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The Theory and Practice of Distance Decay: 
Case Study of Vacation Overnight Tourists in Hong Kong
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ABSTRACT

This study examines the impact of distance on tourists’ demand. Distance decay theory originally defines that demand declines with increased distances from the source market. In a broad sense, distance decay theory includes the effect of distance on the trip characteristics. The real issue is that distance is not a causal factor. Distance is the end product of a series of other causal factors that translate in the willingness/ability or reluctance/inability to travel certain distances. Greater distance excludes certain routes, resulting in a skewed profile of visitors. For a variety of reasons, demand decay should be uneven, with some segments decaying faster than others. However, so far, a small number of researches have been conducted investigating the segment decay and the effect of distance on the trip characters at various destinations. Besides, limited number of research has been conducted integrating and systematizing the causality and relationship among concepts and factors regarding distance decay theory in a broad sense. This research analyzes the data of Hong Kong visitor profile focusing on vacation overnight visitors and gain insights into the tourism market from the view point of distant decay. The result shows the difference between visitors from short haul markets and those from long haul markets in demographic characteristics, tourist behaviors and satisfaction level.
1. Introduction

Distance decay theory originally defines that demand declines with increased distances from the source market. In a broad sense, distance decay theory includes the effect of distance on the trip characteristics. The real issue is that distance is not a causal factor. Distance is the end product of a series of other causal factors that translate in the willingness/ability or reluctance/inability to travel certain distances. Greater distance excludes certain routes, resulting in a skewed profile of visitors. For a variety of reasons, demand decay should be uneven, with some segments decaying faster than others. However, so far, a small number of researches have been conducted investigating the segment decay and the effect of distance on the trip characters at various destinations. Besides, limited number of research has been conducted integrating and systematizing the causality and relationship among concepts and factors regarding distance decay theory in a broad sense. Almost no previous literature has mentioned about the deeper insight about segment decay based on distance decay theory. Besides, not many literature has clarified about the whole picture of distance decay systematically. Holistic assessment of distance decay has left as a challenge that offers a wealth of insight into contemporary travel. Limited literature mentions about the linkage such as the relationship between the satisfaction and distance, the relationship among gender, tendency to go shopping and purchased products and the relationship among physical distance, cultural distance, visitation of cultural heritage or theme parks and shopping. The further research of clarification for these linkages is essential to clear the mystery of tourism behavior.

Therefore, at first part, this research clarifies the causality and relationship among concepts and factors regarding distance decay theory in a broad sense. Second, this research analyzes the data of Hong Kong visitor profile focusing on vacation overnight visitors and gain insights into the tourism market from the view point of distant decay. Third, this research shows links between theory and practice. Then, it raises the discussion and limitation.

2. Background and Literature Review

2.1 Distance Decay Theory

In original, distance theory argued that demand for tourism may vary inversely
with distance traveled or with an increase in time or money costs (Bull, 1991). The theory suggested that demand rises initially until some minimum distance or escape criterion has been satisfied and then begins to decline in an exponential manner as distance increases. In theory, the supply of recreational opportunities increases geometrically with distance, as each successive unit of distance gives access to increasingly larger areas of land for trade-off between travel time and time spent at the destination. The theory has been empirically tested in the context of tourism (Paul & Rimmawai, 1992; McKercher, 1998a; Zhang, Wall, Du, Gan & Nie, 1999), and the studies supported that distance decay affects tourist flows as the absolute number of visitor declines with distance. Distance has a factor, the so called friction distance, which acts to deter the act of traveling because tourists tend to choose a more proximate destination with lower travel time and less financial costs. Distance decay theory can include broader sense. Destination choice and travel party are also affected by distance. Zhang et al. (1999) found that there is a relationship between how far a particular tourist will travel and their tourist attitude. In a broad sense, distance decay theory includes the effect of distance on the trip characteristics.

Market access is similar to distance decay, but it argues that absolute distance is less important than the relative distance between competing destinations offering similar experiences. The market access theory suggests that those destination or attractions with greater market access should have a competitive advantage over less accessible ones. (McKercher, 1998). Market access becomes an important factor for outbound behavior from one market to other many destinations. Market access cannot be tested at inbound to one destination from many other sources. Therefore, as this research focuses on inbound.

2.2. Distance Factor

2.2.1 Time, Cost and Money

Bull (1991) also clearly reveals the distance decay function which shows the relationship between time/cost and travel demand. In passenger carriage, consumers are required to spend time as well as money, and the use of these resource is often more important as a constraint on tourism demand than physical distance of travel. Theories of time allocation play an important role when we considers about the behavior of travelers. In models of travel mode choice, Becker (1965) and Deserpa (1971) show the
theories of time allocation to justify the presence of time variable. Becker’s theory considers time as a resource into the production of travel activity. As noted by Deserpa (1971), it is important to distinguish between time as a resource and time as a commodity. Chavas, Stoll and Sellar (1989) investigates the commodity value of travel time in recreational activities. It indicates that commodity value of travel time probably depends on the characteristics of the trip considered, and may not be constant across sites. McKercher (2001c) shows that opportunity time values can differ markedly between those able to substitute time for income and those cannot. Many workers are not allowed by their employment contracts to exchange time for income. Truong and Henser (1995) shows that when time value differs for different activities there is a net gain/loss if time is transferred from one activity to another. The consumptive value of travel time is related to several variables which can be influenced by promotional and service programs to improve quality of the driving experience. Crouch (1994) analyzed income, price, exchange rate, transportation cost, and promotional expenditure elasticity of demand. Long-haul tourism is more subject to changes in real incomes, the real cost of transportation, and promotional expenditure. The price of tourism in long-haul market destinations appears to be less important.

2.2.2 Cultural distance

A concept of cultural distance is an important indicator when investigating the relationship of culture to tourist behavior. According to McIntosh and Goeldner (1990), cultural distance is a concept that refers to the extent which the tourists’ home culture differs from that of the area being visited. They suggest that relatively larger cultural distance may produce greater interest to those who wish to experience differences between the culture of their home and that of destination areas. In contrast, for visitors from proximate culture distance, culture may not be a compelling reason to visit the culturally similar destinations and different travel patterns may be evident. Yoo, McKercher and Mena (2004) shows that the importance of cultural factor as well as the distance factor as a way of understanding the travel patterns of culturally different groups. Mattila (2000) suggests that customer evaluations of service provider’s performance may indeed be culture dependent. McKercher and Chow (2001) explored the relationship between cultural distance and participation in cultural tourism activities in Hong Kong by comparing cultural tourism activities in Hong Kong by comparing cultural tourism participation rates among Asian visitors and Western visitors. It showed that differences in cultural distance between Asian and Western tourists
explained differences noted in their travel behavior. For the most part, Hong Kong is culturally similar to Mainland China, Taiwan, and Singapore. Because of this, visitors from these regions are less likely to want to come to Hong Kong to learn about its culture or heritage. As such, cultural tourism becomes a lower participation rates in cultural tourism activities and the tendency to seek activities that are more entertaining or sightseeing oriented. By contrast, Hong Kong is culturally distant from Australia, the US, and the UK. Hong Kong has the opportunity to learn something about Chinese culture and heritage. It appears to have motivated a portion of these visitors to come to Hong Kong to learn about its culture and heritage.

2.2.3 Profile

Zhang (1999) revealed that the travel distance of tourists to a destination is related to their demographic data such as age, occupation, educational level, actual income, self-perceived income level, landscape preference and tourist attitude; but not related to the tourist motivations. Perceived distance has the character of distance decay, and substitute distance is supposed to be related to travel distance. McKercher and Leung (2001) showed that Visitors to Hong Kong tend to be well-educated, in their late 30s to early 40s, and predominantly male. US visitors are somewhat older than others, while women constitute a larger share of visitors from Singapore. Visitors from the US and UK reported the highest median household income, while not unexpectedly, those from Mainland China reported the lowest media income. The typical travel party size is two people. Bai, Smith, Cai and O’Leary (1999) examined the demographic and socioeconomic characteristics of American senior travelers whose age are fifty-five to sixty-four and sixty-five-plus. The results showed that variations did exist between the two groups for such valuables as marital status, home ownership, gender, family size, household income, education level, and employment status.

2.2.4 Short-Haul vs Long-Haul

The difference between short-haul and long-haul tourists has also been investigated. According to Crouch (1994), the most obvious differences between long-haul and short-haul travel are increased cost and time of travel raising monetary and psychological barriers to travel. The results of his study suggested that the sensitivity of demand for long-haul tourism is significantly different in terms of changes in real incomes, real cost of transportation, and promotional expenditure. McKercher
and Wong (2004) indicated that long-haul markets tend to be the greatest source of both first-time visitors and secondary-destination travelers, whereas short-haul markets produce more main-destination and repeat visitors. Likewise, both repeat and main-destination visitors stay longer than either first-time or secondary-destination travelers, whereas first-time and main-destination visitors do more and explore a destination widely.

2.2.5 Destination

Some researches clarify the characteristics of destination choice. McKercher (2001) studies about the destination characteristics of Hong Kong. For North American residents, the issue is distance. Because of the long cross-Pacific haul, Hong Kong is more likely to be part of a longer itinerary, and more likely to serve as a Gateway, Touring or Egress Destination. Residents of Singapore and Taiwan were far more likely to view Hong Kong as a Single Destination, often for short packaged shopping trips and for business trips. Both physical and cultural distances are less for these travelers, who therefore perceive and use Hong Kong in a different way. US residents tend to be oldest, followed by Australia residents, Taiwan residents and Singapore residents. Many Taiwan and Singapore residents in particular, regard Hong Kong as Gateway into China. Lawson and Thyne (2001) clarifies why consumers may choose to avoid particular destinations showing such factor as risk dimension, culture dimension, physical danger and political risk

2.2.6 Number of travel, Length of stay

McKercher (1998) examine the distance decay function on five dimensions of the visitor mix at Princes Highway destinations. These dimensions include length of stay, total trip duration and travel party type. It identifies distance decay theory as one factor that may explain a higher likelihood of multidestination trips. Lau and McKercher (2004) mentioned that long haul markets usually generate first-time tourists, but they regard Hong Kong as a secondary or stop over destination. Consequently, their length of stay is quite short. Repeat tourists, on the other hand, are more likely to originate in short-haul markets identify Hong Kong as their main destination. For the most part, visitors to Hong Kong stay a relatively short period of time and tend to spend half of their trip time and tend to spend half of their total trip time budget in Hong Kong. The median length stay for all groups of respondents ranged from 3 to 4 days, with the
total trip duration ranging from 4 to 30 days. Taiwan and Singapore visitors traveled for the shortest period of time, while the sample of UK visitors travelled for the longest periods. For the most part, Hong Kong attracts repeat visitors, who are on multidestination trips. They regard Hong Kong as one of many places they will visit during their trip. As well, Hong Kong is not the main destination for most source markets. The Singapore and Taiwan markets represent exceptions to these norms. In both instances, a clear majority of people identify Hong Kong as their only destination visited. Hong Kong is seen as a business or a short break destination for these markets (Leung and McKercher, 2001)

2.2.7 Travel type and travel party

Dual-purpose destinations serve both tourists choosing an area as their main destination and those using it as a stopover or secondary destination. Main-destination and through travelers come from different geographic areas, have different demographic profiles, and exhibit difference behavior at the stance. (McKercher, 2001c). McKercher (2004) examines the linkage among destination choice, travel party type, and distance. The presence of young children will accelerate the rate of decay. Families with young children show strong preferences for short trips, regardless of the travel time available. Families with older children and people with longer time budgets, on the other hand, show the greater propensity to travel long distances and to engage in touring vacations. Couples with no children on limited time budget prefer proximate destinations, but show a greater tendency for multi-destination touring trips when on higher time budget.

2.2.8 Tourist behavior

McKercher (2001c) concluded that main-destination and secondary-destination travelers have different motives, consumption patterns, and intended activities. Main destination tourists are more likely to visit friends and relatives than secondary-destination travelers, while novelty seems to be a factor that motivates secondary-destination tourists to stop. Main destination visitors tend to stay longer, spend more, participate in a wider range of activities, and more likely to explore hinterland areas than secondary-destination visitors. They also tend to spend more on shopping and visiting built attractions. According to Lau and Mckercher (2004), First-time visitors were motivated to visit Hong Kong to explore, while repeat visitors came to consume. First-time visitors intended to participate in a wide range of
geographically dispersed activities, while repeat visitors intended to shop, dine, and spend time with family and friends.

3. Method

This research is conducted through analyzing the data of “A Statistical Review of Hong Kong Tourism 2006” issued by Hong Kong Tourism Board. The year 2006 was designated Discover Hong Kong Year. While the positive results in 2006 helped create a solid foundation for long-term tourism, Hong Kong continues to face severe competition from other destinations, as well as the persistent challenge of terrorism, high fuel costs and pandemics. At present, Hong Kong Tourism Board (HKTB) takes the clear responsibility of promoting the Special Administrative Region as a tourism destination. HKTB publishes a quite detailed statistics that is useful for understanding the profile and behavior of inbound tourists. Then, the market decay of Hong Kong inbound market is tested by HKTB’s 2006 Visitor Profile Report (HKTB, 2006). This research selects Vacation Overnight Visitors. The Departing Visitors Survey (DVS) is conducted by face-to-face interview at exit points. More than 200,000 people participate in the DVS each year.

This research analyzes the data of 10 countries such as Taiwan, Thailand, Singapore, Japan, South Korea, Australia, France, UK, USA, and Canada. The author defines first 5 countries belonging to short haul market and the latter 5 countries belonging to long haul market in this study. The China Mainland and Macau are excluded from this research because it is possible they effectively function as Hong Kong’s domestic market.

4. Results

This part shows the trend and insights through analyzing Hong Kong Inbound data of vacation overnight visitors. The analysis of data is explained as follows.
4.1. Physical distance

Figure 1 shows the Hong Kong arrivals as a share of total outbound travel from major source markets. It is evident that the decaying effect of distance on demand exists from the curve of Figure 1. Hong Kong attracts a far greater share of outbound travel from nearby markets than it does from distant ones. About one-third of all outbound travel from Taiwan and one sixth of outbound travel from the Philippines visit the city. Between 6% and 11% of all departures from other short haul markets also come to Hong Kong. On the other hand, Hong Kong’s share of long haul market is quite low. For example, the share of European and South African outbound travel is typically less one percent, and less than two percent for travel from North America. The shape is distance decay curve with secondary peak at Australia and New Zealand. The reason is that these visitors use Hong Kong as stopover place to Europe. Generally, the level of awareness decreases with increases in the distance between sources and destination areas. There were probably several reasons why distance did not play a major role. Uneven population distribution and the high concentration in big cities are primary reasons for the observed deformation in the distance decay curve (Paul and Hussein, 1992).

Figure 1: Hong Kong Arrivals as a Share of Total Outbound Travel from Major Source Markets (Source: HKTB 2006)
4.2. Profile

4.2.1 Age

Visitors from short haul market are younger than those from long haul markets. The mean average age of short haul tourists is almost between 35 and 40. By contrast, that of long haul tourists is almost between 40 and 45. The youngest mean age is visitors from Korea which is 34 years, followed by those from Thailand which is 35 years. On the other hand, Visitors from USA are the oldest with a mean age of 44 years. Referring the below figure, the age segment 26-35 and 36-45 shows the distance decay tendency. On the other hand, the age segment 46-55, 56-65 and 66+ shows the opposite of the distance decay theory. Among these segments, the demand of tourism increases with the distance. The movement of segment 16-25 does not show special tendency.

4.2.2 Gender

Visitors from short haul markets are more likely to be female than those from long haul markets. As shown in Figure 2, 53% of visitors from Taiwan are women. In short haul markets except Japan, women typically represent half or slightly more than half of all arrivals. By contrast, in long haul markets, men typically represent more than half of all arrivals.

![Figure 2: Visitors by Gender (Source: HKTB 2006)](image)

4.3. Travel characteristics

4.3.1 Travel Party Type/Companion
Short haul visitors are far more likely to be travelling with children or relatives, friends and business associate. As shown in Figure 3, more than 40% of visitors from Japan and Thailand travel with non-immediate family group. From Japanese culture, it is popular that young ladies travel abroad with their friends or colleagues. Long haul visitors were far more likely to be travelling alone or with their spouses. Especially, more than 50% of visitors from Australia, France and UK travel with spouses.

![Travel Party Type](image)

Figure 3: Travel party type (Source: HKTB 2006)

### 4.3.2 Length of stay

The average of length of all 5 short haul markets is around 2.5 days. By contrast, the average length of all 5 long haul market is around 3.5 days. There is almost one day difference between the short haul markets and the long haul markets. Among the 10 markets, visitors from Canada show the longest average stay of 3.73 nights. McKercher (1998) showed that a statistically robust direct relationship is evident between total trip duration and distance travelled. As for the inbound market in Hong Kong, the tendency is same as that research and we could conclude that the length of stay would increase with the distance.

### 4.3.3 Itinerary

Figure 3 shows the itinerary of visitors. Over half visitors from short haul market identify Hong Kong as their only destination. On the other hand, only 9% of long haul visitors identify it as their only destination. The data suggest that visitors who
identify Hong Kong as only destination would decline with the distance.

![Figure 4: Itinerary (Source: HKTB 2006)](image)

**4.3.4 Number of visits**

Figure 5 shows the number of visits from each source market. 52% of visitors from short haul markets are repeat visitors. By contrast, two-thirds of visitors from long haul markets visit Hong Kong at first time. Although Korea shows the exceptional figure, we could esteem that repeat visitors follow the distance decay theory. On the other hand, first-time visitors do not follow the distance decay theory.

![Figure 5: Number of visits (Source: HKTB 2006)](image)

**4.3.5 Spending**
As for per-capita spending shown in Figure 6, the amount of visitors from Australia is the highest, which marks HK$5,629. The next highest amount was recorded by visitors from Taiwan, which was HK$5,421. However, we could conclude that there is no clear trend in per-capita spending with the distance.

![Per-Capita Spending](source: HKTB 2006)

**4.4. Tourist Behavior**

**4.4.1 Activities**

Long haul tourists explore Hong Kong’s cultural heritage proportionately more often than short-haul visitors. They are more likely to visit open air markets and visit museums and cultural venues that provide them with an opportunity to engage in culturally different activities. They also visit attractions most commonly associated with first-time visitors, such as Victoria Peak and Star Ferry Ride. By contrast, short-haul tourists engage in activities that reflect the underlying motives of rest, relaxation and escape. They are more likely to go shopping and visit theme-parks. This result matches with McKercher and Chow (2001) which argues that differences in cultural distance between Asian and Western tourists might explain differences noted in their travel behavior.
4.4.2 Guided tours

Short haul tourists are significantly more likely to visit Hong Kong as part of a guided tour, while the vast majority of long haul visitors are independent travelers. However, it seems that this fact does not have relationship with physical distance as shown in Figure 8. Even in short haul markets, majority of visitors from Taiwan and Singapore are independent travelers because they can communicate in Hong Kong with Chinese. The reason why visitors from Thailand, Korea and Japan tend to join guided tour exists in language barrier. As 4 of 5 countries in long haul market are English-speaking countries, long haul travelers do not have special language problem in Hong Kong. McKercher and Wong (2004) shows that 9.2% of first-multiple raise “Language barriers” as dislikes. In this aspect, language difference has the impact for distort the distance decay theory. Besides the cultural difference, McKercher and Wong (2004) identifies that the first-time/repeat dimension is also evident in package tour participation, as more than half of all first-time pleasure tourists visiting Hong Kong came as part of a package tour.
4.5. Link between package tour and optional tour

It is believed that there exists an inverse correlation between package tour participation and the tendency to purchase optional day tours. But, this study shows that higher package participation markets such as Thailand, Korea and Japan even purchase optional tours by higher rate than other markets shown in Figure 9. We can assume that the existence of language barrier push these visitors again to join optional tours that are not included in the basic package tour. By contrast, visitors from long haul market, most of whom do not join guided tour, purchase optional tour by stable lower percentage between 1.4% and 1.6%.

Figure 9: Guided tour vs Optional tour(Source: HKTB 2006)

4.6 Links among gender, shopping and consumer goods purchased
Visitors from short haul markets are more likely to be female than those from long haul markets. Overall, short-haul tourists like shopping more than long-haul tourists as shown in Figure 10. Here, the author defines the consumer goods bought as the sum amount of personal care, cosmetics, skin care products and perfume. Visitors from short haul markets are more likely to purchase consumer goods than those from long haul markets. Then, we can conclude that the gender profile of different market have the impact on their shopping behavior in Hong Kong. Visitors from short-haul markets are more likely to be female. Then, they like shopping and tend to buy consumer goods.

Figure 10: Shopping attitude (Source: HKTB 2006)

4.7 Satisfaction Level

Long haul tourists are more likely to be satisfied with Hong Kong because their average overall rating is 8.5, while that of short haul is 7.9. The percentage of “Will recommend HK to friends” is also a little bit higher in long haul tourist. We can conclude that travelers perceive more satisfaction when travel distance becomes longer. On the other hand, the percentage of “Intention to Re-Visit Hong Kong” is lower in long haul markets. The reason should be related with the distance decay. We assume that the intention of re-visit declines with the distance. In this aspect, we conclude that “Intention to Re-Visit Hong Kong” follows the distance decay theory. Satisfaction is not correlated strongly with intension to return.
5. Conclusion and Discussion

Through analyzing the practical data of Hong Kong Inbound, this research has clarified that some items follow distance decay theory, on the other hand, some other items does not follow it. As for physical distance, seeing from the curve of Hong Kong Inbound market, it is evident that the decaying effect on demand really exists. Regarding age profile, although mid age segment from 26-45 shows the distance decay tendency, the senior age segment from 46 to 66+ shows the opposite of the distance decay theory. In gender profile, although female market follows the distance decay theory, male market varies with the distance. Regarding travel party, travelers with children, travelers with relatives and friends follow the distance decay theory. By contrast, travelers alone and travelers with their spouses do not follow the distance decay theory. The length of stay would increase with the distance. As for itinerary, visitors who identify Hong Kong as only destination would decline with the distance. On the other hand, visitors of multiple destinations increase with distance. Regarding number of visits, we could esteem that repeat visitors follow the distance decay theory. By contrast, first-time visitors do not follow the distance decay theory. Per-capita spending does not show clear trend with the distance. Regarding activities, the distance shows the interesting impact on the difference. Visitation of open air markets, museums and cultural venues shows the inverse distance decay. The visit attractions such as Victoria Peak and Star Ferry Ride also show the inverse distance decay. By contrast, shopping and visitation of theme-parks follow distance decay. In general, travel by
guided tours show the distance decay. By contrast, independent travelers show the corresponding tendency to distance decay. Overall rating for satisfaction level shows the inverse distance decay. By contrast, “Intention to Re-Visit Hong Kong” follows the distance decay. Through the result of data analysis, I found that some segments are more distance sensitive and some are inverse sensitive. The author has summarized the segment decay as a whole shown in Table 1.

Table 1: The summary of segment decay

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<th>Corresponding Distance Decay</th>
<th>Inverse Distance Decay</th>
<th>Neutral to Distance Decay</th>
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<tr>
<td>Physical Distance Profile</td>
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<tr>
<td>Age</td>
<td>Younger (26-45)</td>
<td>Older (46-66+)</td>
<td>Very Young (16-25)</td>
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<tr>
<td>Gender</td>
<td>Female</td>
<td>Male</td>
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<tr>
<td>Travel Characteristics</td>
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<tr>
<td>Travel Party</td>
<td>W/children, relatives, friends</td>
<td>Alone, W/Spouse</td>
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<td>Length of Stay</td>
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<tr>
<td>Itinerary</td>
<td>HK Only</td>
<td>Multiple Destination</td>
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<tr>
<td>Number of Visits</td>
<td>Repeat</td>
<td>First Visitor</td>
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<td>Spending</td>
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<td>Tourism Behavior</td>
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<td>Activities</td>
<td>Theme Park</td>
<td>Museum/Cultural Venues</td>
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<td></td>
<td>Shopping</td>
<td>Open air market</td>
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<td></td>
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<td>Star ferry</td>
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<td>Victoria peak</td>
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<td>Guided Tours</td>
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<td>Satisfaction</td>
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<td>Overall rating</td>
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<td>Re-visit</td>
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Usually, Hong Kong is not seen as a risky destination. This research does not step into the details of risk factor in this research. But, it is true that risk factor affects the travel behavior and the choice of destination. Even as for Hong Kong, in 2003, the SARS crisis had a great impact on the image of travel destination. At that time, as World Health Organization advised international travelers to avoid visiting several regions including Hong Kong, we could say Hong Kong itself became a kind of ETEZ. This was an example of risk for health. Bird flu is also likely to have an impact on travelers’ destination choice. Physical danger such as terrorism, crime and tsunami is also the risk factor. Political risk such as Coup d'état in Thailand is also the important risk factor. The destination avoidance through risk factor is a critical issue that should be studied in future.
Understanding the traveler’s behavior relating with the distance is quite important for destination marketing. Especially, as Macau is currently the great destination competitor, Hong Kong should consider how it can establish its competitive advantage. The result of this study should be useful to tourism policymakers and destination marketing professionals in better understanding the travel market, attracting target segments, and providing appropriate travel and tourism products and services.
REFERENCES


This study conducted a comprehensive cross-sector assessment of various attribute of service quality in four tourism sectors of Hong Kong such as Hotel, Restaurant, Retail Shops and Airline. A questionnaire survey with items from SERVQUAL was conducted and statistical techniques are used for analysis. The findings of this study indicate that there is a great deal of difference in expectation and satisfaction in each sector among the travelers from different regions. The findings also reveal that there is a great deal of difference between the Asian and Western travelers’ expectations and satisfactions towards the attributes examined. Asian travelers were found to be less satisfied with almost all attributes in every sector than Western travelers. As a whole, the hotel sector enjoys a higher level of overall satisfaction. In every sector, the perceived service quality of “Cleanness and environment” and “Handling of complaints” is much lower than other attributes. They are the common key attributes to be improved in all sectors. This study shows the managerial implication for service improvement in the Hong Kong Tourism Industry. The research findings can be useful to Hoteliers, Retailers, Restaurant managers, Airline Controllers in formulating strategies to maintain or enhance their competitiveness in the tourism and relevant industries.
1. Introduction

1.1 Tourism in Hong Kong

International tourism has become a major concern for many countries because it plays an important role in the global economy, and it has become the world’s largest and fastest growing industry. According to World Tourism Organization (UNWTO), the currently estimated international arrivals was 846 million which represented an additional 43 million over 2005’s level and made a new record year for the industry. Of these 43 million, 12 million was for Asia and the Pacific. Tourism arrivals also generated US$ 733 billion worldwide receipts in 2006. Asia and the Pacific improved results by US$ 18 billion to US$ 153 billion (UNWTO, 2008). The rapid development of tourism and hospitality industry has provided mass opportunities of employment in tourism and its associated sectors, and it is seen to shift the manufacturing to a service economy in many developing and developed countries around the world (Roney & Öztin, 2007). Therefore, the growth of tourism industry has created high demand of service quality staffs and mangers. On the other hand, tourists’ perceptions and expectations relating to quality of service will be the important issues of researchers and industries to evaluate the performance in difference sectors. Hong Kong is one of the most famous destination in Asia and has received its visitors from long haul and short haul source markets.

1.2. Objective of the Study

The main objective of this research is as follows.

1. To identify the visitors and their perceptions of the quality of the service offered by the Hong Kong tourism, the related industry: Hotel, Restaurant, Retail Shops and Airline.
2. To ascertain how the industries are performing in providing quality service to match up with the tourists’ expectation.
3. To provide useful quantitative information of the overall satisfaction/dissatisfaction of these four sectors for service quality improvement to the relevant sectors.
4. To compare and contrast the Hong Kong tourism service performance of the four sectors difference. Compare the responses of Asian and Western travelers to the four sectors performance.
1.3. Significance of the study

This study is a strategically and managerially important to the Hong Kong Hotel, Restaurant and Retail Shops and Airline industries. These research findings can be useful to Hoteliers, Retailers, Restaurant managers and Airline Controllers in formulating strategies to maintain or enhance their competitiveness in the tourism and relevant industries. They can focus their efforts to provide quality service and facilities that their Asian and Western customers perceive as being important and as having high value. Awareness of the cultural differences between different groups of tourists could also help to improve service quality. Though SERVQUAL constructed validity was in doubt, this research consisted SERVQUAL as one of the useful tools to assess service quality in Hong Kong, not only due to its widely used in publicize and modified by numerous studies, especially in hospitality and tourism industry, but also the most reliable tools for measuring service quality (Zhang & Wang, 2001).

