and endnotes (numbered consecutively).
- The author(s) should ensure that their names cannot be identified anywhere in the text.

Referencing Style

In the text, references should be cited with parentheses using the "author, date" style - for example for single citations (Ford, 2004), or for multiple citations (Isaac, 1998; Jackson, 2003). Page numbers for specific points or direct quotations must be given (i.e., Ford, 2004: 312-313). The Reference list, placed at the end of the manuscript, must be typed in alphabetical order of authors. The specific format is:

- *For journal papers:* Tribe, J. (2002). The philosophic practitioner. *Annals of Tourism Research*, Vol.29, No.2, pp.338-357.
- *For books and monographs:* Teare, R. & Ingram, H. (1993). *Strategic Management: A Resource-Based Approach for the Hospitality and Tourism Industries*. London, Cassell.
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