2. Literature Review

2.1. Service quality with Customer Expectations and Satisfactions

Since a customer's satisfaction is influenced by the availability of customer services, the provision of quality customer service has become a major concern of all businesses (Parasuraman, Zeithaml & Berry 1991). Vavra (1997) cited that customer satisfaction is the leading criterion for determining the quality that is actually delivered to customers through the product/service and by the accompanying servicing. Anton (1996) gave a more contemporary approach, and defined customer satisfaction as a state of mind in which the customer's needs, wants and expectations throughout the product or service life have been met or exceeded, resulting in subsequent repurchase and loyalty. Some researches support the notion that satisfaction can be measured from a perspective of performance evaluations, making the inclusion of the disconfirmation process unnecessary (Churchill and Surprenant, 1982; Cronin and Taylor, 1992). In addition, the importance of cross-cultural expectations in the measurement of service quality perception in the hotel industry found that significant “expectations” differences exist between cultural groups and that “expectations” did not improve the validity of SERVQUAL. (Armstrong et al., 1997).
2.1.1. Expectation

Oliver (1981) pointed out customers perceived service quality was the difference between actual service performance and customer expectations and, due to the lack of implicit sense of quality, the service quality was defined as a comparative judgment that was generated by customers (Oliver, 1997). Bolton and Drew (1991) stated service quality is a seriousness of attitude, related but not equivalent to satisfaction, that came out a form which was the comparison of expectations with performance while Mangold and Babakus (1991) asserted service quality is the result of a process that comparing perceptions of services actually provided with the expectations of consumers. In sum, service quality can be described as the expectations of customers. It could be met or exceeded by the extent in the service, the service process, and the service provider. Moreover, the studies (Sasser et al., 1978; Gronroos, 1982; Parasuraman et al., 1988; Coulthard, 2004) confirmed the notion that service quality, as perceived by customers, stemmed from a comparison of their perceptions, with their expectations that hotels should provide. Luk and Roger (2002) mentioned that the gap between customer expectations and managers’ perception of such expectations is much larger than the gap between customer expectations and service providers' understanding of such expectations.

2.1.2. SERVQUAL

Parasraman et al. (1988) indicated that service quality as the degree of inconsistency between normative expectation of customers for the service and their perceptions of the service performance and introduced the service quality measurement named SERVQUAL. SERVQUAL was widely used to measure the service quality in hospitality and tourism industries (Saleh & Ryan, 1991; Lee & Hing, 1995; Ryan & Cliff, 1997). Saleh and Ryan (1991) was the earlier researcher who used SERVQUAL dimension to analyze service quality in the hospitality industry.

2.1.3. Satisfaction and Measuring

Measuring customer satisfaction is an integral part of the effort that improves a product's quality, resulting in a company's competitive advantage (Cravens, et al., 1988). Some researches support the notion that satisfaction can be measured from a perspective of performance evaluations, making the inclusion of the disconfirmation process unnecessary (Churchill & Surprenant, 1982; Cronin & Taylor, 1992). Anton (1996) gave a more contemporary approach, and defined customer satisfaction as a
state of mind in which the customer's needs, wants and expectations throughout the product or service life have been met or exceeded, resulting in subsequent repurchase and loyalty.

2.1.4. Cross cultural difference

Luk et al. (1993) found that tourists from the Asia-Pacific region have significantly higher expectations of service quality compared to tourists from Europe and America. Tourist perceptions of a destination or hospitality business may vary according to countries of origin (Kozak, 2001). Cultural distance may also affect behavior, with tourists from culturally proximate source markets seeking different attractions and traveling to different areas within a destination than those from culturally distant origins. Hoon (1992) mentioned that there exists a cross-cultural difference in terms of expectations of hotel facilities and services. Pizam and Ellis (1999) indicated that when designing global customer satisfaction measurements, regional and cultural aspects must be taken into account. Go, et al. (1994) stated that increasing traveler arrivals to Hong Kong from Asian countries, especially from mainland China, Taiwan and Japan, have led to the development of mid-priced hotels. These travelers tend not to spend as much as their Western counterparts. Hotels nowadays have to offer value for money and provide exactly what travelers need. Although tourist time budgets involve short and long-haul travel, the effect of how time is spent is different. The duration of time spent in the travel becomes the key discretionary variable. Decisions on its expenditure often involve a trade-off between transit time and time spent at an attraction or place (Lew and Mckercher, 2006). Overall, the expectation and satisfaction level will be influenced by the tourists’ distance from source market. In some case, the distance decay theory will be applicable to the expectation and satisfaction level. In another case, the reverse distance decay theory will be useful to explain the perception of service quality.

2.2. Four important supply components of tourism sectors.

2.2.1. Hotel

Providing overnight accommodations for travelers goes back into antiquity; it is the world’s oldest commercial business. Goeldener and Ritchie (2006) addressed lodging and food service activities are enormously importance in today’s economic. Choi and Chu (2000) stated that Western travelers consider that room
quality is the most influential factor in determining their overall satisfaction with hotel in Hong Kong, and the resources should also be directed to improving the quality of rooms, including room set-up, cleanliness, quietness, and room temperature control.

2.2.2. Restaurant

Restaurants and hotels can make a favorable impression on the tourist if they feature local dishes and also perhaps an explanation on the menu about what the dish consists of and how it is prepared. Of particular appeal is the type of restaurant in which the atmosphere complements the type of food being served, such as seafood restaurants on the wharf (Goeldener and Ritchie, 2006).

2.2.3. Retail Shopping

Shopping is an important part of any tourist’s activities. Shopping leads as the number-one activity while traveling for both domestic and international travelers. (Goeldener and Ritchie, 2006). In addition, perceptions of tourism shopping satisfaction by retailers could be measured so as to identify whether any gaps exist between tourists’ and retailers’ perceptions of shopping attributes. (Heung, and Cheng, 2000). According to Keown (1989), there are 16 shopping attributes for tourists in Hong Kong: reliable, low prices, neat, attractive displays, wide selection, friendly of sales clerk, good value for money, fast service, honest, helpful sales clerks, efficient, clean, easy to find items, well-marked prices, high inventory of items, and innovative. Furthermore, Heung and Cheng (2000) grouped their 15 shopping attributes into four shopping dimensions: tangible quality, staff service quality, product value, and product reliability. The result indicated that tourists were most satisfied with “lighting and physical setting of shops”, followed by “window display of shops” and “opening hours of shops”, and were least satisfied with “product reliability”. Mak et. al. (1998) showed that under five criteria: price, product quality, service quality, reputation of stores and variety of goods, the attributes of the above researches can be also identified in tangible, reliability, responsiveness, assurance and empathy. The main difference is that there was lack of attributes in tangibles and was only focused on responsiveness and assurance.

2.2.4. Airlines

The world's economy and the tourism industry need a healthy air transportation system. Without airline passengers, rental cars go unrented, hotel beds
go unsold, and attractions go unvisited. Goeldener and Ritchie (2006) pointed out the bright spot in the global air industry is Asia and the Pacific. The dynamic economy of the region is making its own airlines profitable and helping carriers from outside the region with extensive Asia/Pacific operations. At present, the Orient is the number one growth center for air travel in the world. Ensuring safety and security in transportation is a basic requirement for tourism especially for Airline after the 11th September 2001.


3. Methodology

Research can be defined as the systematic and objective process to investigate a particular problem that needs a solution (Finn, Walton, & Elliott-White, 2000). In science studies, the methodology is decided by the research target natural which range from non-quantitative observation such as biology to highly quantitative estimation, for example, astronomy (Sechrest & Sidani, 1995). Generally speaking, the common division of methodology is quantitative method and qualitative method. Quantitative method is “a rigorous research of the scientific which can deals with verifiable ‘fact’ ” (Finn et al., 2000, p. 8). Alternatively, qualitative method “views cultures and people in their own terms and examine ‘reality’ in all its complexity” (Finn et al., 2000, p. 8). In addition, qualitative researchers require the aim to provide rich description for the ‘deep’ understanding whereas quantitative scientists aim for ‘mere prediction’ (Sechrest & Sidani, 1995).

Since World War II, quantitative method has been regarded as a scientific method that are more acceptable by researcher and also has dominated research in tourism and hospitality (Walle, 1997). Separately, owning to the importance of economic impact and forecasting in tourism research, precise numbers calculation and interpretation gathered more consideration (Walle, 1997). However, some studies have suggested qualitative method can get closer to phenomena through deeper understanding (Sechrest & Sidani, 1995). One important element in tourism and hospitality is tourist behavior (Jafari & Ritchie, 1981). In order to further understand tourists’ behavior, motivation, and intention, qualitative method is suggested as an
appropriate method to observe, explore, and analyze their actions. Moreover, Lewis & Chambers (2000) assumed that the result from qualitative method can be a foundation and further develop for quantitative research. In this study, the author focuses on the quantitative methods.

During the period from 3rd December 2004 to 6th January 2005, a large-scale international visitor survey covering the quantitative aspects of the visitor satisfaction level towards the tourism industry and the relevant sectors in Hong Kong was conducted. A questionnaire approach was used to collect the information on visitor’s expectations on and their satisfaction with the service provided by the tourism sectors in Hong Kong. A structured questionnaire consisting of three sections was developed to collect data. The first section is the screening questions of the utilized tourism sectors. The second section included a research of individual tourists’ expectations and satisfaction on each tourism sector. The respondents were asked to rate on a five-point Likert scale ranging from 1= ‘not important at all’ to 5= ‘very important’ of their expectation toward around 10 attributes. Next, their satisfaction was measured by a five-point Likert scale ranging from 1= ‘very dissatisfied’ to 5= ‘very satisfied’ of their expectation toward these around 10 attributes. Besides, overall satisfaction level with service quality and value for the money of individual tourist were measured by five-point Likert scale. Based on the service quality of Parasuraman et al (1990) and other past literatures, a questionnaire covers five dimensions of service quality: Tangibles, Reliability, Responsiveness, Assurance and Empathy. The last section was used to collect the data of tourists’ travel pattern, trip profile and demographic data such as gender, age, marital status, educational level, occupation and household income. The source market was divided into seven regions: Mainland China, Taiwan, South & South East Asia, North Asia (Japan & Korea), Europe & Africa & the Middle East, The Americas and Australia & New Zealand & South Pacific. A multi-stage sampling approach was used in the data collection. In the first stage, the researchers chose the locations for interviews. The survey was conducted in the following locations in line with Tourism Commission’s recommendation. These locations are (1) Hong Kong International Airport, (2) Macau Ferry Terminal, (3) China Ferry Terminal, (4)KCR Hung Hom Station, and (5) the Avenue of Stars. The second stage is to use the convenient sampling approach to interview visitors. A total sample of around 300 valid responses was obtained for each of the sectors. In this research, the authors selected four sectors: Hotels, Restaurants, Retail Shops and Hong-Kong based Airlines. SPSS was used to conduct the quantitative analysis and following methods were employed. Paired t-test was employed to test the significant difference between the two means of expectations and
satisfactions. Analysis of variance (ANOVA) was used to categorize differences between groups from different source markets in terms of service quality.

4. Findings and Discussion

4.1 The overall satisfaction level

The mean scores of overall satisfaction level and value for money in 4 sectors are shown in Table. The author has compared the score across the sectors and found that the ranking of both results are totally same. The level of overall satisfaction and value for money in airline sector is the highest, followed by hotels and retail shops. And the mean score of restaurants is the lowest. The author considers that the reason for the high score of airline would be that two of Hong Kong based airlines have achieved high service quality and strong brand image. Table 2 shows the mean score of overall satisfaction level of 7 regions in 4 sectors. Seeing from these figures, it is clear that the means of the Asian regions (Mainland China, Taiwan, South & South East Asia, North Asia) are lower than those of the Western regions (Europe, Africa, the Middle East, The Americas and Australia, New Zealand & South Pacific).

Table 1: The mean of overall satisfaction and value for money in 4 sectors

<table>
<thead>
<tr>
<th>Sector</th>
<th>Overall Satisfaction</th>
<th>Rank</th>
<th>Value For Money</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hotels</td>
<td>4.07</td>
<td>2</td>
<td>3.84</td>
<td>2</td>
</tr>
<tr>
<td>Restaurants</td>
<td>3.87</td>
<td>4</td>
<td>3.79</td>
<td>4</td>
</tr>
<tr>
<td>Retail Shops</td>
<td>3.96</td>
<td>3</td>
<td>3.81</td>
<td>3</td>
</tr>
<tr>
<td>Airlines</td>
<td>4.17</td>
<td>1</td>
<td>3.98</td>
<td>1</td>
</tr>
</tbody>
</table>

Table 2: The mean of overall satisfaction by source markets

<table>
<thead>
<tr>
<th>Sector</th>
<th>Mainland China</th>
<th>Taiwan</th>
<th>South &amp; South East Asia</th>
<th>North Asia (Japan &amp; Korea)</th>
<th>Europe, Africa, Middle East</th>
<th>The Americas</th>
<th>Australia, NZ &amp; South Pacific</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hotels</td>
<td>3.90</td>
<td>3.84</td>
<td>4.00</td>
<td>4.15</td>
<td>4.22</td>
<td>4.47</td>
<td>4.51</td>
</tr>
<tr>
<td>Restaurants</td>
<td>3.80</td>
<td>3.69</td>
<td>3.58</td>
<td>3.83</td>
<td>4.20</td>
<td>4.06</td>
<td>4.15</td>
</tr>
<tr>
<td>Retail Shops</td>
<td>3.92</td>
<td>3.75</td>
<td>3.95</td>
<td>4.11</td>
<td>4.06</td>
<td>4.15</td>
<td>4.22</td>
</tr>
<tr>
<td>Airlines</td>
<td>4.16</td>
<td>3.90</td>
<td>4.24</td>
<td>4.16</td>
<td>4.22</td>
<td>4.38</td>
<td>4.23</td>
</tr>
</tbody>
</table>

4.2 The difference between satisfaction and expectation

Table 4-7 show the result of statistical test of the mean differences between tourists’ service importance and satisfaction of the hotel, restaurant, retail shop and airline sector by using the Paired sample T-test. There were 10 attributes about hotel
and airlines, 13 attributes in restaurant and 12 attributes in retail shop. The results indicate that the differences between expectation and satisfaction in each attribute are statistically significant ($p<0.05$). The value of service quality is calculated by subtracting the satisfaction mean from the expectation mean. In the hotel sector, the respondents show the lowest perceived service quality in the attribute of complaints and free transfer. It indicates that the hotel may not handle guest’s complains promptly and professionally, and also the hotel does not provide free transfer for the customers. The attributes of “cleanliness”, “complaints”, “language” and “dining environment” of the restaurant sector relate to the higher dissatisfaction of service quality. It indicates that the small restaurant space in Hong Kong may not maintain a clean environment and do not pay attention to the guest’s needs during the busy and crowd dinning time. Also, the staff of the restaurant may not have the good language and communication skills with their guests especially for the tourists from Mainland China and Taiwan. The retail shop sector displays the lowest perceived service quality in the attributes of “clear explanation” and ‘language’. It indicates that the sales staffs of Hong Kong retail shops do not have good language and communication skills to explain clearly about the products to their customers. Tourists also felt dissatisfied with the service quality of dealing with ‘complaints’. In addition, attribute of ‘convenient payment methods’ reflects the less dissatisfaction from tourists. The overall satisfaction of these four sectors indicates that the most dissatisfaction sector is the service of restaurant, followed by retail shops, and airline receives the highest level of satisfaction response in four sectors. The airline sector shows a good service quality in overall attributes from respondents. “Meals and drinks” and “clean aircraft” were perceived as the lowest score. The author assumes two backgrounds behind these perceptions. First, the increasing price of fuel may cause the airlines to offer the lighter meals such as sandwiches instead of normal meals during the trip in some short haul flights. Second, the tight flight schedules within the Asia region may not provide the clean and comfortable interiors and seats of aircraft for the passengers.

Table 3: Results of paired T-tests of the hotel
Table 4: Results of paired T-tests of the restaurant

<table>
<thead>
<tr>
<th></th>
<th>Expectation</th>
<th></th>
<th>Satisfaction</th>
<th></th>
<th>Mean Difference</th>
<th>t-value</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>Mean</td>
<td>SD</td>
<td>N</td>
<td>Mean</td>
<td>SD</td>
<td>Service Quality</td>
</tr>
<tr>
<td>1</td>
<td>Clean room</td>
<td>361</td>
<td>4.54</td>
<td>0.618</td>
<td>4.03</td>
<td>0.802</td>
<td>-0.51</td>
</tr>
<tr>
<td>2</td>
<td>Business center</td>
<td>173</td>
<td>4.08</td>
<td>0.991</td>
<td>3.84</td>
<td>0.887</td>
<td>-0.24</td>
</tr>
<tr>
<td>3</td>
<td>Free transfer</td>
<td>223</td>
<td>4.26</td>
<td>0.989</td>
<td>3.74</td>
<td>1.302</td>
<td>-0.52</td>
</tr>
<tr>
<td>4</td>
<td>Appearance of staff</td>
<td>356</td>
<td>4.36</td>
<td>0.751</td>
<td>4.22</td>
<td>0.781</td>
<td>-0.14</td>
</tr>
<tr>
<td>5</td>
<td>Efficient check-in</td>
<td>340</td>
<td>4.48</td>
<td>0.889</td>
<td>4.18</td>
<td>0.812</td>
<td>-0.30</td>
</tr>
<tr>
<td>6</td>
<td>Prompt service</td>
<td>333</td>
<td>4.50</td>
<td>0.857</td>
<td>4.12</td>
<td>0.866</td>
<td>-0.38</td>
</tr>
<tr>
<td>7</td>
<td>Language</td>
<td>350</td>
<td>4.50</td>
<td>0.672</td>
<td>4.08</td>
<td>0.861</td>
<td>-0.42</td>
</tr>
<tr>
<td>8</td>
<td>Complaints</td>
<td>145</td>
<td>4.49</td>
<td>0.614</td>
<td>3.88</td>
<td>0.954</td>
<td>-0.61</td>
</tr>
<tr>
<td>9</td>
<td>Security</td>
<td>347</td>
<td>4.69</td>
<td>0.554</td>
<td>4.24</td>
<td>0.739</td>
<td>-0.45</td>
</tr>
<tr>
<td>10</td>
<td>Attitude of front line</td>
<td>355</td>
<td>4.53</td>
<td>0.830</td>
<td>4.17</td>
<td>0.829</td>
<td>-0.36</td>
</tr>
</tbody>
</table>

Importance mean scale: 5=very important, 3=neither important nor unimportant, 1=not important at all
Satisfaction mean scale: 5=very satisfied, 3=neither satisfied nor dissatisfied, 1=very dissatisfied

Table 5: Results of paired T-tests of the retail shops

<table>
<thead>
<tr>
<th></th>
<th>Expectation</th>
<th></th>
<th>Satisfaction</th>
<th></th>
<th>Mean Difference</th>
<th>t-value</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>Mean</td>
<td>SD</td>
<td>N</td>
<td>Mean</td>
<td>SD</td>
<td>Service Quality</td>
</tr>
<tr>
<td>1</td>
<td>Dinning environment</td>
<td>376</td>
<td>4.29</td>
<td>0.723</td>
<td>3.72</td>
<td>0.80</td>
<td>-0.57</td>
</tr>
<tr>
<td>2</td>
<td>Opening hours</td>
<td>367</td>
<td>4.24</td>
<td>0.737</td>
<td>3.99</td>
<td>0.76</td>
<td>-0.25</td>
</tr>
<tr>
<td>3</td>
<td>Cleanliness</td>
<td>374</td>
<td>4.54</td>
<td>0.645</td>
<td>3.69</td>
<td>0.93</td>
<td>-0.85</td>
</tr>
<tr>
<td>4</td>
<td>Quality of foods</td>
<td>377</td>
<td>4.37</td>
<td>0.721</td>
<td>3.89</td>
<td>0.78</td>
<td>-0.48</td>
</tr>
<tr>
<td>5</td>
<td>Clear menus</td>
<td>363</td>
<td>4.35</td>
<td>0.737</td>
<td>3.89</td>
<td>0.88</td>
<td>-0.46</td>
</tr>
<tr>
<td>6</td>
<td>Appearance of staff</td>
<td>377</td>
<td>4.29</td>
<td>0.723</td>
<td>3.89</td>
<td>0.81</td>
<td>-0.40</td>
</tr>
<tr>
<td>7</td>
<td>Language</td>
<td>373</td>
<td>4.32</td>
<td>0.751</td>
<td>3.69</td>
<td>0.96</td>
<td>-0.63</td>
</tr>
<tr>
<td>8</td>
<td>Prompt service</td>
<td>376</td>
<td>4.36</td>
<td>0.658</td>
<td>3.89</td>
<td>0.79</td>
<td>-0.47</td>
</tr>
<tr>
<td>9</td>
<td>Prompt service</td>
<td>373</td>
<td>4.24</td>
<td>0.742</td>
<td>3.90</td>
<td>0.81</td>
<td>-0.34</td>
</tr>
<tr>
<td>10</td>
<td>Payment methods</td>
<td>360</td>
<td>4.35</td>
<td>0.692</td>
<td>4.11</td>
<td>0.80</td>
<td>-0.24</td>
</tr>
<tr>
<td>11</td>
<td>Staff's knowledge</td>
<td>296</td>
<td>4.11</td>
<td>0.791</td>
<td>3.76</td>
<td>0.82</td>
<td>-0.35</td>
</tr>
<tr>
<td>12</td>
<td>Complaints</td>
<td>155</td>
<td>4.32</td>
<td>0.700</td>
<td>3.59</td>
<td>0.87</td>
<td>-0.73</td>
</tr>
<tr>
<td>13</td>
<td>Proper attitude</td>
<td>370</td>
<td>4.43</td>
<td>0.684</td>
<td>3.91</td>
<td>0.85</td>
<td>-0.52</td>
</tr>
</tbody>
</table>

Importance mean scale: 5=very important, 3=neither important nor unimportant, 1=not important at all
Satisfaction mean scale: 5=very satisfied, 3=neither satisfied nor dissatisfied, 1=very dissatisfied

Table 6: Results of paired T-tests of the retail shops

<table>
<thead>
<tr>
<th></th>
<th>Expectation</th>
<th></th>
<th>Satisfaction</th>
<th></th>
<th>Mean Difference</th>
<th>t-value</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>Mean</td>
<td>SD</td>
<td>N</td>
<td>Mean</td>
<td>SD</td>
<td>Service Quality</td>
</tr>
<tr>
<td>1</td>
<td>Shopping environment</td>
<td>372</td>
<td>4.42</td>
<td>0.739</td>
<td>4.04</td>
<td>0.77</td>
<td>-0.38</td>
</tr>
<tr>
<td>2</td>
<td>Opening hours</td>
<td>360</td>
<td>4.38</td>
<td>0.758</td>
<td>3.96</td>
<td>0.98</td>
<td>-0.42</td>
</tr>
<tr>
<td>3</td>
<td>Accurate information</td>
<td>371</td>
<td>4.44</td>
<td>0.727</td>
<td>3.92</td>
<td>0.95</td>
<td>-0.52</td>
</tr>
<tr>
<td>4</td>
<td>Wide range of choices</td>
<td>367</td>
<td>4.38</td>
<td>0.747</td>
<td>4.13</td>
<td>0.85</td>
<td>-0.25</td>
</tr>
<tr>
<td>5</td>
<td>Payment methods</td>
<td>369</td>
<td>4.48</td>
<td>0.707</td>
<td>4.26</td>
<td>0.88</td>
<td>-0.22</td>
</tr>
<tr>
<td>6</td>
<td>Staff knowledge</td>
<td>354</td>
<td>4.38</td>
<td>0.755</td>
<td>3.95</td>
<td>0.84</td>
<td>-0.43</td>
</tr>
<tr>
<td>7</td>
<td>Prompt service</td>
<td>365</td>
<td>4.48</td>
<td>0.705</td>
<td>4.10</td>
<td>0.90</td>
<td>-0.38</td>
</tr>
<tr>
<td>8</td>
<td>Clear explanation</td>
<td>305</td>
<td>4.31</td>
<td>0.873</td>
<td>3.52</td>
<td>1.14</td>
<td>-0.79</td>
</tr>
<tr>
<td>9</td>
<td>Honest staff</td>
<td>370</td>
<td>4.42</td>
<td>0.721</td>
<td>3.82</td>
<td>0.99</td>
<td>-0.60</td>
</tr>
<tr>
<td>10</td>
<td>Language</td>
<td>352</td>
<td>4.56</td>
<td>0.685</td>
<td>3.88</td>
<td>0.90</td>
<td>-0.68</td>
</tr>
<tr>
<td>11</td>
<td>Proper attitude</td>
<td>370</td>
<td>4.53</td>
<td>0.642</td>
<td>4.01</td>
<td>0.91</td>
<td>-0.52</td>
</tr>
<tr>
<td>12</td>
<td>Complaints</td>
<td>125</td>
<td>4.35</td>
<td>0.732</td>
<td>3.80</td>
<td>0.77</td>
<td>-0.55</td>
</tr>
<tr>
<td></td>
<td>Expectation</td>
<td></td>
<td>Satisfaction</td>
<td></td>
<td>Mean Difference</td>
<td>t-value</td>
<td>p</td>
</tr>
<tr>
<td>---</td>
<td>-------------</td>
<td>-------------</td>
<td>--------------</td>
<td>-------------</td>
<td>----------------</td>
<td>---------</td>
<td>------</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>Mean</td>
<td>SD</td>
<td>Mean</td>
<td>SD</td>
<td>Service</td>
<td>Quality</td>
</tr>
<tr>
<td>1</td>
<td>Clean aircraft</td>
<td>354</td>
<td>4.51</td>
<td>0.594</td>
<td>4.14</td>
<td>0.67</td>
<td>-0.37</td>
</tr>
<tr>
<td>2</td>
<td>Facilities and programs</td>
<td>342</td>
<td>3.93</td>
<td>0.884</td>
<td>3.76</td>
<td>0.88</td>
<td>-0.17</td>
</tr>
<tr>
<td>3</td>
<td>Meals and drinks</td>
<td>354</td>
<td>4.08</td>
<td>0.824</td>
<td>3.70</td>
<td>0.90</td>
<td>-0.38</td>
</tr>
<tr>
<td>4</td>
<td>Prompt service</td>
<td>343</td>
<td>4.41</td>
<td>0.638</td>
<td>4.17</td>
<td>0.71</td>
<td>-0.24</td>
</tr>
<tr>
<td>5</td>
<td>Efficient reservations</td>
<td>293</td>
<td>4.43</td>
<td>0.661</td>
<td>4.19</td>
<td>0.76</td>
<td>-0.24</td>
</tr>
<tr>
<td>6</td>
<td>Able to arrange seats</td>
<td>307</td>
<td>4.23</td>
<td>0.817</td>
<td>4.03</td>
<td>0.87</td>
<td>-0.20</td>
</tr>
<tr>
<td>7</td>
<td>Efficient check-in</td>
<td>349</td>
<td>4.43</td>
<td>0.633</td>
<td>4.20</td>
<td>0.76</td>
<td>-0.23</td>
</tr>
<tr>
<td>8</td>
<td>Language</td>
<td>354</td>
<td>4.48</td>
<td>0.603</td>
<td>4.25</td>
<td>0.60</td>
<td>-0.23</td>
</tr>
<tr>
<td>9</td>
<td>Attitude of front line</td>
<td>354</td>
<td>4.39</td>
<td>0.593</td>
<td>4.11</td>
<td>0.67</td>
<td>-0.28</td>
</tr>
</tbody>
</table>

Importance mean scale: 5=very important, 3=neither important nor unimportant, 1=not important at all
Satisfaction mean scale: 5=very satisfied, 3=neither satisfied nor dissatisfied, 1=very dissatisfied
4.3 Service quality of attribute

ANOVA was used to test for the difference between different source markets in terms of service quality in individual attributes. Based on Parasuraman et al (1990), the authors define that: Service Quality = (Satisfaction – Expectations). From the ANOVA results of each sector, there exists some significant difference. The F-value less than 1 indicate non-significant. The test was conducted at significant levels as $p < 0.05$. A Post Hoc Test was used to compare the means of service quality perceptions. Through Post Hoc Tests, in most cases, the difference between Asian regions and Western regions are found. In Hotel sector, the significant differences were found in 6 attributes such as Clean room, Appearance of staff, Prompt service, Language, Security and Attitude of front line. In Restaurant sector, the significant differences were found in 6 attributes such as Dinning environment, Opening hours, Quality of foods, Appearance of staff, Prompt service, Dishes arrival in optimal time, Convenient payment methods and Staff’s knowledge. In Retail shop sector, the significant differences were found in 2 attributes such as Opening hours and Language. In Airline sector, the significant differences were found in 2 attributes such as Able to arrange seats and Proper attitude of front line staff. The author concludes that the regional perception difference of service attribute is comparatively larger in Hotel and Restaurant sector, while it is smaller in Retail shops and Airline sector. The implication for service staffs is that flexible service matching with the source market is required in Hotel and Restaurant sector, while the standard service may be acceptable in Retail shops and Airline sector.

5. Conclusion and Implication

This study is significant because a comprehensive research in 4 tourism sectors concerning various attribute of service quality is conduced. The findings of this study indicate that there is a great deal of difference in expectation and satisfaction in each sector among the travelers from seven different regions. The findings also reveal that there is a great deal of difference between the Asian and Western travelers’ expectations and satisfactions towards the attributes examined. Asian travelers were found to be less satisfied with almost all attributes in every sector than Western travelers. In every sector, the perceived service quality of “Cleanness and environment” and “Handling of complaints” is much lower than other attributes. They are the common key attributes to be improved in all sectors. These research findings can be useful to Hoteliers, Retailers, Restaurant managers, Airline Controllers in formulating strategies to maintain or enhance their competitiveness in
the tourism and relevant industries. They can focus their efforts to improve the lower attribute of perceived service quality and provide important and high-valued services for the Asian and Western customers through the awareness of the cultural differences. Satisfied tourists are more likely to recommend Hong Kong to their friends and relatives and that is the most effective way of promoting Hong Kong as a tourist destination. Besides, tourist satisfaction would also contribute to the increased rates of retention of tourist’s patronage, loyalty and acquisition, which will have an impact on Hong Kong’s economy growth in general.

6. Limitations and Future research

Several limitations concerning this study need to be addressed. First, the limited number of service attributes in questionnaire for each sector may not allow sufficient data. Other possible attributes, which this study has not included, may also be relevant. Second, this study suggests that it appears to be difficult to justify whether the differences among different source markets are culture-based or other factors could have influenced results. It is also an area which indicates limitations to quantitative methods like this study. Only through the quantitative methods, it is difficult to reveal the reason behind the difference in perceptions about service quality among the different source markets. The combination of qualitative method will be helpful to the investigation and generalization of cultural studies. Third, since the respondents were asked to their expectations and perceptions at one setting, bias may occur. Finally, the author suggests that future studies should focus on investigating the reason for the difference perceived by different groups of travelers. The differences could be explained in terms of cultural, economic and political aspects. Besides, studies could be applied to other countries and regions using a similar research method so that a competitive analysis of tourism related sector can be explored for generalization. Also, perception of tourists’ satisfaction by service provider could be measured in order to reveal the existence of gaps between tourists’ and service providers’ perception of tourism service attributes.


Asia's hotel industry", *The Cornell Hotel and Restaurant Administration Quarterly*, 50-61.


ABSTRACT

Today’s management understands the importance of the new economics of service: frontline workers and customers need to be the center of management’s concern because they are the key factors to drive profitability and revenue growth (Heskett, Jones, Loveman, Sasser & Schlesinger, 1994).

The service profit chain clearly shows that satisfied employees which are committed, capable, and productive are able to create service value; service value leads to customer satisfaction that is considered to be a prerequisite for customer retention and loyalty, and helps realizing economic goals like profitability, revenue growth, market share, or return on investment (Fitzsimmons & Fitzsimmons, 2000).

Even though many studies (Hallowell, Schlesinger, & Zornitsky, 1996)(Koys, 2001) have been conducted to prove the validity of the relationship between employee satisfaction and customer satisfaction, no research has specifically looked at the gaming-centric casino restaurant industry. This study uses pooled correlation and regression analysis to analyze the relationship between employee satisfaction and customer satisfaction in gaming-centric casino restaurants over a period of 3 consecutive years for three different regions and three different restaurant types (buffet restaurant, coffee shop, and steakhouse). The nature and the strength of the relationship vary depending on front-of-the-house and
back-of-the-house employee satisfaction, on different restaurant types, and on different regions and years. The results of this study show that there is a positive correlation between employee satisfaction and customer satisfaction in gaming centric casino restaurants. Furthermore, the findings indicate that back-of-the-house employee satisfaction has a positive correlation to overall customer satisfaction. This relation is even stronger for back-of-the-house employees in the steakhouse and customer satisfaction in the steakhouse showing a medium correlation accounting for 75% of variance in customer satisfaction. These numbers emphasize the importance of satisfied kitchen staff in restaurant concepts with a high level of service. Further research should also differentiate between front-of-the-house and back-of-the-house employee satisfaction and different restaurant types.

**Key Words:** Employee Satisfaction, Casino Restaurant, Customer Satisfaction

**INTRODUCTION**

Today’s management understands the importance of the new economics of service: frontline workers and customers need to be the center of management’s concern because they are the key factors to drive profitability and revenue growth (Heskett, Jones, Loveman, Sasser & Schlesinger, 1994). In the service culture, which focuses on serving and satisfying the customer, employees play a critical role in the product and marketing mix. Effective training and motivation of customer-contact employees and supporting service personnel are key factors to ensure employee and customer satisfaction. (Kotler, Bowen & Makens, 2006). The service profit chain clearly shows that satisfied employees which are committed, capable, and productive are able to create service value; service value leads to customer satisfaction that is considered to be a prerequisite for customer retention and loyalty, and helps realizing economic goals like profitability, revenue growth, market share, or return on investment (Fitzsimmons & Fitzsimmons, 2000).

**LITERATURE REVIEW**

Kotler et al. (2006) stated that “one of the most important tasks of a hospitality business is to develop the service side of the business, specifically, a strong service culture” (p. 41). Service culture deals with serving and satisfying the customer by influencing the company’s employees to act in customer-oriented ways through the communication of certain company ideas, beliefs, and values. The service culture is build up by management and flows down through the organization (Teare & Olsen, 1999). The hospitality industry, including the casino restaurant industry, is offering services rather than tangible products. “A service is an act or performance offered by one party (service provider) to another (customer) that creates
value and provides benefits for customers at specific times and places as a result of bringing about a desired change in – or on behalf of – the recipient of the service” (Lovelock, 2001).

Gaming-centric Casinos

Gaming-centric casino executives will accept a loss in the sale of food and beverages to the increase in gaming revenue. Therefore, it is common that casinos offer free vouchers for food and beverages or reduce prices. It’s a sacrifice that is worth it as the possible profit loss within the food and beverage department is very little in comparison to the satisfied gambler continuing to gamble in the casino (Stefanelli & Nazarechuk, 1996). Kilby, Fox and Lucas (2005) supported these statements: “A popular notion in the gaming industry holds that restaurant operations can be effectively utilized to generate slot play” (p. 277).

Gaming-centric casinos offer a wide variety of food outlets to achieve increased gaming revenue by providing conveniently located restaurants (close to the casino floor), and attract new customers who are visiting the casino because of the food outlet (Stefanelli & Nazarechuk, 1996). Buffets are one of the most popular food outlets as they have usually one price for all-you-can-eat, are easily accessible, and have readily prepared food, so that the gambler doesn’t need to spend too much time in the buffet restaurant but go back to the casino floor. Buffets have shown to attract a large number of customers from out of town, as these customers don’t have anything similar where they live (Stefanelli & Nazarechuk, 1996). Most of the gaming-centric casinos will operate a 24 hours coffee shop that serves as a restaurant for all needs – breakfast, lunch, dinner – at all times of the day and night. Also at least one specialty restaurant is part of the standard, like a steakhouse. It often satisfies the needs of high rollers (Stefanelli & Nazarechuk, 1996).

Employee Satisfaction

Porter, Steers, Mowday & Boulian (1974) stated that “job satisfaction is the attitude an employee has towards the employer or his job. Job satisfaction depends on the job itself and on the nature of the business. It also depends on the different components of the job which will be important for job satisfaction”. Another common definition for job satisfaction was written by Locke (1976). He stated that job satisfaction is “a pleasurable feeling that results from the perception that one’s job fulfills or allows for the fulfillment of one’s important job values”. This definition indicates as well that employees’ satisfaction with their job is personal and depends on the perception of each individual if their own values are met. As stated by Noe et al. (2006), job satisfaction is based on three aspects – values, importance, and perception. Employees have different values depending on what they “consciously or unconsciously desire to obtain”. Locke (1976) pointed out to distinguish between values and
needs. Needs are “objective requirements” that need to be fulfilled to survive, whereas values are “subjective requirements that exist in a person’s mind” (Wagner & Hollenbeck, 2005). These values vary in their importance to the employee. The more the important value is fulfilled the more satisfied is the employee with the job.

Perception as another core element of job satisfaction shows that the same values are differently perceived by different employees because their reflection of the objective reality might be not accurate. “Satisfaction reflects our perception of the present situation and our values” (Wagner & Hollenbeck, 2005).

Customer Satisfaction

Schiffman and Kanuk (2007) defined customer satisfaction as “… the individual’s perception of the performance of the product or service in relation to his or her expectations” (p. 9), whereby expectations drastically vary. Hoffman and Bateson (2006) stated that customer satisfaction or dissatisfaction “is a comparison of customer expectations to perceptions regarding the actual service encounter” (p. 403). This definition is based on the expectancy disconfirmation model by Anderson and Sullivan (1993, see 2.5.3). Oliver (1997) developed another definition for customer satisfaction: “Satisfaction is the consumer’s fulfillment response. It is a judgment that a product or service feature, or the product or service itself, provides a pleasurable level of consumption-related fulfillment” (p. 13). “In addition to a sense of fulfillment in the knowledge that one’s needs have been met, satisfaction can also be related to other types of feelings, depending on the particular context or type of service” (Zeithaml et al., 2006, p. 110). A more passive response is contentment which is a feeling evolving for example from routinely received services. Furthermore, satisfaction “may also be associated with feelings of pleasure for services that make the consumer feel good or are associated with a sense of happiness. For those services that really surprise the consumer in a positive way, satisfaction may mean delight” (Zeithaml et al., p. 110). A sense of relieve can result during situations where negative aspects are being removed. “Finally, satisfaction may be associated with feelings of ambivalence when there is a mix of positive and negative experiences associated with the product or service” (Zeithaml et al., p. 110).

While there are several customer satisfaction models, one of the best known models, which serves as the conceptual framework for this study, is the service profit chain developed and analyzed by Heskett et al. (1994), among others, linking internal service quality, employee satisfaction, employee productivity and retention (loyalty), external service value, customer
satisfaction, customer loyalty, and profitability and revenue growths. Each of the links within the chain “… warrants individual close management attention” (Hallowell et al., 2000).

The purpose of the service profit chain is to provide managers with a framework to help them manage and evaluate the management of labor-dominant service firms. The chain is essentially a performance hypothesis that enables managers to focus on (predominantly) quantifiable measures that lead to financial performance outcomes (Hallowell et al., 2000, p. 204)

The Service Profit Chain

Operating Strategy and Service

Internal Service Quality → Employee Satisfaction → Employee Loyalty → External Service Value → Customer Satisfaction → Customer Loyalty → Revenue Growth + Profitability

- Workplace design
- Job design
- Employee Selection and development
- Employee rewards and recognition
- Tools for serving customers

- Service concept: results for customers

- Service designed and delivered to meet targeted customers’ needs

- Retention
- Repeat business
- Referral

Figure 1

In other words, “… it helps managers target new investments to develop service and satisfaction levels for maximum competitive impact, widening the gap between service leaders and their merely good competitors” (Heskett et al., 1994, p.164). Heskett (1997) stated that customers buy results rather than products or services, and that successful organizations are managed to deliver results and not products and services. Furthermore, Heskett (1997) explained that to achieve outstanding performance effective strategies have to be implemented based on the aforementioned results. These results include “financial measures like profit and growths” and more important “those dimensions that are most critical to the achievement of financial success,” like the “value of services delivered to customers that leads to customer satisfaction and loyalty” (p. 17). “… value is achieved primarily through frontline employees
who are satisfied, loyal, and productive, in part because of the high degree of capability they possess to deliver results to customers” (p. 18).

**METHODOLOGY**

The research uses a pooled cross-sectional correlation and regression analysis for this study. The data of the customer satisfaction survey are pooled (January to December) averages of response over a time period of 3 consecutive years, whereas the data of the employee satisfaction survey were available as averages of response for the month of October over the same 3 years.

The employee satisfaction data were collected through employee surveys within the three properties for the steakhouse. Front and back-of-the-house employees were surveyed for the month of October over a time span of 3 consecutive years (the same years as the customer survey). The survey itself was an online questionnaire generated by an independent survey company hired by the casino company. The survey company dealt with the completed questionnaires and sent the results back to the casino company for further evaluation. The sample size was n=1,864. The number of cases is n=53 based on the following calculation: 3 Years x 3 Properties (regions) x 3 Restaurants (outlets) x 2 (FOH and BOH) = 54.

The questions were measured on a Likert scale of 1 (Strongly disagree) to 5 (Strongly agree) to measure employee’s attitudes. The numbers represented the following answers: 1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree. The option have been given to answer 0=Don’t know or N/A. The data have been provided as an average for front and back-of-the-house employees that have answered each question about their property for all 3 years.

The service quality data were gathered through customer satisfaction surveys by a casino company’s marketing department over a 12 months period (January through December) for 3 consecutive years. The casino company generated a list of the population of all possible recipients. This population included all customers who have used their frequent player cards in those properties. That list was then sent to a research company who dealt with the survey itself and analyzed and tabulated the results. The research company filtered the list of possible recipients received from the casino company to ensure that there are no duplicate customers or customers who have received a survey within the last 12 months. That way, the research company could ensure that the possible recipients were a new set of un-surveyed customers. The filtered list was then used to draw a random sample, which was done electronically without any human influence. A letter, including the survey and a postage paid return envelope, was sent to the sample population. Once the research company received the
completed surveys, they analyzed and tabulated the data and sent them to the casino company. The company reported that the sample size for each month was on average 3,450, resulting in a total number of questioned customers of \( n = 124,200 \) \((3,450 \times 12 \text{ months}) \times 3 \text{ years}\).

The literature suggests that employee satisfaction is related to customer satisfaction. Correspondingly, back-of-the-house employee satisfaction in steakhouse restaurants should be related to customer satisfaction.

**CORRELATIONS ANALYSIS**

Table 1 shows the overall correlation between employee satisfaction and customer satisfaction, which shows positive correlation significant at level 0.01. It also shows a positive correlation between employee satisfaction and customer satisfaction in Region III, at a significance level of 0.01. BOH employee satisfaction and customer satisfaction has a positive correlation (.497) at significance level of 0.01. Finally, employee satisfaction of BOH employees in the steakhouse and customer satisfaction are positively correlated showing a high positive correlation at significance level of 0.01.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Correlation</th>
<th>Significance</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>.361**</td>
<td>.007</td>
<td>54</td>
</tr>
<tr>
<td>Year 1</td>
<td>.450</td>
<td>.061</td>
<td>18</td>
</tr>
<tr>
<td>Year 2</td>
<td>.330</td>
<td>.181</td>
<td>18</td>
</tr>
<tr>
<td>Year 3</td>
<td>.383</td>
<td>.117</td>
<td>18</td>
</tr>
<tr>
<td>Region I</td>
<td>-.276</td>
<td>.267</td>
<td>18</td>
</tr>
<tr>
<td>Region II</td>
<td>.472*</td>
<td>.048</td>
<td>18</td>
</tr>
<tr>
<td>Region III</td>
<td>.630**</td>
<td>.005</td>
<td>18</td>
</tr>
<tr>
<td>FOH</td>
<td>.241</td>
<td>.227</td>
<td>27</td>
</tr>
<tr>
<td>BOH</td>
<td>.497**</td>
<td>.008</td>
<td>27</td>
</tr>
<tr>
<td>Buffet Restaurant</td>
<td>-.310</td>
<td>.211</td>
<td>18</td>
</tr>
<tr>
<td>Buffet Restaurant FOH</td>
<td>-.222</td>
<td>.566</td>
<td>9</td>
</tr>
<tr>
<td>Buffet Restaurant BOH</td>
<td>-.407</td>
<td>.277</td>
<td>9</td>
</tr>
<tr>
<td>Coffee Shop</td>
<td>-.223</td>
<td>.374</td>
<td>18</td>
</tr>
<tr>
<td>Coffee Shop FOH</td>
<td>-.247</td>
<td>.521</td>
<td>9</td>
</tr>
<tr>
<td>Coffee Shop BOH</td>
<td>-.319</td>
<td>.402</td>
<td>9</td>
</tr>
</tbody>
</table>
Steakhouse   .428   .077   18  
Steakhouse FOH  -.089   .820   9  
Steakhouse BOH  .866**  .003   9  

* = correlation is significant at 0.05 level (two tailed)  
** = correlation is significant at 0.01 level (two tailed)  

REGRESSION ANALYSIS  

The value of R² is .130. Shows that employee satisfaction can account for 13% of the variation in customer satisfaction, conversely, 87% of the variation in customer satisfaction is influenced by other factors not part of this study.

The ANOVA table shows the model results in a significantly good degree of prediction of the outcome variable. The significance level of .007 shows that employee satisfaction makes a contribution to predict customer satisfaction.

Table 2  

Regression Analysis between Employee Satisfaction and Customer Satisfaction

<table>
<thead>
<tr>
<th>Model Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>1</td>
</tr>
</tbody>
</table>

a Predictors: (Constant), Mean Employee Satisfaction

<table>
<thead>
<tr>
<th>ANOVA(b)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

a Predictors: (Constant), Mean Employee Satisfaction
b Dependent Variable: Mean Customer Satisfaction

<table>
<thead>
<tr>
<th>Coefficients(a)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

a Dependent Variable: Mean Customer Satisfaction
Table 3 summarizes the results of the analysis between BOH employees and customer satisfaction in the steakhouse restaurants. BOH employee satisfaction in the steakhouse can account for 75% of the variation in customer satisfaction in the steakhouse, showing that 25% of the variation in customer satisfaction is influenced by other factors not part of this study. The ANOVA table shows a significance level of .003, meaning that BOH employee satisfaction in the steakhouse makes a significant contribution to predict customer satisfaction in the steakhouse.

Table 3
Regression Analysis between BOH Employee Satisfaction in the Steakhouse and Customer Satisfaction in the Steakhouse

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.866(a)</td>
<td>.750</td>
<td>.715</td>
<td>.05983</td>
</tr>
</tbody>
</table>

a Predictors: (Constant), Mean BOH Employee Satisfaction Steakhouse

ANOVA(b)

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>.075</td>
<td>1</td>
<td>.075</td>
<td>21.021</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>.025</td>
<td>7</td>
<td>.004</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>.100</td>
<td>8</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a Predictors: (Constant), Mean BOH Employee Satisfaction Steakhouse
b Dependent Variable: Mean Customer Satisfaction Steakhouse

Coefficients(a)

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mean BOH Employee Satisfaction Steakhouse</td>
<td></td>
</tr>
<tr>
<td>2.453</td>
<td>.419</td>
<td></td>
</tr>
</tbody>
</table>

.453 | .099 | | 4.585 | .003 |

a Dependent Variable: Mean Customer Satisfaction Steakhouse

CONCLUSION
Steakhouses are in general smaller than buffet restaurants or coffee shops in gaming centric casinos. An environment, which is more intimate with fewer employees serving a smaller number of customers, is perceived as more satisfying from both sides. Steakhouse
restaurants in this study are positioned in the casinos as restaurants that provide a service level and food quality generally considered above buffets and coffee shops. Buffet restaurants and coffee shops don’t show any correlation between employee satisfaction and customer satisfaction. The reason might be that the primary motive of the customer is to gamble and not to eat. Therefore, the customer looks for a fast way to satisfy his/her basic need instead of looking for a dining experience with outstanding service. As Stefanelli and Nazarechuk (1996) explained, buffet restaurants in gaming centric casinos are popular because they are cheap, easily accessible, and have readily prepared food, so that the gambler doesn’t need to spend too much time in the buffet restaurant but can go back to the casino floor to gamble. The same is valid for coffee shops that give the customer the option to go there whenever needed to grab a quick bite. The focus remains to be the food and not the service. Therefore, it is crucial for management to focus on the fast delivery of the food in buffet restaurant and coffee shops rather than service excellence.

Due to confidentiality of the source of the data, the exact location of Region I, II, and II cannot be revealed. However, there is a possible difference in the customer segment in each Region. Each segment may have different service and quality expectations. This may explain why Region III had a high correlation between employee satisfaction and customer satisfaction while Region II had a weaker correlation and Region I had a negative but not significant correlation.

This study supports the linkage between employee satisfaction and customer satisfaction in gaming centric casino restaurants as explained in the service profit chain by Heskett et al. (1997). The results also show that the correlation is small but significant, emphasizing the necessity for management to constantly monitor and manage employee satisfaction to achieve higher levels of customer satisfaction, but the focus has to be also on other factors (87% account for other factors influencing customer satisfaction) playing a major role in increasing customer satisfaction. Furthermore, this study presents a new aspect in the relationship of employee satisfaction and customer satisfaction concerning the difference between front and back-of-the-house employees. Finally, this study supports previous studies (e.g. Brandmeir & Baloglu, 2004) that the linkage between employee and customer satisfaction various depending on different restaurant types.

REFERENCES


ANALYZING THE RELATIONSHIP OF EMPLOYEE SATISFACTION TO
TURNOVER IN GAMING-CENTRIC CASINO RESTAURANTS:
A CROSS SECTIONAL APPROACH
Karl Brandmeir
Daniel Assmus
Kati Gruschwitz
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Abstract

The work of Heskett, Sasser, and Schlesinger (1997) and their model of the service profit chain have been used to find how internal and external service quality leads to a more profitable business. Hallowell and Schlesinger (2000) stated that “the chain is essentially a performance hypothesis that enables managers to focus on (predominantly) quantifiable measures that lead to financial performance outcomes” (p. 204). Focusing on the link between employee satisfaction and turnover (employee loyalty), this study also uses the service profit chain, to find if this relationship model is applicable in a gaming-centric casino restaurant environment. “At its core, the chain draws from the concept of exchange relationships in that each link relates to those before and after it because value is exchanged among the constituents described in the links” (Hallowell & Schlesinger, 2000, p. 204).

The data describing employee satisfaction and turnover used in this study are secondary data. Sources for the data were three gaming-centric casino hotel properties with a size of 500-1500 rooms per hotel, located in different regions. The employee satisfaction data were collected through communication as it originates from a survey, which is held once a year in October. The data are front-of-the-house and back-of-the-house employees of three different restaurant outlets in each casino: a buffet, a coffee shop and a steakhouse. The employee satisfaction survey was done by a research company, which was hired by the casino organization. The distribution channel used was the internet, since the survey was done via an online questionnaire.

The turnover data comes directly from the records of the corporate personnel department. The data is compiled internally by the human resources department of each casino. On a monthly basis, this data is recorded for every property and outlet. Again there are three regions and three restaurants in each property: a buffet restaurant, a coffee shop and a steakhouse. The data of employee turnover are differentiated into front-of-the-house and back-of-the-house turnover.
The regression analysis result shows that employee satisfaction accounts for 24.3% of the variance in employee turnover. This number exceeds the results of other studies, which shows explained variance of up to 14% (Mobley et al., 1979). The direct influence of the work environment and teamwork category accounted for 26.6% of the variance in turnover.

**Key words**: Employee Satisfaction, Casino Restaurant, Employee Turnover

**INTRODUCTION**

Research has already been done on the service profit chain, its components and relations. Employee satisfaction and turnover issues have been discussed in various studies; however, most of the studies are done in sectors different than the hospitality industry or simply have laid their focus on the relation between employee satisfaction and the turnover intention, which is considered to be the last step before the actual decision to quit. Although there are a few papers concentrating on the hospitality industry, which is known for high turnover rates, the direct link between employee satisfaction and turnover numbers in casino restaurants have never been investigated. This thesis will have a deeper look into the subject. Together with the work of Brandmeir and Baloglu (2004), on the relation between employee turnover and customer satisfaction, as well as the work of Rybkowski (2009) on the link between employee satisfaction and customer satisfaction, this paper will accomplish a better understanding of the service profit chain variables and their relations in a gaming-centric casino restaurant environment.

**LITERATURE**

The literature review presents available research on how to measure employee satisfaction (e.g. Armstrong 2006; and Spector 1997), the factors and dimensions influencing employee satisfaction explaining motivation (e.g. Noe, Hollenbeck, Gerhart & Wright 2006), and various models of motivation (e.g. Latham & Locke 1979) Based on Herzberg’s theory, the researcher is illustrating strategies, described by various authors (e.g. Noe et al. 2006; Syptak, Marsland & Ulmer 1999; and Higgins 2000) that emphasize the important role of human resources management to increase employee motivation and job satisfaction.

Turnover, as the other variable of the service profit chain to be explored in this study, has been defined and differentiated (e.g. Vandenberg & Nelson 1999; Wasmuth & Davis 1983). Various approaches to measure turnover have been studied (e.g. Armstrong 2006) and theoretical models have been created. These models are used to predict the causes of turnover (e.g. March & Simon 1993; Mobley, Griffeth, Hand & Meglio 1979; and Sheridan & Abelson 1983). Exploring
the investment, organizations have to make in order to keep or let go of an employee, turnover costs have been calculated and analyzed by researchers such as Hinkin and Tracy (2000) and Johnson (1985).

Following the model of the service profit chain by Heskett, Sasser, and Schlesinger (1997), research has been conducted through various industries, examining its variables and links (e.g. Mobley 1977; Tett & Meyer 1993; and Min 2007). Some studies have been done on the subject in the hospitality industry (e.g. Ghiselli, La Lopa & Bai 2001; You, 1998; and Choi 2006) and even less within the gaming industry (Bai, Brewer, Sammons, & Swerdlow, 2006; Stedham & Mitchell 1996; and Brandmeir & Baloglu 2004). There is no relevant study on the relation of employee satisfaction and the actual turnover numbers in gaming centric casino restaurants.

Employee Satisfaction

In several theories and studies various dimensions and factors have been identified, which lead to employee satisfaction or dissatisfaction; however, the range of aspects causing such a state of mind are highly dependent on the individual and the enterprise (Noe et al., 2006). Referring to Purcell, Kinnie, Hutchinson, and Stewart, Armstrong (2006) indicates that companies can be more successful if their employees are well motivated, carrying an attitude, which is coherent with the company’s mission. A positive attitude, towards the company, which is likely a result from a job, is highly satisfying for the employee. The most influencing factors, for employee satisfaction, according to Armstrong are career opportunities, job influence, teamwork and job challenge. Noe et al.(2006) group factors influencing employee satisfaction into three major categories: personal dispositions, tasks and roles, as well as supervisors and coworkers. Personal dispositions can be seen as an emotion residing within a person, influencing the individual’s perception of satisfaction or dissatisfaction. Employees showing a high degree of negative affectivity, which can be seen as an indicator for emotional instability, are more likely to focus on negative aspects of their personality and their surroundings than others. Helping to identify dispositions, core self evaluations reflect the employee’s self image on very specific personality traits. The task itself is described by Noe et al. (2006) as a predictor of employee satisfaction.

Depending on the nature of the task in comparison with the employee’s expectations, the work itself can or cannot be fulfilling. Highly repetitive tasks for example may result in boredom
and dissatisfaction (Porter & Steers, 1973). In addition, the role of a supervisor and coworkers primarily affect the satisfaction of employees. Shared attitudes, values, and philosophies with colleagues and superiors are seen as very important to most employees. Much emphasis lies on the social support an organization, supervisor or coworker can provide. Caring surroundings have found to be strong predictors of satisfaction (Ganster, Fusilier, & Mayes, 1986).

Single factors influencing employee satisfaction might vary, yet they all seem to derive from the concept of motivation and its theories. The two major types of motivation are intrinsic and extrinsic motivation. Armstrong (2006) defines intrinsic motivation as:

The self generated factors that influence people to behave in a particular way or to move in a particular direction. These factors include responsibility (feeling that the work is important and having control over one’s own resources), autonomy (freedom to act), scope to use and develop skills and abilities, interesting and challenging work opportunities for advancement (p.254).

Intrinsic motivators are very long term based since they are integrated into an employee’s personality (Noe et al., 2006). Extrinsic motivation has been “what is done to or for the people to motivate them. This includes rewards, such as increased pay, praise, or promotion, and punishments, such as disciplinary action, withholding pay, or criticism” (Armstrong, 2006, p. 254). It is believed that extrinsic motivators can have a quite powerful effect; however, have not proven to last in the long run (Noe et al., 2006).

Turnover

Steed and Shinnar (2003) believe that turnover is very hard to measure and evaluate if there is no standardized classification system. Equal turnover rates of two companies can be misleading, when the components included in the calculations are different. As an example Steed and Shinnar (2003) stated:

One hotel may emphasize training and employee development, which may increase the ratio of promotions. Another hotel may have low employee satisfaction, which causes frequent employee resignations. If the promotions are counted as turnover, these two hotels may have similar turnover ratios (p. 78).

Wasmuth and Davis (1983) agreed to the statement if the classifications are in compliance with the requirements of consistency, objectivity, and reliability. They stated that these requirements will be met under the following circumstances:
The turnover-classification system must apply consistently to all cases of turnover, be open to objective statistical interpretation in terms of broad category of causes and be reliably able to categorize each case in a way that provides useful clues to the major reasons and underlying causes (pp. 15-22).

Being aware of the fact that no single criteria is able to fulfill all the requirements, Wasmuth and Davis (1983) focused on four categories, which are meaningful, when combined with one another. The classifications are categorized into external versus internal turnover, avoidable versus unavoidable turnover, planned versus unplanned turnover, and high versus low turnover. Their study showed that, when dealing with external versus internal turnover, organizations should focus on the internal influences on turnover. External influences for leaving a company, such as a decrease of turnover due to a high unemployment rate or an increase of the competition as well as an early lay off period for employees, who are unionized, were proven wrong or not existent. Most turnover is avoidable. Management of most organizations is convinced that the majority of reasons for leaving a job can be prevented. Employees, who are not selected, based on their skills and personality can be trained and supported in order to keep them from quitting their jobs. Interpersonal problems as reasons for voluntary termination can also be reduced or smoothed out with the help of adequate organizational support programs. Unavoidable turnover arises out of company policies when it comes to retirement issues. Avoidable and unavoidable turnover have to be separated in order to develop accurate action plans and forecasts. Planned turnover usually derives out of a dissatisfaction of the employer, while unplanned turnover is based on the unhappiness of the employee. The attention of the organization clearly lays on the unplanned turnover as this is the most devastating. Using the classification of external versus internal and avoidable versus unavoidable turnover, an organization is able to identify “most turnover that needs attention”; however, the differentiation between planned and unplanned turnover is necessary to find out reasons for turnover in order to develop managing strategies, which are used for employee retention (Wasmuth and Davis, 1983, pp. 15-22).

Linking Turnover and Employee Satisfaction

The service profit chain is a theoretical model, which shows the links between the internal service strategies of a company and the external targeted customer market as well as the
service concept, which directly connects the two (Loveman, 1998). The detailed relations of the service profit chain are illustrated in Figure 1. Loveman also stated that:

The service profit chain is an integration of research from several academic fields, including service marketing, human resources, and service operations, but its application as a management tool has also generated considerable attention from practitioners, many of whom have used the concept as central organizing framework for interventions in their businesses (p. 19).

The development of the service profit chain started out with the interest of finding out if customer satisfaction and loyalty have an impact on profitability, since market share was believed to be the main influencer. In the early 90’s, Reichheld and Sasser developed a framework, which proves loyalty to be most impacting on profitability. At the same time Heskett was developing his “strategic service vision”, which was basis for a “value equation” that became the center of the later service profit chain (as presented in Figure 1). Over the years, much research had been done to create the links around the core of the chain (Loveman, 1998, p. 20).

![Figure 1. The Service Profit Chain](From Heskett, J. L., Sasser, W. E., & Schlesinger, L. A. (1997). *The service profit chain: How leading companies link profit and growth to loyalty, satisfaction, and value.* New York: The Free Press.)
The data describing employee satisfaction and turnover, used in this study, are secondary data. Sources for the data were three gaming centric casino hotel properties with a size of 500-1500 rooms per hotel, located in different regions. The employee satisfaction data were collected through communication as it originates from a survey, which is held once a year in October. The data were front-of-the-house and back-of-the-house employees of three different restaurant outlets of the casino: a buffet, a coffee shop and a steakhouse. The employee satisfaction survey was done by a research company, which was hired by the casino organization. The distribution channel used was the internet, since the survey was done via an online questionnaire. Due to the independent and confidential online entries given, and the evaluation of the questions through the research company, the data of the survey is of objective nature. The data has been found reliable and valid, based on the statement of the casino company. The number of responses for this study is 646.

The turnover data, which comes directly from the records of the corporate personnel of each property, is compiled internally by the human resources department of the casino organization. On a monthly basis, this data is recorded for every property and outlet. The outlets of each region are a buffet restaurant, a coffee shop and a steakhouse. The data of employee turnover are differentiated into front-of-the-house and back-of-the-house turnover.

Each property is also divided into front-of-the-house (FOH) and back-of-the-house (BOH) operations. For FOH operations the original surveys provide data for the single outlets of the properties. However, the BOH data are only available as a pooled figure for each property due to the variance in kitchen types used for food preparation. Since the data are measured in averages, the “n” in the following tables does not refer to the total number of responses but to the number of locations. The hypothesis for this study is: total employee satisfaction is related to average turnover.

RESULTS

Correlations

Table 1 shows a negative correlation between the total employee satisfaction and the average turnover with a significance of 0.038. This correlation is significant at the 0.05 level. A negative correlation means if the value of one variable is high, there is the tendency for a low value of the other variable.

Table 1
Correlations between Total Employee Satisfaction and Average Turnover for N=18

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Correlation</th>
<th>Significance</th>
</tr>
</thead>
</table>

7
Regression Analysis

The regression analysis between the total employee satisfaction and the average turnover shows a correlation coefficient of 0.493 and an $R^2$ value of 0.243 (Table 2) with a significance of 0.38 (Table 3). Table 4 indicates a B value of -9.69, which indicated a negative slope (see Figure 1).

### Table 2
Model Summary – Average Employee Satisfaction

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.493$^a$</td>
<td>.243</td>
<td>.196</td>
<td>2.41633</td>
</tr>
</tbody>
</table>

Note. Data are imported from SPSS 11.5

$^a$: Predictors: (Constant), Average Employee Satisfaction

### Table 3
Anova$^b$ – Average Employee Satisfaction

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>f</th>
<th>Mean Square</th>
<th>F</th>
<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td></td>
<td>30.019</td>
<td>5.141</td>
<td>.038$^a$</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td></td>
<td>93.419</td>
<td>5.839</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td></td>
<td>123.438</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note. Data are imported from SPSS 11.5

$^a$: Predictors: (Constant), Average Employee Satisfaction

$^b$: Dependent Variable: Average Turnover

### Table 4
Coefficients$^a$ – Average Employee Satisfaction

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized</th>
<th>Standardized</th>
<th>T</th>
<th>Significance</th>
</tr>
</thead>
</table>

Note. Data are imported from SPSS 11.5

$^a$: Predictors: (Constant), Average Employee Satisfaction
<table>
<thead>
<tr>
<th></th>
<th>Coefficients</th>
<th>Coefficients</th>
<th>Coefficients</th>
<th>Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee</td>
<td>-9.969</td>
<td>4.397</td>
<td>-.493</td>
<td>-2.267</td>
</tr>
<tr>
<td>Satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note. Data are imported from SPSS 11.5

a: Dependent Variable: Average Turnover

CONCLUSION

Based on the significant outcomes of the correlation analyses, a linear simple regression was performed to find out the percentage to which employee satisfaction can account to variations in turnover. The results show that the overall average employee satisfaction accounts for 24.3 % of variation of the overall average turnover. . This low number even exceeds the results of several other studies, which showed only a percentage of up to 14 % (Mobley et al., 1979).

As described in the theory of Sheridan and Abelson (1983), employees hold on to their jobs as long as possible. If job dissatisfaction crosses the personal threshold of an employee, the job withdrawal process is started. The issue satisfaction its direct relationship to turnover can be explained with the high volume of workers in gaming-centric casino restaurants. Being a
business, which runs 24 hours a day and 365 days a year, numerous staff are needed to provide excellent service. Depending on the work shift of employees, over and over, a new team is randomly built around them. Constantly adapting to new colleagues, their personalities and work attitudes can lead to frustration and leads to looking for a new job.

Job dissatisfaction is not the only variable to consider when it comes to influencers of employee termination rates. Going back to the overall employee satisfaction, which shows a variance explanation of 24.3% in turnover, the researcher clearly noticed that the additional causes for quitting a job should to be found in other variables, which have are not been part of this study and have to be discussed in future research.

There are many limitations of this study. While the data set was large, it was only for three locations and three restaurant types within those locations. Additional research will also need to look into any possible differences in satisfaction and turnover rates between restaurant types, location, and are there differences between restaurant type and location.

REFERENCES


Corporate Social Responsibility (CSR) is a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis (European Commission, 2001). Business leaders of today express their companies’ commitment to social development in their core business principles and practices. One such objective is working and creating the image of a concretized organization, one which practices social responsibility. In short, business stands at the center of the mechanism that transforms societies. Business practitioners and even academicians have been striving to establish an agreed upon definition of social responsibility concept for 30 years. Davis (2001) suggested that social responsibility refers to “business decisions and actions taken for reasons at least partially beyond the firm’s direct economic or technical interest.” From social responsibility to social responsiveness by several other writers, the basic argument was that the emphasis on responsibility focused exclusively on the notion of business obligation and motivation. The business sector therefore must prove that they can meet this challenge through excellence in their productive endeavor and a responsible social orientation in all their affairs.

The food service industry appears to be the forefront of business and is equally challenged to discharge of its social responsibility practices. The
restaurant industry is one of the few remaining fields which an individual can enter into with a relatively small capital investment and by a combination of ability and hard work, to achieve its ultimate success. However, despite its size, they are not excuse to practice social responsibility as they too serve people and the needs and rights of the people are to be addressed. This study focused on Carroll’s pyramid of social responsibility (1999) which includes economic responsibility inferring the desire of the company to become profitable; legal responsibility, meaning that every company should be a law-abiding entity; ethical responsibility referring the company’s obligation to do what is right, just and favorable; and finally, philanthropic responsibility, contributing resources to the community. In keeping with these responsibilities, businessmen shall recognize in their decision-making, the interest of the general public and realize that they are utilizing to an important degree the nation’s resources.

It was the interest of the researchers to look into the responsiveness OF food service establishments (CLASSIFIED AS a-La Carte and has its business permit operations.) on CSR practices whereby results will become input to the conceptualization of the researcher’s own model of social responsibility activities.

This study determines the extent of adherence of food service establishments in the imperatives of corporate social responsibility, their problems encountered and comparison on the perceptions of the managers, employees and customers. Towards the end, the researchers will propose a
plan to develop commitment to implement corporate social responsibility among food service establishments in Batangas province.

**Objectives of the Research**

This study presents the practices of managing corporate social responsibility based from the Best Food Service Establishments in the province of Batangas.

More specifically, it will describe the extent of adherence of 394 customers and 72 employees of selected food service establishments to the imperatives of corporate social responsibility as economic, philanthropic, ethical and legal, to compare the differences in their perceptions, identify the problems encountered in their compliance to imperatives of corporate social responsibility and to propose a program for food service establishments to be committed to CSR practices.

**Method**

The researcher made use of the descriptive correlation type of research to gather data on the best practices of related food service establishments in the Province of Batangas. The researchers used Carroll’s Corporate Social Responsibility dimensions on that best practices compliance of food service establishments. The Food Service establishments were selected based on respondent’s willingness to participate in the study, business permit and their
classification as a la carte, these are Goodish, Ho Tsai, Casa Cecilia, Rose and Grace, Banay Banay Eatery and Hapag Filipino. This will not cover fast food chains like Jollibee, Chowking, Mc Donalds and the likes.

From an approximate number of 24,500 average monthly customers; the researcher got 394 of them using Slovins’ Formula at 5% margin of error. From an approximate number of 72 selected employees, the respondents get 50% who also submit themselves as participants of this research.

### Results

#### Table 1

**Summary Distribution of Respondents**

<table>
<thead>
<tr>
<th>Code</th>
<th>Name of Food Service Establishments</th>
<th>No. Of Average Customers/mo*</th>
<th>No. Of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>F1</td>
<td>Goodish</td>
<td>3,000</td>
<td>10</td>
</tr>
<tr>
<td>F2</td>
<td>Hotsai</td>
<td>3,500</td>
<td>11</td>
</tr>
<tr>
<td>F3</td>
<td>Casa Cecilia</td>
<td>3,000</td>
<td>12</td>
</tr>
<tr>
<td>F4</td>
<td>Rose &amp; Grace</td>
<td>7,500</td>
<td>16</td>
</tr>
<tr>
<td>F5</td>
<td>Banay Banay</td>
<td>5,900</td>
<td>15</td>
</tr>
<tr>
<td>F6</td>
<td>Hapag Filipino</td>
<td>1,600</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>24,500</strong></td>
<td><strong>72</strong></td>
</tr>
</tbody>
</table>
### Table 2
Summary on the Adherence of Corporate Social Responsibility Imperatives

<table>
<thead>
<tr>
<th>CSR Imperatives</th>
<th>Economic Aspect</th>
<th>Philanthropic Aspect</th>
<th>Ethical Aspect</th>
<th>Legal Aspect</th>
</tr>
</thead>
<tbody>
<tr>
<td>F1</td>
<td>3.15</td>
<td>2.95</td>
<td>3.37</td>
<td>3.05</td>
</tr>
<tr>
<td>F2</td>
<td>2.15</td>
<td>3.40</td>
<td>3.60</td>
<td>3.30</td>
</tr>
<tr>
<td>F3</td>
<td>3.10</td>
<td>2.90</td>
<td>3.40</td>
<td>3.10</td>
</tr>
<tr>
<td>F4</td>
<td>3.12</td>
<td>2.95</td>
<td>3.65</td>
<td>3.40</td>
</tr>
<tr>
<td>F5</td>
<td>2.80</td>
<td>2.80</td>
<td>3.60</td>
<td>3.20</td>
</tr>
<tr>
<td>F6</td>
<td>3.25</td>
<td>3.05</td>
<td>3.40</td>
<td>3.20</td>
</tr>
</tbody>
</table>

Grand Mean  2.93 (4)  3.01 (3)  3.50 (1)  3.21 (2)

### Table 3
Problems Encountered by the Employees and Customers

<table>
<thead>
<tr>
<th>CSR Imperatives</th>
<th>Economic Aspect</th>
<th>Philanthropic Aspect</th>
<th>Ethical Aspect</th>
<th>Legal Aspect</th>
</tr>
</thead>
<tbody>
<tr>
<td>F1</td>
<td>3.15</td>
<td>2.95</td>
<td>3.37</td>
<td>3.05</td>
</tr>
<tr>
<td>F2</td>
<td>2.15</td>
<td>3.40</td>
<td>3.60</td>
<td>3.30</td>
</tr>
<tr>
<td>F3</td>
<td>3.10</td>
<td>2.90</td>
<td>3.40</td>
<td>3.10</td>
</tr>
<tr>
<td>F4</td>
<td>3.12</td>
<td>2.95</td>
<td>3.65</td>
<td>3.40</td>
</tr>
<tr>
<td>F5</td>
<td>2.80</td>
<td>2.80</td>
<td>3.60</td>
<td>3.20</td>
</tr>
<tr>
<td>F6</td>
<td>3.25</td>
<td>3.05</td>
<td>3.40</td>
<td>3.20</td>
</tr>
</tbody>
</table>

Grand Mean  2.93 (4)  3.01 (3)  3.50 (1)  3.21 (2)
Table 3
Problems Encountered by the Employees and Customers

<table>
<thead>
<tr>
<th>Code</th>
<th>Problems Encountered</th>
<th>Weighted Mean</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Budget Allocation of the company</td>
<td>3.40</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Lack of cooperation in the implementation of CSR program</td>
<td>2.30</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>Customer’s involvement, cooperation and responsiveness</td>
<td>3.0</td>
<td>2</td>
</tr>
<tr>
<td>4</td>
<td>Lessened/ decreased profit of the establishment</td>
<td>2.15</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>Unequal chances for qualified applicants</td>
<td>1.80</td>
<td>7.5</td>
</tr>
<tr>
<td>6</td>
<td>More solicitations from community programs</td>
<td>2.40</td>
<td>4</td>
</tr>
<tr>
<td>7</td>
<td>More customer complaints</td>
<td>1.70</td>
<td>9</td>
</tr>
<tr>
<td>8</td>
<td>Irrelevant suggestions and remarks of customers</td>
<td>1.80</td>
<td>7.5</td>
</tr>
<tr>
<td>9</td>
<td>Unfair and unreasonable customers</td>
<td>2.10</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td><strong>Grand Mean</strong></td>
<td><strong>2.01</strong></td>
<td><strong>Sometimes</strong></td>
</tr>
</tbody>
</table>

Table 4
Summary Table of Scheffe’s Values for Significant Difference in Perceptions of Respondents on Corporate Social Responsibility

<table>
<thead>
<tr>
<th>Significant Pair</th>
<th>Probability Value (Sheffe’s)</th>
<th>Significance (Sheffe’s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emp (2.13) vs Cus (2.45)</td>
<td>&lt;0.0005</td>
<td>Highly Significant</td>
</tr>
<tr>
<td>Emp (3.71) vs Cus (3.33)</td>
<td>&lt;0.009</td>
<td>Significant</td>
</tr>
<tr>
<td>Emp (3.06) vs Cus (2.72)</td>
<td>0.012</td>
<td>Significant</td>
</tr>
<tr>
<td>Emp (3.61) vs Cus (2.99)</td>
<td>&lt;0.007</td>
<td>Significant</td>
</tr>
</tbody>
</table>
Proposed Program of Activities

<table>
<thead>
<tr>
<th>Specific Objectives</th>
<th>Program/Projects/Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Aspect</td>
<td>To continue the advocacy of service for the welfare of the customers and the business as the same time. Accept senior citizen cards, and credit cards as non-cash payment.</td>
</tr>
<tr>
<td>Philanthropic Aspect</td>
<td>To voluntary contribute to the social programmes Participate in the social programs like sponsorship of medical mission and donation to charities and other socio-civic activities</td>
</tr>
<tr>
<td>Ethical Aspect</td>
<td>To improve the satisfaction level of customers in food service establishments To provide opportunity for customers complaints Hiring of additional manpower to maintain cleanliness of the facilities Provide customers feedback forms</td>
</tr>
<tr>
<td>Legal Aspect</td>
<td>To ensure the firms operate within the law Payment of taxes and other fees on time Issue receipts to customers</td>
</tr>
</tbody>
</table>

Discussions

Generally, customers and the employees perceive that the leading food service establishments in Batangas Province serving an average customers of more than 1000 monthly adhere to a great extent to ethical imperatives (ethical responsibility which is their obligation to do what is right, just and favorable) and to a moderate extent on legal, philanthropic and economic imperatives of corporate social responsibility.

Results revealed that managers and employees perceive that food establishments in the province of Batangas adhere to a great extent to the imperatives as economic, ethical, and legal corporate social responsibility
practices but to a moderate extent on the philanthropic aspect, while customers perceptions show to a moderate extent to the ethical, philanthropic and legal aspects but to the least extent in the economic aspect. On the other hand, the food establishments favored and responded more to the ethical concerns as against the economic, legal and philanthropic. From the Scheffe’s value of significant differences, it shows that the perceptions are significant on the adherence of food establishments on the imperatives of corporate social responsibility. The differences noted are sincere manifestations that food service establishments in Batangas province need to enhance their economic, legal, and philanthropic imperatives in order to meet their customers’ expectations. Since the ethical imperative is highly significant, it means that food service establishments have strong commitment to peoples’ welfare.

Problems often encountered by food establishments are budget allocation of the company and customers’ involvement, cooperation and responsiveness while least problem was customer complaints. The proposed model may enhance commitment among food establishments to implement feasible activities.

**Recommendations**

The three groups of respondents vary greatly in their perceptions as manifestations that food service establishments in Batangas province need to enhance their economic, legal, ethical and philanthropic imperatives in order to
meet their customers’ expectations; The problems encountered by food establishments need to be addressed through strengthening linkages with the local government, higher education institutions and community leaders. The proposed model may enhance commitment among food establishments to implement feasible activities like voluntary participation in community outreach program, and participation in civic and environmental programs of the province.

This research maybe recommended to other researchers using variables as adherence to environmental preservation and protection of food service establishments. On the other hand, the proposed program of activities maybe tabled for discussions in order to be properly implemented in the enhancement of practicing corporate social responsibility.
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JOURNALS


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UNPUBLISHED THESIS/DISSERTATION


The Impact of Low-cost Carriers on Consumer Travel Behaviour

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June 2011
ABSTRACT

In recent years, the Asian aviation industry has seen an influx of low-cost carriers entering the market mainly due to improved economic conditions, growing demand for inexpensive air travel and government deregulation of the air rights. Needless to say, this rapid growth in low-cost carrier numbers has brought about significant changes in consumer travel behaviour. This study started out to identify the key variables related to these changes and their impact on the air travel industry.

After some extensive research, two key independent variables were identified, viz. price and service delivery. Eight hypotheses were formulated to examine the impact of these variables on consumer travel behaviour. To test these hypotheses, we conducted face to face surveys among targeted passengers arriving at Singapore’s Budget Terminal over a three month period. The result was 268 valid completed survey responses which we then analyzed.

Our analysis showed that the price of LCC airfares is negatively related to the emergence of short break holidays, development of existing markets and the general commoditization of air travel. It also showed that the lower the airfare price, the smaller the emphasis consumers place on airline brands and the greater the amount of spending on other products (e.g. recreational and cultural). It further showed that baggage brought on board by passengers is inversely related to the price of the baggage surcharge. The ease of purchasing air tickets, on the other hand, is positively related to the customer’s control of the purchasing process. A significant finding of this paper is that passengers’ safety consciousness is indifferent to the
price of airfares. To understand in more detail the needs of different consumer groups, further analysis was conducted based on the demographic profiles of the respondents.

The study concludes by making recommendations to LCCs on how they can take advantage of the changes in consumer travel behaviour.

With reference to the results obtained in this study, we have identified potential areas for further research.
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CHAPTER 1: INTRODUCTION

1.1 Definition of Low-cost Carriers

A low-cost carrier (LCC) is an airline that provides low fares and focuses on reducing operating costs (Dictionary, 2010).

1.2 Global LCC Industry

Since 1978, the global LCC industry has experienced major growth. A timeline identifying the major events which have helped shape the industry is summarized below (Appendix A, Figure 1). Although the industry saw many new entrants during its early stages of growth, many of them eventually ceased operations due to financial difficulties and intense competition (Appendix A, Figure 2). Today, the international LCC market is dominated by several large airlines, namely Southwest Airlines, Air Berlin and Ryanair (Appendix A, Figure 3). In Asia, the major LCCs include Air Asia, Tiger Airways and Jetstar Asia (Appendix A, Figure 4).

To survive against the full-service carriers (FSCs) and other LCCs, several LCCs have begun modifying their cost structure and service to differentiate themselves. As the LCC industry matures, many of the LCC airlines are losing their cost competitiveness and are finding it increasingly difficult to keep costs down (Travelio, 2010). As a result, many LCCs are
looking at more innovative ways to squeeze out the competition. Air Asia, for example, recently introduced long-haul routes, challenging the conventional notion that LCCs only provide low cost short-haul service (Wijaya, 2010).

Early this year also saw a landmark co-operation between two LCCs Jetstar and Air Asia (Mueller, 2010). Following closely behind, Tiger Airways and Thai Airways International announced they would be forming a new low-fare airline together (Dhanananphorn, 2010).

**1.3 Singapore’s LCC Industry**

Since air liberalization began taking effect internationally, Singapore’s aviation industry has become more open to genuine price competition and increased international air traffic (Appendix A, Figure 5).

In response to the rise in demand for LCCs, the Singapore Changi Airport budget terminal (BT) was opened in 2006, to promote the growth of air travel into and out of Singapore with 1.7 million passengers passing through the terminal in 2007. To accommodate the rising air traffic growth at the BT, the Civil Aviation Authority of Singapore (CAAS) started renovation works in 2008 and today BT can handle up to 7 million passengers annually. Currently, nine LCCs serve the Singapore market: Tiger Airways, Jetstar Asia, the Air Asia Group, Cebu Pacific Air, Firefly, Lion Air and Mandala (Citrinot, et al., 2010).
Introduction

The number of visitors entering Singapore by air in 2010 was 3,545,689. Compared to the 2,665,686 arrivals for the same period in 2010 the figure has risen by 33% (Appendix A, Figure 6A & 6B). Despite an increase in the number of inbound passengers, this has sparked greater competition as airlines try to get a bigger market share. Hence, new innovative strategies have to be implemented to differentiate the airlines.

The growth of the LCC industry may be slowing, but growth still remains at a positive rate. Rivalry among industry players continues to escalate.

1.4 LCCs and Consumer Travel Behaviour in Singapore

The recent emergence of LCCs has no doubt revolutionized peoples’ perspective on air travel. More importantly, accompanied with this transformation is a significant shift in consumer travel behavior (Reed, 2009). This phenomenon has indirectly brought about significant economic repercussions, especially within the country that it is operating from (Wijaya, 2010). The resultant shift in consumer travel behavior is due to two main variables of LCCs, namely price and actual service delivery.

1.5 Research Objectives

In our study, we will be looking in greater detail at how LCCs have affected consumer travel behaviour and also its impact on the economy. The scope of our study will be limited to Singapore. The following are the research objectives of this study:
1. To establish major variables of LCCs which impact consumer travel behaviour

2. To determine the effects these variables have on the Singapore air travel industry, other related industries (e.g. hotels, travel agencies, etc.) and/or Singapore economy

3. To provide supportive information to other researchers studying this topic within other geographical areas

4. To provide a platform for further studies into other relevant topics
CHAPTER 2: LITERATURE REVIEW

2.1 Price

One of the main differences between LCCs and FSCs is price. Not only do LCCs charge cheaper airfares, but these airlines also charge separately for additional services which FSCs would normally include as part of customer purchase.

There are several possible impacts LCC pricing have on consumer travel behavior. These include the increase in short break holidays, development of existing markets, changes in emphasis on brand, diversification of spending to other areas, commoditizing travel, changes in luggage patterns and changes in safety consciousness.

2.1.1 Increase in short break holiday travellers

Short break holidays are defined as overseas trips of between one to four nights. As the LCC network expands, travelling has become an affordable proposition, resulting in the rise of short break destinations (Mintel, 2008). This is supported by a study (O'Connell, et al., 2005) showing that LCCs attract more short break travellers than FSCs, with this consumer segment accounting for an average 12.5% of LCC traffic. Short break travellers also include city dwellers who venture out to more rural tourist destinations, hence contributing to the growing short break weekend market (Hall, et al., 2006). The introduction of new forms of short break holiday packages by LCCs further reflects the emergence of this seemingly new market (Shaw, et al., 2004).
Thus, in our study, we aim to identify the relationship between LCC airfares and the materialization of this new market.

2.1.2 Development of existing markets

Existing markets is defined as present consumer groups whose demands are already being catered for in current time by any supply source. In this report, existing markets comprise of backpackers and business travellers.

Backpackers

Backpackers are defined as travellers who prefer budget accommodation, have a flexible travel schedule and enjoy long holidays (Mintel, 2004). American Express Insurance has reported a double sales increase from youth backpackers (e4s, 2009). In addition, Times newspaper has reported a growing number of mature backpackers in the 25 to 34 year old age group (Mintel, 2004). LCCs cater to backpacker needs by offering cheaper airfares and a wider variety of destinations.

Business travellers

An MIT study has found that the combination of reduced business travel budgets and substantial cutbacks in airline passenger service quality have led to more business travellers turning towards LCCs as an alternative to FSCs (MIT, 2010). A study by Scientific Institute of Transportation at Cologne University tried to quantify the LCC effect on 4000 companies’
travel habits. 85% of these companies have looked at LCC offerings and 50.1% of these companies have been travelling by LCCs for their business trips. Furthermore, the Barclaycard Business Travel Survey revealed that EasyJet was the second most popular LCC for business travel in 2004 (Mintel, 2006).

This phenomenon contradicts common perception that business travellers place high emphasis on airline frequency, flexibility, loyalty rewards and in-flight comfort. Although business class products are specially designed to meet the needs of business travellers, it is possible that the demand from this market has changed with the introduction of LCCs (Mason, 2000).

In this study, we aim to identify the relationship between LCC airfares and the development of the backpackers and business travellers market.

2.1.3 Changes in emphasis on brand

Researchers have suggested that most consumers use brands to assess the quality of goods and services (Dodds, et al., 1991). Brands can be described as “clusters of functional and emotional values that promise a unique and welcome experience” (Chernatory, 2006). In essence, service quality and the perceived value received by passengers upon consuming these services contribute to the airline’s brand reputation.
Service quality

A few studies have shown that service quality is one of the major factors that influence passenger decision in airline selection. A significant relationship is also observed between the airline’s reputation, service quality and brand loyalty (Brebbia, et al., 2006). However, with the emergence of LCCs, a change has been observed in recent years whereby ticket price, rather than service quality, has become a more dominant factor influencing airline selection (Harris, 2007).

Perceived value

Perceived value is defined by Zeithaml as “the customer’s overall assessment of the utility of a product based on what is received and what is given” (Sharman, et al., 2010).

Studies have shown that airlines tend to rapidly implement desirable developments seen in other brands, for example additional fees for baggage check-in. This unbundling of services has promoted the commoditization of airline seats (Mintel, 2010) and the perceived value previously enjoyed by passengers has seemed to lose its significance.

With a shift in emphasis on service quality and less value created for customers, it is possible that the emphasis once placed on brand during airline selection has changed. In this study, we would like to investigate the relationship between LCC airfares and the emphasis made on brands by consumers during airline selection.
2.1.4 Diversification of spending to other areas

According to the Singapore Tourism Board, major areas in which tourists spend money include air transportation, accommodation, food & beverage, shopping, entertainment, sightseeing and medical purposes (STB, 2009). A study has shown that travellers are increasingly visiting scenic beaches, enjoying cultural events and world-famous attractions (Mintel, 2009). Leisure holidays have also been identified as one of the main trends in the future of tourism (Conrady, et al., 2011). Expenditure on recreational activities and culture has already increased in most European countries (Immerfall, 2010).

In this study we aim to identify the relationship between LCC airfare and the allocation of air ticket savings to recreational and cultural activities.

2.1.5 Commoditizing air travel

Commoditizing air travel, loosely defined, is when the air ticket becomes another standard commodity, and where price is the only parameter that matters (Brandt, 2005). Air travel was once viewed as a means of transport only patronized by society’s higher socio-economic groups (Delfmann, 2005). However, over the years, this trend has changed tremendously with the introduction of LCCs.

The “Southwest Effect” best illustrates this trend. Many studies (Vowles, 2001) (Windle, et al., 1996) have defined this effect as the increase in passenger traffic and the decrease in average fares at airports that Southwest serves. When Southwest entered the route between
Oakland and Burbank, prices declined by 55% and traffic increased six-fold (Appendix A, Figure 7). In another study (Yeh, 2004), passengers travelling to Rhode Island increased by eight times due to the “Southwest Effect”. The decline in price is accompanied by an increase in passenger traffic as more people are able to afford to take the plane as their preferred means of transportation.

Another study (O’Connell, et al., 2005) examines LCCs in two contrasting markets – Europe and Asia, in which cheaper ticket prices have broadened the aviation industry’s customer base to include middle-income families (Delfmann, 2005). In the study, the majority of LCC passengers expressed that fare was the most important factor in choosing to fly on a LCC, which is also consistent with the findings of another study (Turner, 2003). This shows that lower airfare has greatly increased the availability of air travel to more people.

In this study, we aim to identify the relationship between LCC airfare and the commoditization of air travel.

2.1.6 Changes in luggage patterns

Despite the amount of research conducted on LCCs over the years, few studies have looked at the relationship between LLCs and changes in consumer luggage patterns. One study found that passengers regard free baggage allowance as a fairly important additional airline service, giving it an average rating of 2.83 out of 7 (1 being the most important) (Ho, 2008). Even though passengers showed high preference for free baggage allowance, most LCCs still
charge for this service as not doing so will significantly increase the airline’s operating cost. In a survey conducted by TripAdvisor, 58% of respondents said they always or often carry on their luggage to avoid extra charges.

Regardless of how the passengers view the importance of free baggage allowance, passengers of LCCs are usually “price sensitive” customers (Jose, et al., 2009) who will respond to a purchase offer with a reduced price. A research conducted by flydubai showed that within one year of the implementation of the policy to charge for checked-in luggage, 44% of their passengers capitalized on the lowest fares by travelling with only hand luggage (Zawya, 2010). This indicates that passengers are responding to the introduction of charges for checked-in luggage by altering their luggage patterns.

In this study, we aim to examine effect of additional check-in baggage fees by LCCs on consumer luggage patterns.

2.1.7 Changes in safety consciousness

Safety consciousness is defined as the level of concern any individual may possess towards the condition of being free from danger, risk or injury while participating in any part of any LCCs’ service delivery process (Farlex, 2011).
Since ValueJet flight 592 crashed in 1996, resulting in the loss of 110 lives, the public's confidence in LCC safety standards has been shaken considerably. Today, many people believe that LCCs are able to provide cheap airfares because safety standards are compromised to cut costs. Aviation experts, airliners and suppliers who work in the LCC industry however, argue that this is simply baseless and unproven. Since every commercial airline must meet similar safety standards, LCCs are essentially as safe as FSCs (Kaur, 2007). For example, LCCs like EasyJet and Ryanair have never experienced a single fatal passenger event as of 2009 (Info, 2010).

Safety is thus unrelated to whether the airline is a LCC or FSC, but rather the commitment level each airline has towards maintaining high safety standards and how strict local regulators are in ensuring that such standards are met (Kaur, 2007). An analysis of the Federal Aviation Administration accident and incident data from 2000 to 2004 indicates only a marginal difference between LCCs and FSCs (Rosato, 2004).

Nevertheless, a study on passenger perceptions of LCCs and FSCs involving Ryanair, Aer Lingus, Air Asia and Malaysia Airlines indicates that the FSCs’ passengers who were surveyed cited safety as one their reasons for choosing the FSC. On the other hand, none of the LCCs’ passengers surveyed mentioned safety as a factor which influenced their choice of carrier (O’Connell, et al., 2005).
This supports the idea that majority of passengers perceive LCCs as being less safe compared to FSCs. In our study, we aim to identify the relationship between LCC airfares and the level of safety consciousness amongst its passengers.

2.2 Actual Service Delivery

Actual service delivery for LCCs involves a process used to deliver both the core product and each of its supplementary services (Appendix A, Figure 8). The core product is the main component that provides the principal, problem-solving benefit consumers seek. In this case, this is a means of efficient, safe and comfortable transportation from airport A to airport B. Supplementary services on the other hand, facilitates the core product and enhances the product’s value and appeal. Supplementary services may not be consciously paid for by the customer, but they are services which are often expected by the consumer. In the LCC context, this would include the collection of information, consultation, order taking, hospitality, safekeeping, passenger exceptions, billing and payment (Fattah, et al., 2008).

In this study, however, we will only be focusing on passengers’ control or ownership over the airline ticket purchasing process.

2.2.1 Control or ownership over purchase process

Purchase mode can be described as the different ways a product can be purchased. In the pre-internet era, most airlines used brick and mortar sales offices and call centers to market and
sell their product (Frank, et al., 2010). This was supported by the Computer Reservation Systems (CRCS), which eventually developed to the Global Distribution Systems (GDSs).

However, the popularization of the internet has provided airlines with an alternative distribution channel to its traditional costly intermediaries (Frank, et al., 2010). A study done by Southwest Airlines shows that a booking through an agent costs ten times more than booking from their website (Whyte, et al., 2008). This significant cost saving from internet is a good complement to the LCC business model and a major driving force for disintermediation. In 2004, Ryanair achieved a staggering 98% of ticket sales through its website (Ryanair, 2010). With higher internet usage by LCCs, the probability of online purchases made by passengers has increased 16.5% (Jose, et al., 2009). Another study has found that LCC passengers were more likely to use the website to book a flight than FSC passengers (Diggines, 2010). A typical American traveller also looks at three different websites before making a booking online (Economist, 2005).

While the internet has reduced distribution cost considerably, it has also given customers the opportunity to compare airline offerings and conduct additional research prior to purchase (Ho, 2008). Previously, consumers depended heavily on travel agencies for recommendations. Today, however, consumers can evaluate alternatives personally with the internet (Frank, et al., 2010). This represents a change in consumer purchasing behaviour where the bargaining power shifts from sellers to buyers (Manju, et al., 2003).
In our study we aim to identify the relationship between the purchase mode offered by LCCs and consumers’ control over the purchase process.
CHAPTER 3: RESEARCH METHODOLOGY

3.1 Hypotheses Setting

To achieve our research objectives, eight hypotheses were developed. Using supporting information from our literature review, the eight hypotheses were formulated accordingly.

The effect of LCC pricing on consumer travel behaviour was broken down into seven main aspects: new emerging markets, development of existing markets, changes in emphasis on airline brands, diversification of spending to other areas, commoditizing travel, changes in luggage patterns and changes in safety consciousness.

Table 1A: Research Hypotheses

<table>
<thead>
<tr>
<th></th>
<th>To identify the effect of LCC pricing on consumer travel behaviour</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>The price of LCC airfares is negatively related to the emergence of short-break holidays.</td>
</tr>
<tr>
<td>H2</td>
<td>The price of LCC airfares is negatively related to the development of existing markets.</td>
</tr>
<tr>
<td>H3</td>
<td>The price of LCC airfares has a positive relationship with the emphasis on airline brands made by consumers during airline selection.</td>
</tr>
<tr>
<td>H4</td>
<td>The airfares of LCC are negatively related to the amount of spending made by tourists in other areas.</td>
</tr>
<tr>
<td>H5</td>
<td>The price of LCC airfares has a negative relationship to the commoditizing of air travel.</td>
</tr>
<tr>
<td>H6</td>
<td>The price of additional baggage allowance charged by LCCs has a negative relationship with the amount of baggage brought on board by passengers.</td>
</tr>
<tr>
<td>H7</td>
<td>The low airfare of LCCs is negatively related to the level of safety consciousness amongst passengers.</td>
</tr>
</tbody>
</table>
Actual service delivery was defined to comprise of control or ownership over the purchasing process of airline tickets. The following hypothesis was formulated to test the impact of this aspect on consumer travel behaviour.

**Table 1B: Research Hypotheses**

| H8 | The ease of the purchase mode offered by LCCs has a positive relationship to the customer’s control or ownership of the purchase process. |

### 3.2 Questionnaire Design

The descriptive research method is used in this study to explain characteristics about the population’s travel behaviour. A questionnaire using the 7-point Likert scale, comprising 42 questions was developed and divided into 8 sections (Appendix B, Questionnaire).

Section A identifies travellers who have or have not been on LCCs and FSCs. Section B identifies backpackers and their travel behaviour with regards to LCCs. Section C identifies how passengers make decisions when purchasing air tickets. Section D identifies business travellers and how greatly certain factors influence their decision in choosing an airline. Section E identifies the impact of LCCs on passengers’ decision with regard to overseas travel. Section F covers passengers’ perception of FSCs and LCCs. Section G identifies consumer travelling habits and the profiling section explores the respondents’ demographic profile. Several questions were drafted to test each hypothesis and categorised accordingly into the various sections.

**Table 2: Questionnaire Design**
<table>
<thead>
<tr>
<th></th>
<th>Question</th>
<th>Question No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>I usually fly with LCCs for my short break holidays</td>
<td>G1</td>
</tr>
<tr>
<td></td>
<td>I have increased my frequency of short break holidays due to the</td>
<td>G2</td>
</tr>
<tr>
<td></td>
<td>introduction of the less expensive LCCs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>I prefer long overseas trip (5 days and above) to short break holidays</td>
<td>G5</td>
</tr>
<tr>
<td></td>
<td>(1 to 4 days)</td>
<td></td>
</tr>
<tr>
<td>H2</td>
<td>I will consider selecting LCC over FSC for my business trips</td>
<td>D1</td>
</tr>
<tr>
<td></td>
<td>on account of the difference in price</td>
<td></td>
</tr>
<tr>
<td></td>
<td>I select my airlines based on the cheapest fares</td>
<td>D2</td>
</tr>
<tr>
<td></td>
<td>I select my airlines based on flight schedule</td>
<td>D3</td>
</tr>
<tr>
<td>H3</td>
<td>I select the airline that offers the lowest airfares</td>
<td>C1</td>
</tr>
<tr>
<td></td>
<td>I select an airline based on the service quality provided</td>
<td>C3</td>
</tr>
<tr>
<td></td>
<td>I select an airline based on its brand name. Example: Jetstar,</td>
<td>C5</td>
</tr>
<tr>
<td></td>
<td>Singapore Airlines</td>
<td></td>
</tr>
<tr>
<td></td>
<td>I will select the airline with a better brand name even if it costs more</td>
<td>C8</td>
</tr>
<tr>
<td>H4</td>
<td>I always plan a budget for every overseas trip</td>
<td>G4</td>
</tr>
<tr>
<td></td>
<td>I am willing to spend more on recreational activities such as</td>
<td>G6</td>
</tr>
<tr>
<td></td>
<td>shopping/dining with the additional savings from taking a LCC</td>
<td></td>
</tr>
<tr>
<td></td>
<td>I am willing to spend more on cultural activities such as</td>
<td>G7</td>
</tr>
<tr>
<td></td>
<td>museum visits with the additional savings from taking a LCC</td>
<td></td>
</tr>
<tr>
<td>H5</td>
<td>The price of the air ticket is my main reason for selecting a LCC</td>
<td>E2</td>
</tr>
<tr>
<td></td>
<td>I have travelled more frequently since the introduction of LCCs</td>
<td>E3</td>
</tr>
<tr>
<td></td>
<td>Air travel has become increasingly common</td>
<td>G3</td>
</tr>
<tr>
<td></td>
<td>I will travel more frequently if the prices for air tickets are lowered</td>
<td>G8</td>
</tr>
<tr>
<td></td>
<td>further</td>
<td></td>
</tr>
<tr>
<td>H6</td>
<td>I am prepared to only pay less than SGD15 for my luggage allowance</td>
<td>C2</td>
</tr>
<tr>
<td></td>
<td>I will travel with only carry-on luggage to avoid incurring additional</td>
<td>G9</td>
</tr>
<tr>
<td></td>
<td>charges</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The likelihood of an aircraft malfunctioning is higher for a LCC than</td>
<td>F1</td>
</tr>
<tr>
<td></td>
<td>a FSC</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Travelling on a more expensive FSC is more risk free than travelling</td>
<td>F2</td>
</tr>
<tr>
<td></td>
<td>on a less expensive LCC</td>
<td></td>
</tr>
<tr>
<td></td>
<td>I take greater security precautions when I travel on a LCC compared</td>
<td>F3</td>
</tr>
<tr>
<td></td>
<td>to when I travel on a FSC</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Arriving at my desired destination free of danger, risk or injury when</td>
<td>G10</td>
</tr>
<tr>
<td></td>
<td>I travel by air is important to me</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Arriving at my desired destination free of danger, risk or injury when</td>
<td>G10</td>
</tr>
<tr>
<td></td>
<td>I travel by air is important to me</td>
<td></td>
</tr>
<tr>
<td></td>
<td>It is more convenient to purchase air tickets online rather than call</td>
<td>C4</td>
</tr>
<tr>
<td></td>
<td>centres or sales office</td>
<td></td>
</tr>
<tr>
<td></td>
<td>I perform research based on information provided on the internet</td>
<td>C6</td>
</tr>
<tr>
<td></td>
<td>I do not perform any research prior to my purchase decision</td>
<td>C7</td>
</tr>
</tbody>
</table>
3.3 Pilot Test

A pilot test was launched on 20 respondents of different age groups and nationalities. 10 were tested through person administered means while the remaining 10 were tested online. Respondent feedback regarding the survey layout and length were taken into account. The survey was revised to improve clarity and the layout was edited to ease survey completion.

3.4 Data Collection Method

Our target sample group are passengers who have patronized LCCs at least once before. Data was collected through online surveys and person administered questionnaires at the Singapore Changi Airport. Four trips were made to the airport on February 5th, 12th, 20th and March 2nd, 2011. Travellers interviewed were selected at random in Terminals 1, 2 and 3. This helped us achieve a mix of nationalities in our demographic profile, resulting in a wider spectrum of travel behaviours and perceptions.

3.5 Limitations of the Data Collection

Because of our own language limitation, our survey was confined to only people who understood English. We excluded passengers whose command of English was not strong in case they may misunderstand our questions and provide us inaccurate responses.
Responses collected through person administered surveys were affected by the ratio of local Singaporeans to foreigners present at the airport on the day of our visits. Based on our demographic data analysis, 57.8% of our respondents are Singaporeans. As a result, the survey responses may be biased towards local perception and travel behaviour.

Because of time constraints, our person administered data collection was only in the one month of February. Hence, the seasonal change in consumer travel behaviour in the other months has not been fully captured. The data collected only covered consumers travelling during the off peak season, not the peak season. Again, the data does not represent the traveller population over a period of the year.

Lastly, questionnaire fatigue by some respondents may have affected the integrity of their answers. This could make the data used for hypotheses testing less reliable.
CHAPTER 4: RESEARCH FINDINGS

4.1 Data Cleaning

The total number of responses collected was 367, out of which those collected from person administered surveys was 153, while the number of online surveys collected was 214. This information was then filtered to arrive at a completed response of 307. The number of applicable responses was further reduced to 268 consisting of individuals who have taken an LCC at least once before.

These 268 responses were analysed using the relevant tests in the SPSS software:

- Reliability analysis
- Descriptive statistics and frequencies analysis
- One sample t-test
- Bivariate correlation
- One-way ANOVA

4.2 Reliability Test

First a reliability test was conducted on all survey questions. This produced a cronbach alpha value of 0.735. Since a reliability coefficient of 0.7 and above is considered ‘acceptable’ in most researches (UCLA, 2011), this value obtained suggests that our survey questions have high internal consistency.
4.3 Data Analysis

4.3.1 Demographics

Out of the 268 respondents, 44.4% were female and 55.6% were male. This sex ratio is a result of our simple random sampling method, which is a close reflection of the ratio in the population.

66.4% of the respondents were 21 to 30 years old. This is the result of our simple random sampling method reflecting that the majority of the traveller population falls within this age group.
69.4% of the respondents have obtained a college or university degree as their highest educational qualification while 16% have pursued higher education in graduate school.

33.6% of the respondents earn less than S$15,000 as their annual salary, while a minority 6.7% earned S$45,001 to S$60,000 in annual salary. This is somewhat at odds with the results obtained on their education levels.

73.1% of the respondents reside in Asia. This is not surprisingly given that the survey was conducted at Singapore Changi Airport where the LCC destinations are mostly within Asia. Nevertheless, using the simple random sampling method, we still managed to obtain responses from a fairly diversified group of individuals consisting of 13.8% living in Europe, 3.1% living in America and 10.1% living in other non-Asian countries.
57.8% of the respondents currently live in Singapore. Again this is not surprising given the person administered survey was conducted at the Singapore Changi Airport where the number of Singaporean passengers arriving or departing outnumber the non-Singaporeans. 7.5% of respondents live in Australia, 4.1% in Malaysia, and 3.7% in Hong Kong. The remaining 31% of respondents live in other countries – refer to the SPSS data chart below (Appendix C, Demographics).

51.9% of respondents are Singapore nationals, 6.7% are Australians, 5.6% are Malaysians, 4.9% are Chinese and 4.5% are Indonesians. The remaining 26.4% belong to other nationalities – refer to the SPSS data chart below (Appendix C, Demographics).
76.1% of the respondents are Asians, 20.5% are White or Caucasians, and 1.1% belong to other racial groups such as Latinos. 2.2% of respondents did not disclose their race.

4.3.2 One Sample T-Test

Our data analysis showed that all the computed variables generally follow a normal distribution based on the frequencies graphs (Appendix C, Descriptive Statistics). This allows us to compare the test values against each hypothesis’ respective mean value in a one sample t-test. In each case we assume the significance level at 0.05. Consequently, any p-value more than 0.05 is deemed as supporting the mean value of that computed variable. For example in H1, the mean value is 4.31 and our null (H₀) and alternative (Hₐ) hypotheses are as follows:

H₀: The mean of the computed variable is equal to 4.31
Hₐ: The mean of the computed variable does not equal to 4.31

Based on the p-value of 0.966 (>0.05) obtained from the one sample t-test, it shows that there is insufficient evidence to reject the null hypothesis. We then determine the extent of support for our hypothesis using on the legend below.
Table 3: Legend for mean value in determining the conclusion of hypothesis

<table>
<thead>
<tr>
<th>Mean Value</th>
<th>Conclusion of hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 4</td>
<td>Rejects</td>
</tr>
<tr>
<td>4 to 5</td>
<td>Fairly Supports</td>
</tr>
<tr>
<td>5 to 6</td>
<td>Supports</td>
</tr>
<tr>
<td>6 to 7</td>
<td>Strongly Supports</td>
</tr>
</tbody>
</table>

Thus at a value of 4.31, our hypothesis that the price of LCC airfares has a negative relationship to the emergence of short break holidays is fairly supported.

Similarly, all other hypotheses have been calculated in this manner. Using the key data, these have been summarized in the table below.

Table 4: Conclusion of Hypotheses

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Sig. (2-tailed) / P-value</th>
<th>Standard deviation</th>
<th>Conclusion of hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>4.31</td>
<td>0.966</td>
<td>1.057</td>
<td>Fairly supports</td>
</tr>
<tr>
<td>H2 (Backpackers)</td>
<td>5.57</td>
<td>0.982</td>
<td>1.182</td>
<td>Supports</td>
</tr>
<tr>
<td>H2 (Business travellers)</td>
<td>4.67</td>
<td>0.992</td>
<td>1.047</td>
<td>Fairly supports</td>
</tr>
<tr>
<td>H3</td>
<td>4.48</td>
<td>0.948</td>
<td>1.232</td>
<td>Fairly supports</td>
</tr>
<tr>
<td>H4</td>
<td>4.98</td>
<td>0.995</td>
<td>1.367</td>
<td>Fairly supports</td>
</tr>
<tr>
<td>H5</td>
<td>5.58</td>
<td>0.961</td>
<td>0.975</td>
<td>Supports</td>
</tr>
<tr>
<td>H6</td>
<td>4.65</td>
<td>0.952</td>
<td>1.310</td>
<td>Fairly supports</td>
</tr>
<tr>
<td>H7</td>
<td>4.05</td>
<td>0.979</td>
<td>1.373</td>
<td>Rejects</td>
</tr>
<tr>
<td>H8</td>
<td>5.45</td>
<td>0.966</td>
<td>0.851</td>
<td>Supports</td>
</tr>
</tbody>
</table>

With reference to table 4, we observe that all hypotheses are supported with the exception of H7. Although the p-value for H7 is 0.979, the mean value for H7 is very close to 4 (neutral).

To determine how statistically different the mean value of 4.05 is from 4, we conducted a second t-test using a test value equivalent to 4.

Table 5: One-Sample t-test for H7 with test value equivalent to 4
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One-Sample Test

<table>
<thead>
<tr>
<th></th>
<th>t</th>
<th>df</th>
<th>Sig. (2-tailed)</th>
<th>Mean Difference</th>
<th>95% Confidence Interval of the Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>H7</td>
<td>.623</td>
<td>267</td>
<td>.534</td>
<td>.052</td>
<td>-.11 to .22</td>
</tr>
</tbody>
</table>

The p-value obtained from this test equals to 0.534. This indicates that there is insufficient evidence to conclude that the mean value of H7 is significantly different from 4 which means that the level of safety consciousness among passengers is indifferent to the price of LCC airfare.

4.4 Elaboration on Data Analysis

4.4.1 Hypothesis 2

H2 aims to identify the relationship between the low airfare of LCCs and the development of existing markets. As mentioned in Chapter 2, existing markets examined in this report focused on business travellers and backpackers. Since respondents can belong to either or both categories, the data collected for business travellers and backpackers were analysed separately. Both results show a p-value greater than 0.05, which supports a negative relationship between the development of existing markets and the price of LCC fares. The computed variable for backpackers has a higher mean value of 5.57 indicating that the growth of the backpacker population is more sensitive to the price of LCC fares. The computed variable for business travellers with a mean value of 4.67 suggests that more businessmen are beginning to turn to LCCs for their business trips due to the lower airfares.
4.4.2 Hypothesis 3

Four questions (C1, C3, C5 and C8) have been constructed to examine the relationship between LCC fares and the emphasis on airline brands placed by consumers while making their airline selection. Out of these four questions, only three (C3, C5 and C8) were used to compute the variable to test H3. Question C1 was omitted because it focused on price rather than airline brand and quality. However, a correlation test was conducted between question C1 and the computed variable for H3 to examine the relationship between LCC fares and brand emphasis. The test produced a significant correlation value of -0.169.

<table>
<thead>
<tr>
<th>Correlation</th>
<th>H3</th>
<th>C1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson</td>
<td>1</td>
<td>-0.169**</td>
</tr>
<tr>
<td>Correlation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.006</td>
</tr>
<tr>
<td>N</td>
<td>268</td>
<td>268</td>
</tr>
</tbody>
</table>

The results suggest that passengers who place a low emphasis on airfare tend to place a high emphasis on service quality and airline brand. This further supports H3 which shows that the higher the price of LCC fares, the more emphasis passengers place on the brand of airline they select to travel on.
4.4.3 Hypothesis 4

Questions G4, G6 and G7 aim to investigate the relationship between LCC fares and the amount spent by tourists from their cost savings on recreational and other cultural activities. Note however that only questions G6 and G7 were used to compute the variable to test H4. G4 has been omitted as it aims to understand the respondents’ behaviour in planning a budget for travel purposes. A correlation test was conducted between G4 and the computed variable for H4. The test produced a significant correlation value of 0.436.

<table>
<thead>
<tr>
<th>Correlation</th>
<th>G4</th>
<th>H4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson correlation</td>
<td>1</td>
<td>.436**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>268</td>
<td>268</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

This suggests that passengers who have a budget for their overseas trips tend to channel their savings from LCC airfare to recreational and/or cultural activities.

4.4.4 Hypothesis 7

Likewise for H7, four questions (F1, F2, F3 and G10) were constructed to examine this hypothesis but only F1, F2 and F3 were included in computing the variable to test H7. Question G10 was designed mainly to determine the respondents’ overall emphasis placed on
travel safety. A correlation test between the importance placed by passengers on arriving at their desired destination free of danger, risk or injury when travelling by air, and their perception regarding the safety standards of LCCs, produced an insignificant correlation value of 0.014.

Table 8: Correlation test between G10 and H7

<table>
<thead>
<tr>
<th></th>
<th>H7</th>
<th>G10</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Correlation</strong></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td><strong>Pearson</strong></td>
<td></td>
<td>.820</td>
</tr>
<tr>
<td><strong>Sig. (2-tailed)</strong></td>
<td>268</td>
<td>268</td>
</tr>
<tr>
<td><strong>N</strong></td>
<td>268</td>
<td>268</td>
</tr>
</tbody>
</table>

The results suggest that although the mean value of 6.28 for question G10 tends towards agreeing and implying that safety during air travel is important to respondents, such a level of safety consciousness is not exclusive to LCC passengers but is also applicable to FSC passengers. In addition, responses by passengers who have flown on a LCC at least once before contribute to a significant negative correlation regarding the safety standards of LCCs.

Table 9: Correlation test between H7, G10 and those travelled on LCC before

<table>
<thead>
<tr>
<th></th>
<th>H7</th>
<th>G10</th>
<th><strong>Travelled On LCC</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Correlation</strong></td>
<td></td>
<td>.014</td>
<td>-.160**</td>
</tr>
<tr>
<td><strong>Pearson</strong></td>
<td></td>
<td>.820</td>
<td>.009</td>
</tr>
<tr>
<td><strong>Sig. (2-tailed)</strong></td>
<td>268</td>
<td>268</td>
<td>268</td>
</tr>
<tr>
<td><strong>N</strong></td>
<td>268</td>
<td>268</td>
<td>268</td>
</tr>
</tbody>
</table>

37
<table>
<thead>
<tr>
<th></th>
<th>Pearson Correlation</th>
<th>Sig. (2-tailed)</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travelled On LCC</td>
<td>-0.160**</td>
<td>.049</td>
<td>268</td>
</tr>
<tr>
<td>G10</td>
<td>.014</td>
<td>1</td>
<td>.049</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.820</td>
<td>.420</td>
<td>268</td>
</tr>
<tr>
<td>N</td>
<td>268</td>
<td>268</td>
<td>268</td>
</tr>
</tbody>
</table>

The significant correlation value of -0.160 indicates that the more often passengers fly on LCCs, the less likely they perceive LCCs as having lower safety standards than FSCs.
4.5 Further discussion of results

4.5.1 One-way ANOVA

We cross tabulated the survey results of the key profiling data. This is to further understand the needs of different consumer groups. We conducted a one-way ANOVA test to determine how similar the means between the various groups are. The key profiling data that were used include gender, age, highest educational qualification obtained, annual salary and current continent of residence. As with the one-sample t-test, we assume the significance level of 0.05 in every case. Hence, any p-value less than 0.05 is deemed to support the alternative hypothesis where the mean values of responses from various groups are statistically different.

4.5.1.1 Gender

For example, for the first cross tabulation under gender, our null (H₀) and alternative (Hₐ) hypotheses are as follows.

H₀: \( \mu_{\text{male}} = \mu_{\text{female}} \)

Hₐ: \( \mu_{\text{male}} \neq \mu_{\text{female}} \)
We observe that H1, H4 and H5 have p-values less than 0.05. This shows that there is sufficient evidence to reject the null hypothesis which assumes the mean value of male and female responses are equal. In each of these 3 hypotheses, the mean differences calculated were negative.

Based on H1, we conclude that females as compared to males are more willing to go on short break holidays when prices of airfares are reduced. From H4, we conclude that females are spending more as compared to males in recreational and/or cultural areas with their cost savings from the lower LCC fares. Females also agree more strongly than males with H5 viz. that the commoditization of air travel is due to lower airfares.
4.5.1.2 Age

Table 11: One-way ANOVA (Age)

<table>
<thead>
<tr>
<th></th>
<th>&lt; 20</th>
<th>21 – 30</th>
<th>31 – 40</th>
<th>41 - 50</th>
<th>&gt; 50</th>
<th>P-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>4.25</td>
<td>4.43</td>
<td>4.07</td>
<td>4.30</td>
<td>3.79</td>
<td>0.043</td>
</tr>
<tr>
<td>H2 (Backpackers)</td>
<td>6.00</td>
<td>5.38</td>
<td>5.91</td>
<td>5.78</td>
<td>5.91</td>
<td>0.221</td>
</tr>
<tr>
<td>H2 (Business)</td>
<td>4.76</td>
<td>4.69</td>
<td>4.44</td>
<td>4.53</td>
<td>4.75</td>
<td>0.925</td>
</tr>
<tr>
<td>H3</td>
<td>4.14</td>
<td>4.42</td>
<td>4.56</td>
<td>4.56</td>
<td>4.91</td>
<td>0.280</td>
</tr>
<tr>
<td>H4</td>
<td>5.56</td>
<td>5.05</td>
<td>4.86</td>
<td>4.82</td>
<td>4.37</td>
<td>0.053</td>
</tr>
<tr>
<td>H5</td>
<td>5.35</td>
<td>5.72</td>
<td>5.43</td>
<td>5.51</td>
<td>4.99</td>
<td>0.005</td>
</tr>
<tr>
<td>H6</td>
<td>4.94</td>
<td>4.72</td>
<td>4.32</td>
<td>4.82</td>
<td>4.25</td>
<td>0.210</td>
</tr>
<tr>
<td>H7</td>
<td>4.25</td>
<td>4.12</td>
<td>3.98</td>
<td>3.75</td>
<td>3.74</td>
<td>0.541</td>
</tr>
<tr>
<td>H8</td>
<td>5.15</td>
<td>5.53</td>
<td>5.38</td>
<td>5.53</td>
<td>5.12</td>
<td>0.095</td>
</tr>
</tbody>
</table>

Based on the p-values of H1 and H5, the means between the age groups are statistically different. In H1, the anomaly in mean value is in the greater than 50 years old group. This suggests that passengers in this category are generally less willing to go on short break holidays despite the low LCC fares.

Similarly in H5, the anomaly in mean value again lies in the greater than 50 years old group. Although the figures generally support H5, this group’s mean value is significantly lower than the rest. This suggests that passengers in this category, as compared to other age groups, are less likely to attribute the commoditization of air travel to lower airfares.
4.5.1.3 Education

Table 12: One-way ANOVA (Education)

<table>
<thead>
<tr>
<th></th>
<th>High School</th>
<th>College/University</th>
<th>Graduate School</th>
<th>P-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>3.96</td>
<td>4.36</td>
<td>4.37</td>
<td>0.190</td>
</tr>
<tr>
<td>H2 (Backpackers)</td>
<td>5.72</td>
<td>5.52</td>
<td>5.59</td>
<td>0.914</td>
</tr>
<tr>
<td>H2 (Business)</td>
<td>4.87</td>
<td>4.58</td>
<td>4.86</td>
<td>0.538</td>
</tr>
<tr>
<td>H3</td>
<td>4.32</td>
<td>4.45</td>
<td>4.71</td>
<td>0.542</td>
</tr>
<tr>
<td>H4</td>
<td>5.05</td>
<td>4.97</td>
<td>4.97</td>
<td>0.989</td>
</tr>
<tr>
<td>H5</td>
<td>5.24</td>
<td>5.64</td>
<td>5.60</td>
<td>0.135</td>
</tr>
<tr>
<td>H6</td>
<td>4.30</td>
<td>4.77</td>
<td>4.51</td>
<td>0.099</td>
</tr>
<tr>
<td>H7</td>
<td>3.87</td>
<td>4.13</td>
<td>3.91</td>
<td>0.264</td>
</tr>
<tr>
<td>H8</td>
<td>5.20</td>
<td>5.46</td>
<td>5.66</td>
<td><strong>0.001</strong></td>
</tr>
</tbody>
</table>

In this analysis, the respondent with a primary education as his highest educational qualification obtained has been excluded so as to improve the accuracy of the results. We observe that the p-value for H8 is less than 0.05 and the mean value increases with higher education. This suggests that the more educated the consumers, the more control they have over their purchase process of LCC fares. This may be because higher educated consumers are more comfortable and proficient with technology compared to those who have a lower educational qualification. Hence, with an improvement in the purchase mode, higher educated consumers will be more likely to control and take ownership of their purchase process.
4.5.1.4 Annual Salary

Table 13: One-way ANOVA (Annual Salary)

<table>
<thead>
<tr>
<th></th>
<th>&lt; S$15,000</th>
<th>S$15,000 to S$30,000</th>
<th>S$30,001 to S$45,000</th>
<th>S$45,001 to S$60,000</th>
<th>&gt; S$60,000</th>
<th>P-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>4.33</td>
<td>4.48</td>
<td>4.37</td>
<td>4.52</td>
<td>3.96</td>
<td>0.085</td>
</tr>
<tr>
<td>H2</td>
<td>5.62</td>
<td>5.45</td>
<td>5.34</td>
<td>5.18</td>
<td>6.00</td>
<td>0.375</td>
</tr>
<tr>
<td>H2 (Backpackers)</td>
<td>4.85</td>
<td>4.74</td>
<td>4.36</td>
<td>4.74</td>
<td>4.64</td>
<td>0.422</td>
</tr>
<tr>
<td>H3</td>
<td>4.47</td>
<td>4.34</td>
<td>4.60</td>
<td>4.70</td>
<td>4.40</td>
<td>0.735</td>
</tr>
<tr>
<td>H4</td>
<td>5.27</td>
<td>4.97</td>
<td>5.02</td>
<td>4.61</td>
<td>4.57</td>
<td>0.036</td>
</tr>
<tr>
<td>H5</td>
<td>5.56</td>
<td>5.75</td>
<td>5.77</td>
<td>5.46</td>
<td>5.26</td>
<td>0.050</td>
</tr>
<tr>
<td>H6</td>
<td>4.69</td>
<td>4.73</td>
<td>4.74</td>
<td>4.67</td>
<td>4.42</td>
<td>0.723</td>
</tr>
<tr>
<td>H7</td>
<td>4.17</td>
<td>4.02</td>
<td>3.99</td>
<td>3.74</td>
<td>4.05</td>
<td>0.789</td>
</tr>
<tr>
<td>H8</td>
<td>5.30</td>
<td>5.53</td>
<td>5.71</td>
<td>5.54</td>
<td>5.31</td>
<td>0.037</td>
</tr>
</tbody>
</table>

We observe that H4 and H8 have statistically different means between each income category. H4, with a p-value of 0.036, displays an overall descending trend in mean values across income groups. This suggests that the higher the annual salary, the less likely the consumer is willing to spend the savings enjoyed from lower LCC fares on recreational and/or cultural areas. H8, with a p-value of 0.037, displays a notable difference in mean value for those earning S$30,001 to S$45,000 per annum. Hence, we can conclude that those earning an annual salary within this range are more willing to take control of their air ticket purchase process given the ease of purchase mode.
4.5.1.5 Current Continent of Residence

Table 14: One-way ANOVA (Current Continent of Residence)

<table>
<thead>
<tr>
<th></th>
<th>Americas</th>
<th>Asia</th>
<th>Europe</th>
<th>Others</th>
<th>P-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>4.67</td>
<td>4.36</td>
<td>4.22</td>
<td>3.91</td>
<td>0.138</td>
</tr>
<tr>
<td>H2 (Backpackers)</td>
<td>5.00</td>
<td>5.61</td>
<td>5.55</td>
<td>5.42</td>
<td>0.748</td>
</tr>
<tr>
<td>H2 (Business)</td>
<td>3.83</td>
<td>4.72</td>
<td>4.63</td>
<td>4.49</td>
<td>0.563</td>
</tr>
<tr>
<td>H3</td>
<td>3.79</td>
<td>4.72</td>
<td>3.39</td>
<td>4.14</td>
<td>0.000</td>
</tr>
<tr>
<td>H4</td>
<td>5.38</td>
<td>4.97</td>
<td>4.74</td>
<td>5.28</td>
<td>0.382</td>
</tr>
<tr>
<td>H5</td>
<td>5.58</td>
<td>5.56</td>
<td>5.57</td>
<td>5.68</td>
<td>0.955</td>
</tr>
<tr>
<td>H6</td>
<td>4.75</td>
<td>4.68</td>
<td>4.62</td>
<td>4.46</td>
<td>0.865</td>
</tr>
<tr>
<td>H7</td>
<td>3.17</td>
<td>4.31</td>
<td>3.18</td>
<td>3.63</td>
<td>0.000</td>
</tr>
<tr>
<td>H8</td>
<td>5.98</td>
<td>5.44</td>
<td>5.42</td>
<td>5.39</td>
<td>0.356</td>
</tr>
</tbody>
</table>

The p-values of H3 and H7 suggest a significant difference between the means of respondents living in different continents. The result in H3 shows that people currently living in Asia place a larger extent less emphasis on airline brands given a lower airfare. This might be due to the difference in culture and mentality where Asian consumers tend generally to be more price conscious.

In H7, we observe that the mean value of respondents currently living in Asia is significantly higher compared to those living in other continents. This indicates that people living in Asia are more likely to believe that lower LCC fares means that the safety standards of airlines are compromised. A potential explanation for this could be the lack of education about airline safety standards in Asia. As a result, many do not understand that safety standards are actually quite uniform in the industry.
4.5.2 Analysis of one-way ANOVA

To better understand the results above, we conducted further analysis by looking for trends and anomalies within the tables, following which we provide possible reasons to explain these values.

4.5.2.1 Age

With reference to table 11, we identified 3 significant trends. Firstly, under H3, the mean values rise with increasing age groups. This suggests that older respondents are more likely to place greater emphasis on airline brands. This is possibly because older passengers are financially more well off and prefer comfort over cost savings. This is supported by exploratory test results conducted between the age and annual salary of respondents (Appendix C, Exploratory Test).

Secondly, under H4, the mean value decreases with increasing age groups. This suggests that older respondents are less likely to increase their spending in other areas based on their savings from lower airfares. Again, based on the possibility that older respondents are financially better off, they are therefore less price-conscious and spend more freely regardless of savings from lower airfares. This ties-in with our earlier data analysis on H4 where we found a significant relationship showing that respondents who are have a budget tend to channel their savings from lower airfares to spend in other areas. Respondents in the older age groups, being financially better off, tend not to be constrained by a budget when they travel. This is further supported by our one-way ANOVA vis a vis annual salary.
Lastly, the mean values of H7 also decrease with increasing age groups. This suggests that older respondents are less likely to view LCCs as having different safety standards compared to FSCs. This may be because older respondents are more educated on the safety standards in the aviation industry. They are aware that airlines, regardless of classification, are required to uphold similar safety standards according to government regulations.

4.5.2.2 Education

Upon further analysis, we notice a unique occurrence of results for 2 hypotheses H1 and H5. In both cases, the means of respondents with college or university and graduate school qualifications are similar but different from those with high school qualification.

Under H1, the results show that passengers with an education level of high school has a mean much lower than that of the other two groups. A possible explanation could be that generally, jobs that are filled by people with high school qualifications are normally lower paid jobs that require long working hours and minimal leave availability. As a result, they may not have the time to go on short break holidays despite the cheaper airfares. On the other hand, some may argue that with longer working hours and lesser leisure time, they would be more interested in going for short break holidays.

In the case of H5 which is similar to that of H1, respondents with qualification equivalent to college or university tend to agree to some extent that the commoditization of air travel is inversely related to the price of LCC fares. This could be due to the fact that with a college or
university education, respondents are more analytical and can see this commoditization aspect.

The unique results from the above findings are interesting topics for further research.

4.5.2.3 Annual Salary

With reference to table 12, we observe that under H1, respondents earning more than S$60,000 in annual salary are, compared to other income groups, the least sensitive to a reduction in LCC airfares that will encourage them to go on short break holidays. This follows the expectation that passengers in this high earning category will be the least price conscious. However, in the case of H2, the mean value of 6.00 is unexpectedly high. This suggests that they are very sensitive to a reduction in LCC airfares that will encourage them to go on backpacking trips. This unforeseen result provides a good opportunity for further research.

4.5.2.4 Current Continent of Residence

With reference to table 14, we observe that under H1, people currently living in America score a higher mean value of 4.67 compared to respondents currently living in other continents. This suggests that this group is more sensitive to reduction in LCC fares where the cost savings allow them to go on more short break holidays. Another possible explanation for this may be the travel culture in America. This includes quick weekend getaways to neighbouring states, cities, towns and other tourist attractions, as well as a longer history of
LCC experience. Further research in this field can be carried out to investigate the real reasons behind these results.

**4.6 Areas for further improvement in research**

Based on feedback from respondents and experience from this study’s data analysis, there are several improvements which should be taken into account for further research. Firstly, a question regarding the respondent’s occupation under the demographics section can be included. This will increase the scope of the research and can provide useful information for the tourism industry. For example, it may help tour agencies to identify and focus on the kind of consumers to target specific travel packages to. This is best done using a one-way anova test of occupation against various hypotheses testing consumer travel behaviour. Secondly, the annual salary question can be improved by including a ‘no income’ category for students and retirees. This will make the results more reliable vis a vis data analysis of consumer demographics.
CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion
The introduction of LCCs has contributed greatly to the development of the airline industry and influenced changes in consumer travel behaviour and patterns. Where FSCs once dominated the air industry, today, the expansion in air travel is being spurred by LCCs with their commoditization model that allows them to offer low airfares and make travel affordable to the masses. Air Asia’s tag line says it all “Now everyone can fly”.

Along with this expansion in air travel we see new emerging markets such as the short break travellers and the increase in backpack travellers. A shift is also happening in the business traveller market as more companies direct their staff to travel LCCs rather than FSCs for short haul flights, to save costs.

As LCCs become more popular, consumers are beginning to understand that lower airfare does not mean compromised airline safety standards. LCCs continue to use technology to cut their operating costs, starting with internet bookings and now moving to internet check-ins.

LCC consumers compared to FSC consumers have greater control over their purchasing process because they directly search for information over the web prior to making the purchase.
Conclusion and Recommendations

We also see the savings from lower airfares being spent on other travel related recreational and cultural activities in the destination travelled to. The importance of this is the impact this has on the tourism industry as a whole.

Additional charges for baggage allowance have altered passengers’ luggage patterns as more consumers opt to travel lighter just to save on costs. In addition, this also offers the traveller the flexibility of travelling light to a destination and paying for additional luggage on the return trip after having gone shopping at the destination.

From these observations we are able to make some recommendations to the LCCs to help them cater to their customers’ needs and demands and to remain competitive.
5.2 Recommendations

Based on the results of our research and taking into account what LCCs currently offer their passengers, we have come up with several recommendations for LCCs to consider as part of their future strategic marketing plan.

More marketing initiatives targeted at short break holiday travellers

The findings show that more consumers are going on short break holidays as a result of the lower airfares. People under the age of 50 years old in particular are sensitive to changes in LCC fares and are more likely to go on a short break holiday if the airfares are low enough. This group represents a big consumer pool that LCCs should target. LCCs should thus focus on strengthening their marketing initiatives towards promoting short break holidays to these busy working adults. By understanding the preferences and lifestyles of this consumer group the LCCs can for example capitalize on long weekends by adding on special flights during this period for special long weekend activities like diving trips to neighbouring countries or simply have additional flights to popular destinations. All these would increase the travel frequency with and loyalty to the LCCs.

Another marketing initiative could be a ‘Travel More, Save More’ offer. Since LCC passengers tend to be price sensitive, the LCCs should consider offering passengers a discount on a subsequent flight made within 3 months of a previous flight. For example, subsequent air tickets bought within 3 months of the last purchase can enjoy a discount off the previous purchase price, subject to a capped maximum discount. Such a move could again
increase a customer’s travel frequency and loyalty to the LCC. This is part of commoditizing air travel.

More attention to backpackers

Since lower LCC fares have shown to encourage growth in the backpacker population, this group of passengers should be nurtured. LCCs should provide more services aimed at attracting backpackers to travel on their airlines. For example Jetstar currently provides hostel information and other low priced promotions from other vendors on their website. This is a smart initiative as backpackers are always on the lookout for cost savers like budget accommodation and other bargains. We propose that LCCs establish a backpackers’ community network on their websites where backpackers who have flown on that LCC can share their travel experience with and offer travel tips to other backpackers e.g. affordable good eateries. Backpackers would have to register with their email contacts before being able to be a member of the community. This would allow the airline to data mine and use electronic means to disseminate information like announcements, promotions and special fare discounts to their backpacker community.

Strategic Alliances: Collaboration with Groupon

From our study, we have seen that LCC passengers tend to spend their savings from the lower airfares on recreational and/or cultural activities. Most LCCs currently offer vacation packages, car rental and travel insurance on their websites. Air Asia set up an online mega store selling items such as apparels, books and electronics. These initiatives are aimed at capturing passengers’ spend from their savings from the lower airfares. To fully capitalize on
Conclusion and Recommendations

this opportunity, it is necessary to understand LCC customer’s consumer behaviour i.e. what they need and want.

Our study shows that consumers below the age of 20 years old are the ones most likely to spend all of their cost savings from the lower airfares on other travel related areas. This group belongs to Generation Y and they tend to be more tech-savvy and adventurous. LCCs can perhaps collaborate with online group discount player Groupon. One example, the LCC can offer low airfares to a destination while Groupon can offer various discounted items in that destination. Alternatively, Groupon can offer its customers a bundle comprising a LCC low airfare with a choice of discounted items at an attractive bundled price.

Such win-win strategic alliances are not new but with the change in consumer behaviour of LCC travellers, LCCs should be quick to identify these opportunities and exploit them.
APPENDIX

Appendix A

Figure 1: Timeline of major events in LCC industry

- 1949: Freddie Laker founded Laker Airways, the first to offer no-frills transatlantic services
- 1968: Introduction of the Aircraft Deregulation Act; slow growth of LCCs industry
- 1978: 15.7% of Asia’s aviation market comprised of LCCs, an increase from 14% in 2008
- 2001-2003: Economic crisis; September 11 terrorist attacks. SARs hit the aviation industry badly, especially FSCs. LCCs became an alternative for businessmen. LCCs industry saw relative stability
- 2009: Pacific Southwest Airlines United States started the LCC concept

Figure 2: Airline Failures January 2000 – March 2011
Defunct Airlines 2000-2011

<table>
<thead>
<tr>
<th>Year</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>19</td>
<td>42</td>
<td>37</td>
<td>58</td>
<td>41</td>
<td>40</td>
<td>26</td>
<td>31</td>
<td>85</td>
<td>31</td>
<td>24</td>
<td>01</td>
</tr>
</tbody>
</table>

Source: Justplanes, 2011

Figure 3: Top 10 LCCs in 2009

<table>
<thead>
<tr>
<th>Airline</th>
<th>2009 Revenues</th>
<th>Change in $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Southwest Airlines</td>
<td>$10.4bn</td>
<td>-6.1%</td>
</tr>
<tr>
<td>Air Berlin</td>
<td>$4.6bn</td>
<td>-9.2%</td>
</tr>
<tr>
<td>Ryanair</td>
<td>$4.1bn</td>
<td>6.9%</td>
</tr>
<tr>
<td>EasyJet</td>
<td>$4.1bn</td>
<td>-11.8%</td>
</tr>
<tr>
<td>JetBlue Airways</td>
<td>$3.3bn</td>
<td>-3.0</td>
</tr>
<tr>
<td>GOL</td>
<td>$3.1bn</td>
<td>-12.9%</td>
</tr>
<tr>
<td>AirTran Airways</td>
<td>$2.3bn</td>
<td>-8.3%</td>
</tr>
<tr>
<td>WestJet Airways</td>
<td>$2.0bn</td>
<td>-15.8%</td>
</tr>
<tr>
<td>Virgin Blue Airways</td>
<td>$1.9bn</td>
<td>-10.2%</td>
</tr>
<tr>
<td>Aer Lingus</td>
<td>$1.7bn</td>
<td>-15.7%</td>
</tr>
</tbody>
</table>

Source: Dunn, 2010

Figure 4: Major LCCs in Southeast Asia
### Table 2. Major LCCs in Southeast Asia

<table>
<thead>
<tr>
<th>Country</th>
<th>Associated Network</th>
<th>Base (City)</th>
<th>Destinations (Cities)</th>
<th>Flight Frequency</th>
<th>Fare Structure</th>
<th>Aircraft</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Singapore</td>
<td>Scoot</td>
<td>Changi</td>
<td>Kuala Lumpur, Osaka, Narita, Tokyo</td>
<td>Daily</td>
<td>Flat Fare</td>
<td>Airbus A320</td>
<td></td>
</tr>
<tr>
<td>Philippines</td>
<td>Cebu Pacific</td>
<td>Mactan</td>
<td>Cebu,宿务,棉兰老岛,达沃</td>
<td>Weekly</td>
<td>Block Fare</td>
<td>Airbus A321</td>
<td></td>
</tr>
<tr>
<td>Malaysia</td>
<td>AirAsia</td>
<td>KLIA</td>
<td>Osaka, Shanghai, Tokyo</td>
<td>Daily</td>
<td>Flat Fare</td>
<td>Airbus A320</td>
<td></td>
</tr>
<tr>
<td>Thailand</td>
<td>Nok Air</td>
<td>Don Muang</td>
<td>Tokyo, Shanghai, Beijing</td>
<td>Weekly</td>
<td>Block Fare</td>
<td>Airbus A321</td>
<td></td>
</tr>
<tr>
<td>Indonesia</td>
<td>Lion Air</td>
<td>Soekarno-Hatta</td>
<td>Jakarta, Surabaya, Bali</td>
<td>Daily</td>
<td>Flat Fare</td>
<td>Airbus A321</td>
<td></td>
</tr>
<tr>
<td>Vietnam</td>
<td>Vietjet</td>
<td>Noi Bai</td>
<td>Ho Chi Minh, Hanoi, Da Nang</td>
<td>Daily</td>
<td>Flat Fare</td>
<td>Mitsubishi</td>
<td></td>
</tr>
</tbody>
</table>

### Source
Low-Cost Carriers in Asia: Deregulation, Regional Liberalization and Secondary Airports, 2009

**Figure 5: Summary of the impacts of Liberalization on Singapore**
### Figure ES-1: Summary of the Impacts of Liberalisation on Singapore

<table>
<thead>
<tr>
<th>Impact Category</th>
<th>Market Access Liberalisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in International Traffic (Passengers and % Increase)</td>
<td>5.5 Million (+21%)</td>
</tr>
<tr>
<td>Reduction in Average Fare</td>
<td>10%</td>
</tr>
<tr>
<td>Increase in Consumer Surplus (Singapore Dollars, US$)</td>
<td>879 Million</td>
</tr>
<tr>
<td>Employment (FTEs)</td>
<td>8,800</td>
</tr>
<tr>
<td>Aviation Sector (including indirect impacts)</td>
<td>22,000</td>
</tr>
<tr>
<td>Tourism (including indirect impacts)</td>
<td>13,100</td>
</tr>
<tr>
<td>Total Employment Impact</td>
<td>43,900</td>
</tr>
<tr>
<td>Gross Domestic Product (Singapore Dollars, US$)</td>
<td>592 Million</td>
</tr>
</tbody>
</table>

**Impact on Home Carriers:**

Liberalisation may lead to a loss of market share by the home carriers; however, this may be offset by high traffic growth as liberalisation stimulates the market. While increased competition has the potential to weaken the viability and profitability of home carriers, in some instances, liberalisation also offers the means to protect profitability by expanding into new markets, accessing a wider pool of investment and through consolidation.

**Source:** The Impact of International Air Service Liberalisation on Singapore, 2009

### Figure 6A: Visitor Arrival in Singapore (2009)

**Source:** Singapore Tourism Board
Appendix

Figure 6B: Visitor Arrival in Singapore (2010)

Source: Singapore Tourism Board

Figure 7: Southwest Effect

Source: Bennet, et al., 1993
Figure 8: The flower of services

Source: Lovelock, et al., 2004
Appendix B

Questionnaire

We are a group of final year students from Nanyang Technological University doing a project on consumer travel behaviour. This questionnaire aims to identify recent changes in consumers’ travelling pattern.

Kindly spare about 10 minutes to complete this questionnaire. It consists of a total of 6 pages.

Your help is greatly appreciated. Thank you.
Please note the following abbreviations commonly used throughout this survey:

**FSCs:** Full service carriers – Traditional airlines that provide complete high quality in-flight services (E.g. British Airways, Qantas, Singapore Airlines)

**LCCs:** Low cost carriers – Airlines that offer lower airfares at the expense of comfort, providing only basic in-flight service (E.g. JetBlue, Jetstar, Tiger Airways)

**Section A – Please answer the following questions to the best of your ability**

I have travelled on a LCC:
- Never
- Less than 5 times
- 5 to 10 times
- More than 10 times

I have travelled on a FSC:
- Never
- Less than 5 times
- 5 to 10 times
- More than 10 times

**Section B – Please answer the following questions to the best of your ability**

I have been on at least one backpacking trip in the past 12 months.
- True
- False (Please proceed to Section C)

Respondents who have travelled on one or more backpacking trips in the past 12 months need to answer the following questions. **If not applicable, please proceed to Section C.**

<table>
<thead>
<tr>
<th>Questions</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>B1 Airfare is an important consideration when I decide which airline to fly for my backpacking trips</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Appendix

<p>| | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>B2</td>
<td>I have increased my frequency of backpacking travel because of the less expensive LCC fares</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B3</td>
<td>I will choose LCC for my backpacking trips</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Section C – We would like to know more about how you make your decisions when purchasing an airline ticket. Please tick according to how much you agree with the statements.

<table>
<thead>
<tr>
<th>Questions</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Somewhat Disagree</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>C1</td>
<td>I select the airline that offers the lowest airfare</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C2</td>
<td>I am prepared to only pay up to SGD15 for my check-in luggage</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>C3</td>
<td>I select an airline based on the quality of service provided</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>C4</td>
<td>It is more convenient to purchase air tickets online than through call centres or sales offices</td>
<td></td>
<td></td>
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<tr>
<td>C5</td>
<td>I select an airline based on its brand name. Example: Jetstar, Singapore Airlines</td>
<td></td>
<td></td>
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<tr>
<td>C6</td>
<td>I do my own travel information research through the internet</td>
<td></td>
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<tr>
<td>C7</td>
<td>I do not do any research prior to my purchase decision</td>
<td></td>
<td></td>
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<tr>
<td>C8</td>
<td>I will select the airline with a better brand name even if it costs more</td>
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</tbody>
</table>
### Appendix

| C9 | All the information I need for my purchase decision is readily available online |
| C10 | I do my research prior to making my purchase decision without using the internet |

**Section D – Please answer the following questions to the best of your ability**

**BUSINESS TRAVELLERS**

Respondents who travel for the purpose of business please answer the following questions. **If not applicable, please proceed to Section E.**

<table>
<thead>
<tr>
<th>Questions</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Somewhat Disagree</th>
<th>Neutral</th>
<th>Somewhat Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
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</thead>
<tbody>
<tr>
<td>D1 I will consider selecting a LCC over FSC for my business trip on account of the difference in price</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<td>7</td>
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<tr>
<td>D2 I select my airline based on the cheapest fare</td>
<td></td>
<td></td>
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<tr>
<td>D3 I select my airline based on the flight schedule</td>
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**Section E – We would like to know more about how LCCs have impacted your decisions regarding overseas travel. Please answer according to how much you agree with the statements,**

<table>
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<tr>
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<th>Disagree</th>
<th>Somewhat Disagree</th>
<th>Neutral</th>
<th>Somewhat Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>E1 I will consider backpack travel on account of the less expensive LCC fares</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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<td>6</td>
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</tbody>
</table>
E2  The lower price of the air ticket is my main reason for selecting a LCC

E3  I have travelled more frequently since the introduction of LCCs

Section F – We would like to know more about your perception regarding FSCs & LCCs. Please tick according to how much you agree with the statements.

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<th>Disagree</th>
<th>Somewhat Disagree</th>
<th>Neutral</th>
<th>Somewhat Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>F1  The likelihood of an aircraft malfunctioning is higher for a LCC than a FSC</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
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<tr>
<td>F2  Travelling on a more expensive FSC is less risky than travelling on a less expensive LCC</td>
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<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>F3  I take greater safety precaution when I travel on a LCC than when I travel on a FSC</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
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Section G – We would like to know more about your travelling habits. Please answer according to how much you agree with the statements.
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<th>Somewhat Disagree</th>
<th>Neutral</th>
<th>Somewhat Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>G1 I usually fly with LCCs for my short break holidays</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>G2 I have increased my frequency of short break holidays due to the introduction of LCCs</td>
<td></td>
<td></td>
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<tr>
<td>G3 Air travel has become increasingly common</td>
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<tr>
<td>G4 I have a budget for every overseas trip I make</td>
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<td></td>
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<tr>
<td>G5 I prefer long overseas trip (5 days and above) to short break holidays (1-4 days)</td>
<td></td>
<td></td>
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<tr>
<td>G6 I am willing to spend more on recreational activities such as shopping/dining with the additional savings from taking a LCC</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>G7 I am willing to spend more on cultural activities such as museum visits with the additional savings from taking a LCC</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>G8 I will travel more frequently if the price of air tickets are lowered further</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>G9 I normally travel with only carry-on luggage to avoid incurring additional charges</td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>G10 Arriving at my desired destination free of danger, risk or injury when I travel by air is important to me</td>
<td></td>
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</tbody>
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Appendix

**Profiling**

Gender:
- [ ] Male
- [ ] Female

Age:
- [ ] Under 20
- [ ] 21 to 30
- [ ] 31 to 40
- [ ] 41 to 50
- [ ] Over 50

Highest educational qualification obtained:
- [ ] Primary
- [ ] High School
- [ ] College/University
- [ ] Graduate School

Annual Salary:
- [ ] Less than S$15,000
- [ ] S$15,001 to S$30,000
- [ ] S$30,001 to S$45,000
- [ ] S$45,001 to S$60,000
- [ ] More than S$60,000

Current Country of Residence:
- [ ] Africa (Pls specify: ________)
- [ ] Americas (Pls specify: ________)
- [ ] Asia (Pls specify: ________)
- [ ] Europe (Pls specify: ________)
- [ ] Others (Pls specify: ________)

Nationality (Pls specify): ___________________________

Race:
- [ ] American Indian or Alaska Native
- [ ] Asian
- [ ] African American
- [ ] Native Hawaiian or Other Pacific Islander
- [ ] White or Caucasian
- [ ] Other (Pls specify: ________)
- [ ] Prefer not to disclose

******************************************************************************THE END******************************************************************************

******************************************************************************Thank you for your kind co-operation!******************************************************************************

66
Appendix C

Reliability Test (All Questions)

Case Processing Summary

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<tr>
<td>Total</td>
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</table>

* a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

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<td>---</td>
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</tr>
<tr>
<td></td>
<td>Scale Mean if Item Deleted</td>
<td>Scale Variance if Item Deleted</td>
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<td>Screen for LCC travellers</td>
<td>179.53</td>
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<tr>
<td>Screen for FSC travellers</td>
<td>179.26</td>
<td>317.380</td>
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<tr>
<td>Screen for backpackers</td>
<td>181.13</td>
<td>317.379</td>
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<td>B3</td>
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<td>F3</td>
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<tr>
<td>G1</td>
<td>177.07</td>
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<td>Screen for FSC travellers</td>
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### Demographics

#### Gender

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#### Age

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#### Highest Education Level Obtained

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#### Annual Salary

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<td>33.6</td>
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<tr>
<td>S$15,001 to S$30,000</td>
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<td>More than S$60,000</td>
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## Current Continent Of Residence

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<td>Others</td>
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### Current Country Of Residence

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### Screening Questions

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### Descriptive Statistics & One Sample T-Tests

**H1**: New emerging markets

Descriptive Statistics
### Appendix

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#### One-Sample Statistics

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### Histogram

- Mean \(= 4.31\)
- Std. Dev. \(= 1.057\)
- \(N = 268\)

#### H2: Development of existing markets

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77
H3: Changes in emphasis on brand

Descriptive Statistics
### Appendix

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#### One-Sample Statistics

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**H4: Diversification of spending to other areas**
Descriptive Statistics

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One-Sample Statistics

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One-Sample Test

Test Value = 5.29 (G4)
Test Value = 4.98 (H4)

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H5: Commoditizing travel
### Descriptive Statistics

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### One-Sample Statistics

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**H6: Changes in luggage patterns**
Descriptive Statistics

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One-Sample Statistics

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One-Sample Test

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Histogram

H7: Changes in safety consciousness

Comment: Remove H7 (results are too inconsistent)
### Descriptive Statistics

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H8: Control or ownership over purchase process
**Appendix**

### Descriptive Statistics

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**Exploratory Test**
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**BIBLIOGRAPHY**

Bibliography


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<td>Jose, J.C. and L., Lourdes</td>
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http://books.google.com/books?id=5-m8tra8xKeC&printsec=frontcover&dq=yeh+the+Art+of+Business:+In+the+Footsteps+of+Giants&hl=en&ei=6lyUTbHyNoTnrAFGolZxCw&sa=X&oi=book_result&ct=result&resnum=1&ved=0CCsQ6AEwAA#v=onepage&q=false.

Tourist Motivation and Experiential Satisfaction of Visitors to the Mangrove Conservation Area

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Abstract
The purpose of this study was to understand the views of visitors to the Mangrove (Hongshulin) Conservation Area with regard to tourist motivation and experiential satisfaction, and hoped to investigate the influence of different tourist motivations on experiential satisfaction. This study uses PASW Statistics 18.0 statistical software for data processing. This method includes descriptive statistics, reliability analysis, factor analysis, independent-sample T test, one way ANOVA. Three hundred questionnaires were distributed, and 297 were returned; the number of valid questionnaires was 295, indicating a recovery rate of 98.3%. The main research results were as follows (1) The proportion of male visitors was slightly higher than that of female visitors. The 20-29 age groups accounted for the highest proportion in the distribution of age groups. With regard to marital status, a slightly larger amount of respondents belonged to the “unmarried” group. Regarding education level, respondents in the “university” category accounted for the largest proportion, and residence was distributed mainly throughout the northern region of Taiwan. A majority of visitors had visited the Mangrove (Hongshulin) Conservation Area “five or more times” and spent “1-2 hours” in the area. “Public transport” was the most common form of transport used. (2) Factor analysis was used to categorize tourist motivation into factors of “intangible service”, “physical and mental relaxation”, “recreation and exercise”, and “ecological concern”. The socioeconomic background and tourist features of visitors were found to significantly influence factors of tourist motivation.
(3) Factor analysis demonstrated that experiential satisfaction could be divided into factors of “pursuit of tourist entertainment” and “conservation area services”. The socioeconomic background and tourist features of visitors were found to significantly influence factors of experiential satisfaction. The results of this study are provided to related organizations to serve as reference in development of related measures and management models.

Introduction

The United Nations designated the year 2002 as the International Year of Ecotourism. In line with this the government of Taiwan began to promote eco-themed travel, and this has led to the vigorous development of many scenic spots as tourist and travel attractions. A large number of national parks, rivers and wetlands have become prime tourist destinations. Along with the development of such scenic areas, other important elements that influence tourist motivation include viewpoints on ecological conservation and protection, the installment of public facilities, and convenience of transport (Tourism Bureau, Ministry of Transportation and Communications, 1989).

Because the complex ecological system of Hongshulin offers a special natural landscape and is home to many wetland creatures, the Forestry Bureau, Council of Agriculture, Executive Yuan, established the Danshui River Hongshulin Nature Reserve on June 27, 1986.

Research Purpose

The main purposes of this study were as follows:
To investigate the influence of the basic characteristics of various visitors to the Mangrove (Hongshulin) Conservation Area on tourist motivation and experiential satisfaction;
To understand the relationship between tourist motivation and experiential satisfaction, and
To investigate the influence of different tourist motivations on degree of experiential satisfaction.

Purpose one: Investigate the characteristics of visitors
Purpose two: Investigate tourist motivation
Purpose three: Investigate degree of experiential satisfaction
Purpose four: Investigate the relationship between characteristics of visitors to the Mangrove (Hongshulin) Conservation Area and tourist motivations
Purpose five: Investigate the relationship between characteristics of visitors to the Mangrove (Hongshulin) Conservation Area and degree of experiential satisfaction

Purpose six: Investigate the relationship between tourist motivation and experiential satisfaction with regard to the Mangrove (Hongshulin) Conservation Area

**Literature Review**

**Ecotourism**
Hetzer (1965) proposed the earliest conception of ecotourism. He felt that those in the cultural, education, and tourism industries needed to rethink the meaning of recreation and promote maximum economic efficiency with minimum impact on local culture and environment, to provide visitors with the most satisfactory tourism activities. Honey (2001) considered that ecotourism is a type of nature-based mass tourism that fulfils the double purposes of ecological conservation and recreational travel. The Ecotourism Society (1991) provided a widely accepted definition of ecotourism: “Responsible travel to natural areas that conserves the environment and improves the well-being of local people”. The term ecotourism was first used in 1983 by Ceballos-Lascurain. Ecotourism was defined as travel to undisturbed or unpolluted natural areas to research, appreciate, and experience the wild animal/plant life and cultural heritage of natural areas.

**Tourist motivation**
McIntosh and Gupta (1977) proposed that basic tourist motivation can be divided into four categories: physical motivation, cultural motivation, interpersonal motivation, and status/prestige motivation.

**Experiential Satisfaction**
Degree of recreational satisfaction refers to the true feelings of visitors after experiencing recreational activities, and is influenced by internal factors such as social elements, mental state, the atmosphere of the recreation experience, and group interaction (Bricker & Kerstetter, 2000; Crompton & Love, 1995; Lee, Graefe & Burns, 2004). Oliver (1981) defined degree of (customer) satisfaction as follows: “Satisfaction is the response of the consumer after being satisfied; it is a type of determination and cognition of the degree of happiness provided by a product to a consumer in the consumption process”. Oliver felt that degree of satisfaction should include psychological feelings.

With regard to tourism, “degree of satisfaction” refers to the degree to which the needs or expectations of tourists have been met through participating in recreational opportunities (Zheng, 1989). The more satisfied a tourist is with a recreational experience, the higher his/her degree of loyalty and intention to repeat the experience.
Therefore, this study used tourist motivation and visitor degree of satisfaction as variable factors for analysis.

**Methods**

**Research Framework**

![Research Framework Diagram]

**Research hypotheses**

Hypothesis 1: Visitors with different characteristics have different motivations for ecotourism (H1).

Hypothesis 2: Visitors with different characteristics have different degrees of experiential satisfaction (H2).

Hypothesis 3: Differences in motivation for ecotourism among visitors influence degree of experiential satisfaction (H3).

**Questionnaire**

The purpose of this questionnaire was to understand the views of visitors to the Mangrove (Hongshulin) Conservation Area with regard to tourist motivation and experiential satisfaction. The questionnaire was divided into three parts: (1) Basic information; (2) Motivation for ecotourism, and (3) Degree of experiential satisfaction. Through an understanding of the relationship between visitors’ motivations for ecotourism and degree of experiential satisfaction, this study hoped to investigate the influence of different tourist motivations on experiential satisfaction. A 5-point Likert scale was used in this questionnaire, with 1 indicating “strongly disagree” and 5 indicating “strongly agree”. The questionnaire consisted of 24 questions in total.

Three hundred questionnaires were distributed, and 297 were returned; the number of valid questionnaires was 295, indicating a recovery rate of 98.3 %. This study used PASW Statistics 18.0 software for statistical analysis. Researchers also used descriptive statistics to conduct narrative analysis of the demographic variables of respondents, the sample structure of tourist characteristics, and the questionnaire variables, in order to gain a full understanding of the samples. Factor analysis was used for data with fewer dimensions, to retain the original data structure. Researchers focused on evaluation factors in analyzing a majority of the data (Huang, 2000), to
understand the motivation for ecotourism and experiential satisfaction of visitors to the Mangrove (Hongshulin) Conservation Area.

Research Results and Analysis

The main research results were as follows:

1. The proportion of male visitors was slightly higher than that of female visitors. The 20-29 age group accounted for the highest proportion in the distribution of age groups. With regard to marital status, a slightly larger amount of respondents belonged to the “unmarried” group. Regarding education level, respondents in the “university” category accounted for the largest proportion. A majority of visitors had visited the Mangrove (Hongshulin) Conservation Area “five or more times” and spent “1-2 hours” in the area. “Public transport” was the most common form of transport used.

2. Factor analysis was used to categorize tourist motivation into factors of “intangible service”, “physical and mental relaxation”, “recreation and exercise”, and “ecological concern”. The socioeconomic background and tourist features of visitors were found to significantly influence factors of tourist motivation.

3. Factor analysis demonstrated that experiential satisfaction could be divided into factors of “pursuit of tourist entertainment” and “conservation area services”. The socioeconomic background and tourist features of visitors were found to significantly influence factors of experiential satisfaction.

4. Correlation analysis showed that the four factors of tourist motivation and the two factors of experiential satisfaction were significantly correlated.
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<td>9.1</td>
</tr>
<tr>
<td><strong>Occupation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government employees</td>
<td>33</td>
<td>11.1</td>
</tr>
<tr>
<td>Agriculture</td>
<td>5</td>
<td>1.7</td>
</tr>
<tr>
<td>Blue-collar work</td>
<td>18</td>
<td>6.1</td>
</tr>
<tr>
<td>Businessman</td>
<td>32</td>
<td>10.8</td>
</tr>
<tr>
<td>Servicing business</td>
<td>44</td>
<td>14.8</td>
</tr>
<tr>
<td>Student</td>
<td>45</td>
<td>15.2</td>
</tr>
<tr>
<td>Housekeeper</td>
<td>68</td>
<td>22.9</td>
</tr>
<tr>
<td>Other</td>
<td>51</td>
<td>17.2</td>
</tr>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than NTD10,000</td>
<td>105</td>
<td>35.4</td>
</tr>
<tr>
<td>NTD10,001-20,000</td>
<td>25</td>
<td>8.4</td>
</tr>
<tr>
<td>NTD20,001-30,000</td>
<td>44</td>
<td>14.8</td>
</tr>
<tr>
<td>NTD30,001-40,000</td>
<td>42</td>
<td>14.1</td>
</tr>
<tr>
<td>NTD40,001-50,000</td>
<td>35</td>
<td>11.8</td>
</tr>
<tr>
<td>NTD50,001 or more</td>
<td>46</td>
<td>15.5</td>
</tr>
<tr>
<td><strong>Number of Previous Visit</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1-2 times</td>
<td>102</td>
<td>34.3</td>
</tr>
<tr>
<td>3-5 times</td>
<td>70</td>
<td>23.6</td>
</tr>
<tr>
<td>More than 5 times</td>
<td>125</td>
<td>42.1</td>
</tr>
<tr>
<td><strong>Stay</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 1 hour</td>
<td>59</td>
<td>19.9</td>
</tr>
<tr>
<td>1-2 hours</td>
<td>100</td>
<td>33.7</td>
</tr>
<tr>
<td>2-3 hours</td>
<td>68</td>
<td>22.9</td>
</tr>
<tr>
<td>More than 3 hours</td>
<td>70</td>
<td>23.6</td>
</tr>
<tr>
<td></td>
<td>Intangible Service</td>
<td>Physical and Mental Relaxation</td>
</tr>
<tr>
<td>----------------------</td>
<td>--------------------</td>
<td>--------------------------------</td>
</tr>
<tr>
<td><strong>Marrital status</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>t</td>
<td>0.652</td>
<td>0.507</td>
</tr>
<tr>
<td>P</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>0.737</td>
<td>2.811</td>
</tr>
<tr>
<td>P</td>
<td>0.596</td>
<td>0.017*</td>
</tr>
<tr>
<td>Scheffe</td>
<td></td>
<td>2-year college</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&gt; Primary school or below</td>
</tr>
<tr>
<td></td>
<td></td>
<td>university</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&gt; Primary school or below</td>
</tr>
<tr>
<td><strong>Occupation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>0.790</td>
<td>4.078</td>
</tr>
<tr>
<td>P</td>
<td>0.596</td>
<td>0.007*</td>
</tr>
<tr>
<td>Scheffe</td>
<td></td>
<td>Servicing business</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&gt; Other</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Businessman</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&gt; Other</td>
</tr>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>1.152</td>
<td>3.261</td>
</tr>
<tr>
<td>P</td>
<td>0.333</td>
<td>0.007*</td>
</tr>
<tr>
<td>Scheffe</td>
<td></td>
<td>NTD55000&gt;35000</td>
</tr>
<tr>
<td><strong>Number of previous visit</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>0.283</td>
<td>0.399</td>
</tr>
<tr>
<td>P</td>
<td>0.754</td>
<td>0.671</td>
</tr>
<tr>
<td>Scheffe</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Stay</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>2.017</td>
<td>5.381</td>
</tr>
<tr>
<td>P</td>
<td>0.112</td>
<td>0.119</td>
</tr>
<tr>
<td>Scheffe</td>
<td></td>
<td>N.S</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 3 Analyze the difference in demographics and experiential satisfaction

<table>
<thead>
<tr>
<th>Marital Status</th>
<th>pursuit of tourist entertainment</th>
<th>conservation area service</th>
</tr>
</thead>
<tbody>
<tr>
<td>t</td>
<td>0.170</td>
<td>0.045</td>
</tr>
<tr>
<td>P</td>
<td>0.021*</td>
<td>0.715</td>
</tr>
<tr>
<td>F</td>
<td>2.712</td>
<td>0.581</td>
</tr>
<tr>
<td>P</td>
<td>0.006*</td>
<td>0.119</td>
</tr>
<tr>
<td>Scheffe</td>
<td>junior high school &gt; university</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Education</th>
<th>pursuit of tourist entertainment</th>
<th>conservation area service</th>
</tr>
</thead>
<tbody>
<tr>
<td>F</td>
<td>4.247</td>
<td>1.966</td>
</tr>
<tr>
<td>P</td>
<td>0.006*</td>
<td>0.119</td>
</tr>
<tr>
<td>Scheffe</td>
<td>More than 3 hours &gt; Less than 1 hour</td>
<td></td>
</tr>
</tbody>
</table>

Table 4 Correlation analysis in tourist motivation and experiential satisfaction

<table>
<thead>
<tr>
<th>experiential satisfaction</th>
<th>tourist motivation</th>
<th>physical</th>
<th>recreation and exercise</th>
<th>ecological concern</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>pearson correlation coefficient</td>
<td>.517**</td>
<td>.372**</td>
<td>.359**</td>
</tr>
<tr>
<td></td>
<td>Significance</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>pursuit of tourist entertainment</td>
<td>pearson correlation coefficient</td>
<td>.424**</td>
<td>.505**</td>
<td>.287**</td>
</tr>
<tr>
<td></td>
<td>Significance</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
</tbody>
</table>

Recommendations

1. We recommend that the maintenance units of the conservation area increase promotion of ecological and environmental education, and enhance the functions of ecotourism.
2. Management units should consider how to enhance the quality of ecotourism and the eco-awareness of visitors.
3. Use existing resources to enhance the training of tour guides. Training of recruited tour guide volunteers or other staff can be used to diversify and enrich the ecological activities of the conservation area, thereby drawing greater tourist participation, fulfilling the meaning of positive ecological education, and enhancing the tourist motivation and experiential satisfaction of visitors.

4. We recommend that the Mangrove (Hongshulin) Conservation Area provide different ecological activities to visitors based on their different needs, such as reaction or ecological study, to make visits to the conservation area more ecologically meaningful for tourists.

5. Strengthen the connections of the Mangrove (Hongshulin) Conservation Area to its surrounding facilities, to increase the experiential satisfaction of visitors.

6. Due to time factors, research targets were limited to visitors to the Mangrove (Hongshulin) Conservation Area. The results of this study are provided to related organizations to serve as reference in development of related measures and management models.

References


Using the ANP method to compare the evaluation criteria of Taiwan and mainland China selected travel partners

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Abstract

In recent years, outbound travel from Asian countries has grown dramatically. Especially, mainland China’s outbound group package tour has attracted a growing amount of attention. Regarding to Taiwan’s tourism market, facing the tourism policy and opening up, a large number of tourists go forward to mainland China. For the Asian travel agencies, most of them rely on foreign travel partner for support, such as knowledge of the international market and to provide related group package tour (GPT) services. In previous studies, the concept of partner selection is mainly discussed in the organization buying behavior. However, they did not examine the specific issues addressed in the present research. Such as, perspectives on the cultural differences between Taiwan and mainland China selected travel partner. Therefore, the present research combined qualitative and quantitative methods to explore the selection criteria of travel partner, and using the analytic network process (ANP) approach to calculate overall weights. Selection criteria were collected from 44 senior travel managers using in-depth interviews method and 24 general managers at different travel agencies between Taiwan and mainland China using ANP to calculate overall weights and priorities for each criterion. The results of this study will contribute to Taiwan and mainland China outbound travel agencies to enhance the overall service quality in GPT and provide travel agency managers some references to select a suitable travel partner.

Keywords: Group package tour (GPT); Travel partner, Analytic network process (ANP)
1. Introduction

Tourism is considered to be one of the world’s most important economic activities and fastest growing elements of the global trade in the world (Seddighi, Nuttall, and Theoccharous, 2001). According to World Tourism Organization, WTO (2009) demonstrates that international tourist arrivals reached 922 million in 2008, up 18 million over 2007, representing a growth of 2%.

Recently, outbound travel from Asian countries has grown dramatically (March, 1997; Hall, 2000; Chang, Wang, Guo, Su, and Yen, 2007). The international tourism industry is faced with an increasing number of inbound travelers from Asia, in particular destinations such as Australia and Guam (Iverson, 1997; Reisinger and Turner, 2002). An article in The Economist indicated that, “Destination countries like Germany could expect one million Chinese organized tour tourists by the end of the decade” (Anonymous, 2003).

In many Asian countries, such as Japan, Taiwan, and China, etc., the group package tour (hereafter abbreviated GPT) is one of the main modes of outbound travel (Wang, Hsieh, and Huan, 2000; Wang, Hsieh, Yeh, and Tsai, 2004; Wang, Jao, Chan, and Chung, 2010). Chinese tourists, by and large, choose all-inclusive tour packages more frequently than Western tourists (Wong and Lau, 2001). The conversion of overseas travel and tourism policy influences the outbound travel market in Japan, Taiwan, and China. Japan has been dramatic growth in outbound travel during 1980 to 2008. The number of outbound tourists has also increased from 3.91 million in 1980 to 15.98 millions in 2008. The statistical data from the Taiwan Tourism Bureau (2008), outbound tourists in Taiwan numbered 84.65 million in 2008, almost short haul tour in Asia area (87%). According to China National Tourism Administration, CNTA (2008) states outbound travelers in China has reached 45.84 millions in 2008, and the number of tourists for outbound GPT has also reached 10.9 millions in 2008, representing 10.5 percent higher than previous year. Within Asia, China has already become the largest source market of outbound tourism (Wright, 2007).

Most Asian travel agencies originating in developing countries must rely on travel partners (destination tour operators) for support, such as international market knowledge.
and providing related outbound GPT services (Gartner and Bachri, 1994; Wang, Hsieh, and Huan, 2000; Wang, Hsieh, and Chen, 2002; Lin, Lee, and Chen, 2006). Travel partners are between suppliers and travel agencies, or suppliers and consumers in the tourism distribution system (Medina-Muñoz, Medina-Muñoz, and García-Falcón, 2003; McKercher, Packer, Yau, and Lam, 2003).

Services and coordination provided by travel partners for outbound GPTs reduce operation costs, risk, and required working capital (Sheldon, 1986). However, services delivery in the tourism industry and characteristic of GPT are more complex than other service industries (Wang, Hsieh, Chou, and Lin, 2007). Therefore, how to find a good travel partner becomes a critical issue to Taiwan and mainland China’s travel industry.

Travel partner evaluation belongs to a multi-criteria decision-making (MCDM) issue. In general, the MCDM is a decision-making problem, it is better to apply MCDM methods for reaching an effective problem-solving. Many traditional MCDM methods are based on the additive concept along with the independence assumption, but each individual criterion is not always completely independent (Leung, Hui, and Zheng, 2003; Wu and Lee, 2007). For solving the interaction among criteria, the analytic network process (ANP) was proposed as analytical tools (Meade and Sarkis, 1999; Saaty, 1996; Cheng and Li, 2005; Wu and Lee, 2007).

ANP is an extension of the analytic hierarchy process (AHP), and Saaty (1999) proposes evaluation of overall cumulative importance of all indicators within an evaluation model by integrating linkages and feedback into the decision system. In addition, the ANP is the mathematical theory that can deal with all kinds of dependence systematically (Saaty, 2003). Published ANP applications deal mainly with strategies and logistics in supply-chain management (Sarkis, 2003), project selection (Cheng and Li, 2005), location selection (Eddie, Cheng, and Ling, 2005), knowledge management strategies (Wu and Lee, 2007) and so on.

Since the ANP has these advantages, the present research applied ANP to evaluate the travel partner. This study hopefully provides objective assessment standards for assisting Taiwan’s and mainland China’s travel agencies in effectively ensuring service performance, a clear reference basis for selecting travel partners, and improve overall
service quality of the tourism distribution system. The specific purposes of this study are twofold: (1) using the ANP model to establish a travel partners’ evaluation model in GPT; (2) to compare the evaluation perspectives between Taiwan’s and mainland China’s travel industry.

2. Methodology

This study divides the overall evaluation model process into two separate parts and employs both qualitative and quantitative methods. **Part One:** Generating the evaluation criteria and determining their interdependent relationship of criteria using literature search and the focus group method. **Part Two:** Engaging the ANP approach to judge appropriate weighting for each criterion and establish an evaluation model.

**Part One: Criteria Generation**

The study used the in-depth interview (Wang, Hsieh, and Huan, 2000; Wang, Hsieh, Chou, and Lin, 2007) to explore and integrate host travel agency criteria in travel partner assessment. A total of 16 participated in the studies (8 Taiwan’s participants and 8 mainland China’s participants, respectively). Among these participants, ten were male and six were female between thirty to fifty-two years old. The average working experience of travel industry participants was 12y.

Table 1 presents the proposed criteria and related sub-criteria in order to reflect the interdependence property among evaluation sub-criteria, and further identify the exact network structure relationship. The present research invited six experts (three tourism scholars and three senior travel managers) to confirm the network relationship of twenty criteria.

**Part Two: Determining the weights of evaluation criteria**

The four major steps for the ANP process are described below (Meade and Sarkis, 1999; Saaty, 1996; Cheng and Li, 2005; Wu and Lee, 2007):
Step 1: Developing the evaluation model structure

ANP is a network structure where the hierarchical is relaxed so that correlations can be stipulated in any part of the decision model to form sub-matrices for the super-matrix. Hence, the research problem should be stated clearly and decomposed into a rational system like a network. The structure is obtained by decision maker opinion through brainstorming or other appropriate methods.

Step 2: Conducting pairwise comparisons on the clusters

The normal pairwise comparison procedure invites experts to compare a series of pairwise comparisons where two elements or two components are simultaneously compared in terms of how they contribute to their particular upper level criterion (Meade and Sarkis, 1999). Saaty (1980) developed a 9-point priority measurement scale, with a score of one representing equal importance of the two-compared elements and nine being overwhelming dominance of one element (row element) over another element (column element). When overwhelming dominance of a column element exists over a row element, a score of 1/9 is given. Pairwise comparison in ANP is also made in the matrix framework, and a local priority vector derives as an estimate of relative importance associated
with elements compared by solving the following formulae:

\[ \mathbf{A} \mathbf{w} = \lambda_{\text{max}} \mathbf{w} \quad (1) \]

Where \( \mathbf{A} \) is the matrix of pairwise comparison, \( \mathbf{w} \) is the eigenvector, and \( \lambda_{\text{max}} \) is the largest eigenvalue of \( \mathbf{A} \).

**Step 3: Supermatrix formation**

The supermatrix concept is similar to the Markov chain process (Saaty, 1996). To obtain global priorities in a system with interdependent influences, local priority vectors are entered in the appropriate columns of a matrix, known as a supermatrix. As a result, a supermatrix is actually a partitioned matrix, where each matrix segment represents a relationship between two nodes (components or clusters) in a system (Meade and Sarkis, 1999). Let the components of a decision system be \( C_k, k = 1, \ldots, n \), and each component \( k \) has \( m_k \) elements, denoted by \( e_{k1}, e_{k2}, \ldots, e_{km_k} \). The local priority vectors obtained in Step 2 are grouped and located in appropriate positions in a supermatrix based on the flow of influence from a component to another component, or from a component to itself as in the loop. A standard form of a supermatrix is as in formulae (2) (Saaty, 1996).

\[
\begin{bmatrix}
C_1 & C_2 & \cdots & C_j \\
\varepsilon_1, e_{11}, \ldots, e_{1j} & \varepsilon_2, e_{22}, \ldots, e_{2j} & \cdots & \varepsilon_i, e_{i2}, \ldots, e_{ij} \\
\varepsilon_1 & \varepsilon_2 & \cdots & \varepsilon_i \\
\vdots & \vdots & \ddots & \vdots \\
\varepsilon_j & \varepsilon_2 & \cdots & \varepsilon_i \\
\vdots & \vdots & \ddots & \vdots \\
\varepsilon_i & \varepsilon_2 & \cdots & \varepsilon_j \\
\end{bmatrix}
\quad (2)
\]

As an example, the supermatrix representation of a hierarchy with three levels is as follows (Saaty, 1996):
\[
W_n = \begin{bmatrix}
I & 0 & 0 \\
w_{21} & 0 & 0 \\
0 & w_{32} & I
\end{bmatrix},
\]

Where \( w_{21} \) is a vector that represents goal impact on the criteria, \( w_{32} \) is a matrix that represents criteria impact on each of the alternatives, \( I \) is the identity matrix, and entries of zeros corresponding to those elements that have no influence.

For the above example, if the criteria are interrelated among themselves, a network replaces the hierarchy. The \( w_{22} \) indicates interdependency, and the supermatrix would be (Saaty, 1996):

\[
W_n' = \begin{bmatrix}
0 & 0 & 0 \\
w_{21} & w_{22} & 0 \\
0 & w_{32} & I
\end{bmatrix}.
\]

Any zero in the supermatrix can be notably replaced by a matrix if there is an interrelationship of the elements in a component or between two components. Since there is usually interdependence among network clusters, supermatrix columns usually sum to more than one. The supermatrix must be transformed first to make it stochastic, that is, each matrix column sums to unity. This study used the ANP to decide the weight of the criteria and sub-criteria, therefore slightly modifying the supermatrix \( W_n \) formula to:

\[
W_n' = \begin{bmatrix}
0 & 0 & 0 \\
w_{21} & w_{22} & 0 \\
0 & w_{32} & w_{33}
\end{bmatrix}.
\]

Where the criteria and sub-criteria are interrelated among themselves, \( w_{22} \) and \( w_{33} \) indicate interdependency, and a network replaces the hierarchy.

Saaty (1996) recommends determining the relative importance of the clusters in the supermatrix with the column cluster (block) as the controlling component (Meade and Sarkis, 1999). That is, the row components with nonzero entries for their blocks in that column block are compared according to their impact on the component of that column block (Saaty, 1996). With pairwise comparison matrix of the row components with re-
spect to the column component, an eigenvector is obtained. This process gives rise to an
eigenvector for each column block. For each column block, the first entry of the respec-
tive eigenvector is multiplied by all the elements in the first block of that column, the
second by all the elements in the second block of that column and so on. In this way, the
block in each column of the supermatrix is weighted, and the result is known as the
weighted supermatrix, which is stochastic.

Raising matrix power gives long-term relative influences of the elements on each
other. To achieve importance weight convergence, the weighted supermatrix is raised to
the power of $2k + 1$, where $k$ is an arbitrarily large number. This new matrix is called the
limit supermatrix (Saaty, 1996). The limit supermatrix has the same form as the weighted
supermatrix, but all the columns of the limit supermatrix are the same. The final priori-
ties of all matrix elements can be obtained by normalizing each supermatrix block.

**Step 4: Selecting the best alternative**

If the supermatrix formed in Step 3 covers the whole network, the priority weights of
alternatives can be found in the column of alternatives in the normalized supermatrix. On
the other hand, if a supermatrix only comprises of components that are interrelated, ad-
ditional calculation must be made to obtain the overall priorities of the alternatives. The
alternative with the largest overall priority should be the one selected.

**3. Results**

A graph illustrates the interdependent relationship of criteria and evaluation model in
detail (Fig. 1.). Moreover, during the ANP method, the comparing results are as follow.
For Taiwan’s travel industry, analytical results indicate the top five criteria are timely
information (0.0537), particularity (0.0510), vehicle quality (0.0508), complete informa-
tion (0.0444), complete information (0.0443), and driving skills (0.0424). Furthermore,
for mainland China’s travel industry, the top five criteria are service attitude of coach
(0.0916), driving skills of coach (0.0753), providing information voluntarily (0.0750),
4. Discussion and Conclusion

Wang, Hsieh, and Chen (2002) and Wang, Hsieh, Yeh, and Tsai (2004) have concluded that despite the differences in their economies and decades of political separation, the racial, cultural, and linguistic similarities between Taiwan and China are still strong enough that it is plausible to assume that their outbound GPT tourists would behave in similar ways. Therefore, a comparison between Taiwan’s and China’s outbound GPT is necessary.

Chang, Wang, Guo, Su, and Yen (2007) stated that China will follow Taiwan’s footsteps in developing an outbound GPT operating model. The results of this research are profitably lucrative to GPT travel agencies between Taiwan and mainland China, particularly the enterprises eying on exploring the consolidation, which substantially safeguards the businesses operation. Correspondingly, the travel partners are bestowed a comprehensive evaluation criteria on how businesses customers are driven to the satisfactory service aligned with accession on service quality is invincibly recommended.

Despite the formula guidelines, leveraging the execution of travel managers; the unprecedented finding, further figuratively discloses the silhouette of organizational purchasing behavior with the tourism distribution system in the rigorously-vying Asian travel market.
ACKNOWLEDGMENT

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parents or child in group package tour? *Tourism Management*, vol. 25, no. 2, pp. 183-194. [27]


AN EXAMINATION OF THE RELATIONSHIPS AMONG RESORT HOTEL CUSTOMERS’ MOTIVATIONS, PERCEIVED SERVICE QUALITY AND VALUE: LENGTH OF STAY AS A MODERATOR

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ABSTRACT

Resort hotel is one of the fastest developing types of hospitality business in the world especially Taiwan where five million international inbound tourists come to visit annually. All kinds of hotels, including resort hotel heavily rely on various facilities, find themselves in an increasingly competitive environment, competing for customers, resources and employees.

The purpose of this study is to theoretically develop and empirically test an integrated, dynamic resort hotel customer behavior model. Data were collected at an international resort hotel in Taiwan based on theories concerning a range of interrelationships among three latent variables of customers’ decisions and behavior patterns, which appeared in three temporal phases, including: 1) pre-visit determinants of destination choice (internal and external motivations); 2) on-site experience (perception of service quality); and 3) post-visit evaluation (perception of value). The findings supported that motivation and perception of service quality played positive roles in determining resort hotel customers’ perceived value. In addition, this study proved that customers’ length of stay moderated the relationship between perception of service quality and perception of value in the resort hotel.

Managers and marketers in resort hotels should understand both internal and external motivations of customers and resort hotels’ attributes to identify service quality areas which require improvement through the use of a multidimensional service quality measurement scale such as RESORTQUAL (tangibility, responsiveness, empathy, communication, and consumables) in this study, and then track improvements in specific areas of service. Thus, Resort hotel managers can: tailor and advertise existing resort hotel products and services to customers; accommodate customers’ expectations through sufficient provisions of service; and then increase customers’ revisit intentions and assure the resort hotel’s continued operation and success.

Keywords
Internal and external motivation, service quality, perception of value, stay length
INTRODUCTION

Resort hotel is one of the fastest developing types of hospitality business in the world especially Taiwan where five million international inbound tourists come to visit annually. Since Taiwan government implemented the policy of two-day weekends in 2001, domestic travels have gradually increased. In addition to inbound travelers, the rapid growth in outbound travelers from Mainland China causes greater demand for the accommodation of lodging industry recently. In terms of the types of lodging accommodation, the domestic lodging industry in Taiwan includes international tourist hotels, general tourist hotels, and B&B (Bed and Breakfast) according to the Tourism Bureau. Specifically, two types of hospitality accommodation are divided for the purpose of leisure and business, including 1) leisure type: resort hotel, hot spring hotels, farm hotels, Villa, etc., and 2) business type: business hotels, motels, etc., (Page & Connell, 2007). However, all kinds of hotels, including resort hotel heavily rely on various facilities, find themselves in an increasingly competitive environment, competing for customers, resources and employees.

Resort hotels have a spacious place surrounded with various natural resources or landscapes as well as being equipped with diverse facilities and services (e.g., leisure activities, shopping store) different from other types of hotels such as business hotels focusing one simple accommodation, express service, and business-based functions. Moreover, the resort hotels could meet diverse needs of a wider range of customers by providing multiple functions of services, including recreation and leisure activities, banquets, wedding, conferences and meetings, shopping, healthy facilities (SPA and massages), outdoor experiential activities, etc. These provided functions and facilities indicate that tourists in the resort hotels could obtain more services and experiences and have a longer stay for relaxation and funs than other hotels. On the other hand, it is an important issue for reaching the business success of a resort hotel with consideration of its considerable human resources, facilities and services as well as customers. Thus, to the primary research question—did the resort hotels in the tourism destinations in Taiwan deliver the appropriate quality of service to match its tourists’ needs? The resort hotel industry is suggested to monitor service quality, to improve the low occupancy rate, or to increase customer value in this competitive market for its sustainable operations.

To answer the main question, the purpose of this study is to theoretically develop and empirically test an integrated, dynamic resort hotel customer behavior model. Data were collected at an international resort hotel in Taiwan based on prior studies, theories and models concerning a range of interrelationships among three latent variables of customers’
decisions and behavior patterns, which appeared in three temporal phases, including: 1) pre-visit determinants of destination choice (internal and external motivations); 2) on-site experience (perception of service quality); and 3) post-visit evaluation (perception of value).

LITERATURE REVIEWS
Understanding travel behavior is imperative in today’s highly competitive business environment (Pizam & Mansfeld, 1999), especially in the hospitality industry. Tourist behavior is subjective, dynamic and multi-faceted; it involves and is influenced by many factors over time. This study adapted Clawson & Knestch’s (1966) model of recreational behavior to provide three temporal stages for museum visitor behavior, including the pre-visit, on-site and post-visit stages. Three constructs and relevant models have been integrated to propose a conceptual framework for this study. The relevant literature is organized in four sections: motivations, service quality, perception of value, and moderating effects of the travel behavior variable. A review of previous studies presents with a conceptual synthesis and discussion of hypothesized relationships among three constructs that provide the basis for the study’s research hypotheses.

Motivations
Tourist motivation has long been regarded as the initial point and driving force of tourist behavior (Mansfeld, 1992; Kim, 2006). Numerous studies emphasize the importance of tourists’ motivations (e.g., internal and external motivations) in choosing vacation destination choices (Alghamdi, 2007; Bogari, Crowther, & Marr, 2003; Dann, 1977; Jang & Cai, 2002; Kim & Lee, 2002; Kim, Lee, & Klenosky, 2003; Sung, 2004). This study adopted four types of motivations proposed by Robert and Shashikant (1997): 1) interpersonal motivations including making new friends, visiting friends and relatives, getting rid of things of their daily work and family; 2) physical motivations including rest, exercise, play and therapy; 3) status and prestige motivations including attending conference and meeting or activities for personal interests; 4) culture motivations including understanding and appreciation of other cultures, arts, traditions, language, and religion.

Service Quality
Prior studies have been published regarding how tourists evaluate the quality of the services they receive while on trips (Baker & Crompton, 2000; Atilgan, Akinci, & Aksoy, 2003; Frochot, 2004; Hudson, Hudson, & Miller, 2004; Shonk, 2006). Frochot (2001, 2004)
developed HISTOQUAL, based on SERVQUAL, to identify service quality dimensions in attritions among cultural, heritage and historical sites. The use of SERVPERF in tourism studies has revealed that the performance-only approach can significantly help to determine relationships between service quality dimensions and overall satisfaction, indicating that SERVPERF can yield more stable results than the gap score approach (SERVQUAL) in measuring service quality (Lee & Beeler 2007). Service quality is considered to be a second-order five-construct structure (Bagozzi & Dholakia, 2006; Bauer, Falk, & Hammerschmidt, 2006; Dholakia, & Bagozzi, 2004; Kaul, 2007; Parasuraman, Zeithaml, & Malhotra, 2005; Park, & Back, 2007). The adoption of SERVQUAL measurement should consider the different traits and components within industries. In the hospitality industry, service quality is a decisive factor to determine customers’ perceived values of products and services as well as their loyalty (Wilkins, Merrilees, & Herington, 2007; Lee, Baker, & Kandampully, 2003; Kandampully and Suhartanto, 2003; Ramsaran-Fowdar, 2007). Three different instruments have been adapted to the lodging industry, including: 1) LOGQUAL (Lodging SERVQUAL; Getty & Thompson, 1994) or LQI (Lodging Quality Index; Getty & Robert, 2003); 2) DINESERV (Dinning SERVQUAL; Stevens, Knutson, & Patton, 1995); 3) HOTELQUAL (Hotel SERVQUAL; Falces et al., 1999); and 4) HOLSERVE (Mei, Dean, & White, 1999).

This study adapted five dimensions (tangibility, responsiveness, empathy, communications, consumables), mainly from a combination of PZB (Parasuraman, Zeithaml, & Berry, 1985), SERVPERF, and HOLSERVE (Mei, Dean, & White, 1999) measurement scales to evaluate the visitor services element of the resort hotel experience. One hypothesis was proposed to test the causal relationship between motivations and tourists’ perceptions of service quality, in a positive direction.

As for the relationship between motivation and service quality, several tourism studies have agreed that motivation has a positive, direct effect on satisfaction (Fielding, Pearce, & Hughes, 1992; Ross, Elizabeth, & Iso-Ahola, 1991; Yoon & Uysal, 2005). Prior studies have also reported that tourist motivations can directly affect tourists’ expectations, perceptions of service quality and/or the difference between expectations and perceptions, in either a positive or negative direction, which then determines the levels of satisfaction or revisit intentions (Shen & Tseng, 2006; Wu, Huan, & Chiu, 2004; Yoon & Uysal, 2005). The following one hypothesis was developed to examine the relationship:

\textit{H1: Tourists’ motivations positively affect their perceptions of service quality in the resort hotel at the pre-visit stage.}
Perception of Value

Perception of value has received increased attention in the field of tourism. Prior studies had focused on the meaning of value, such as “what consumers get for what they give” (Caruana, Money, & Berthon, 2000; Tam, 2000) or “the trade-off between the loss and benefit in hospitality industry” (Nasution & Mavondo, 2008). This study adopted Petrick’s (2002) five dimensions of the perceived value, including the behavioral price, monetary price, emotional response, quality, and reputation. Regarding to the causality between service quality and perceived value, prior studies have indicated that perceptions of service quality positively affects perceptions of value (Chen, 2008; Chen & Tsai, 2007; Chen & Tsai, 2008; Chen & Chen, 2010; Choi & Chou, 2001; Lai, Hutchinson, Li, Bai, 2007; Cronin, Brady, & Hult, 2000; Petrick, 2004; Petrick & Beckman, 2002; Tam, 2004). One hypothesis was proposed below:

\[ H2: \text{Tourists' perceptions of service quality at the post-visit stage positively affect their perceptions of value of their resort hotel's service experiences at the post-visit stage.}\]

Moderating Effect of Length of Stay

Length of stay is important to tourism destinations because visitors’ length of stay is positively correlated with aggregate earnings (Barros, Butler, & Correia, 2010). Researchers have suggested that an increase in time spent on leisure and travel enhances tourists’ satisfaction (e.g., Buchanan, 1983; Driver, 1976; Neal, Sirgy, & Uysal, 1999; Neal, 2003; Neal, Uysal, & Sirgy, 2007; Shen & Ho, 2007). Neal’s (2003) study illustrated that satisfaction levels were significantly higher for long-term visitors than for short-term visitors across three relationships among variables: 1) length of stay and perceptions of tourism service quality; 2) length of stay and perception of satisfaction; and 3) length of stay and perception of value of travel and tourism services. They concluded that the length of time spent on leisure travel affected satisfaction with leisure life because tourists have more opportunities to interact with destination service providers, to engage in exhilarating activities during the trip, to meet people, and to spend time with travel companions. On the other hand, when visitors have spent little time enjoying the amenities of the trip, destination service providers do not have a personal relationship with the guests such that individual needs and tastes are identified and satisfied. In another example, Shen and Ho’s (2007) study revealed that length of stay is significantly related to tourist’s travel experiences (e.g., activities, interaction) and expenditures. Other studies in tourism have supported the theory that socio-demographic and travel behavior variables have a moderating effect on the relationship...
between “perception of service quality” and “overall satisfaction;” between “overall satisfaction” and “loyalty;” and between “perception of value” and “loyalty” (Chen & Tsai, 2008; Harrison & Shaw, 2004; Matzler, Hattenberger, Pechlaner, & Abfalter, 2005; Matzler, Fuller, Renzl, Herting, & Spath, 2008; Kozak, 2001; Wang & Wu, 2009; Wu, DeSarbo, Chen, & Fu, 2006). One hypothesis was proposed to examine the moderating effect:

**H3:** The length of tourists’ stay in the resort hotel moderates the effect of tourists’ perceptions of service quality on the perceptions of value for their resort hotel’s experiences at the post-trip stage in which the relationship is likely to be positively stronger for tourists’ lengthy stays in the hotel resort than for shorter stays.

In sum, the hypothesized relationships among three constructs and one moderating effect, using a structural equation modeling approach, are graphically presented in Figure 1.
METHODOLOGY

Study site

This study was conducted in the largest resort hotel in the eastern Taiwan, the Promised Land Resort & Lagoon (PLRL). The PLRL has several features that qualify it as a representative resort hotel in Taiwan: 1) it is located in one of the most popular tourism destinations, Hualien County in Taiwan; 2) it is awarded the top 100 resort hotels in the world; 3) high annual visitor and membership numbers (more than 10,000 members); and 4) varied resources, facilities and services including exotic landscapes, rivers, wetland, shops and numerous recreation equipments.

Survey Instrument

A review of the extant literature regarding hospitality customer experiences provided the foundation for the development of item statements in the questionnaire, which contained multiple-choice and rating-scale questions. A total of the three constructs, 52 observed variables, measurement item statements, and scales were measured in this study. Sixteen observed variables were eliminated for several reasons: a lack of reliability and validity (three items); low factor loadings (15 items); a high modification index (three items); and high standardized residual covariance (two items). A final self-administered survey, with 34 close-ended questions (Appendix), was conducted to obtain information about participants’ attitudes and to evaluate their visits to the targeted resort hotel.

Data Collection

A mixed method of both on-site and online surveys was conducted in the study. The study population consisted of the tourists who visited the PLRL. This study employed both on-site survey and web-based online survey through a popular commercial portal site named YouthWant (http://www.YouthWant.com) in Taiwan. The on-site survey was launched during the December of 2010; online survey was launched on the YouthWant website from December 2010 to May, 2011. Two target samples were the YouthWant members who were over 18 years-old and tourists who visited PLRL within the past two years. This portal site has more than 1.8 million enrolled members (Huang, 2007) since it was built in 2000. All members who paid the membership fee can have access to numerous services and resources with regard to entertainment, commerce and the academy. Due to its strict requirements for proof of personal identification information, this survey website ensures no repeated response from same individual whereas privacy protection was assured when members engaged in
activities or transactions on this website. In the portal service, there is a survey area (http://survey.youthwant.com.tw) where the survey is posted under the YouthWant website (http://www.youthwant.com.tw). YouthWant advertises surveys and encourages members to fill out the questionnaires for reward points. A total of 221 useful questionnaires were collected and saved in an Excel file on the website. Data was downloaded and transferred to SPSS file for analysis. The usable response rate of this survey is 16.7%.

Data analytical methods

Several statistical techniques were employed to describe the sample and to examine proposed hypotheses. Descriptive analyses were performed on resort hotel customers’ socio-demographic characteristics and on various travel characteristics. A chi-square test was used to determine any significant differences in the socio-demographic characteristics and travel behavior across the samples. An independent sample t-test was employed to examine any significant difference in the mean scores in the constructs. The proposed model was tested through structural equation modeling (SEM), using Amos V17.

RESULTS AND DISCUSSION

Respondent Profile
The socio-demographic characteristics of the respondents, representing tourists to the PLRL in this study, included ticket type, gender, age, current residence, marital status, educational level, monthly income, and occupation. Of the 221 respondents, more were female (55.7%) than male (44.3%); the ages ranged from 21 to above 61 years, with a higher percentage in the ages between 31-40 and 41-50 (31.7% and 28.1%, respectively); the majority of them resided in Taipei City/County (49.3%); more were single (64.3%) than married (34.4%); the majority (76.5%) had at least a college degree; and the average income was between NT$30,001-$40,000. In addition, 63.3% were first time tourists and 25.3% had visited the PLRL two times; most participants had two or more accompanying members who were family members (63.8%) and/or friends (29.4%); and 51.1% had 2-3 days more than tourists with 3-4 days trip (48.4%).

Structural Equation Modeling
The proposed model was tested through structural equation modeling (SEM), which incorporated two structures: a measurement model and a structural model. First, confirmatory factor analysis (CFA) was performed to estimate the overall fit of the measurement model among six latent constructs. Construct validity was evaluated by examining the item loadings
and their associated t-values, as well as the composite reliabilities and average variance extracted in this study, as presented in Table 1.

Table 1. Overall Measurement Model (N=221)

<table>
<thead>
<tr>
<th>Construct &amp; Indicators</th>
<th>Factor Loading (λ)</th>
<th>t-value</th>
<th>Composite Reliability</th>
<th>Average Variance Extracted</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First-order Constructs: Motivations</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Physical motivations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>M1 (Mean=5.33)</td>
<td>0.831</td>
<td>λ set to 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>M2 (Mean=5.56)</td>
<td>0.826</td>
<td>12.495</td>
<td></td>
<td></td>
</tr>
<tr>
<td>M3 (Mean=5.37)</td>
<td>0.705</td>
<td>10.688</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Culture motivations</td>
<td>0.706</td>
<td>0.545</td>
<td></td>
<td></td>
</tr>
<tr>
<td>M7 (Mean=5.26)</td>
<td>0.765</td>
<td>9.800</td>
<td></td>
<td></td>
</tr>
<tr>
<td>M8 (Mean=4.74)</td>
<td>0.711</td>
<td>λ set to 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interpersonal motivations</td>
<td>0.695</td>
<td>0.533</td>
<td></td>
<td></td>
</tr>
<tr>
<td>M10 (Mean=5.28)</td>
<td>0.748</td>
<td>λ set to 1</td>
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<td></td>
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<tr>
<td>M12 (Mean=5.29)</td>
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<td>9.059</td>
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<tr>
<td>Status &amp; prestige motivations</td>
<td>0.807</td>
<td>0.585</td>
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<tr>
<td>M14 (Mean=5.03)</td>
<td>0.721</td>
<td>10.959</td>
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<tr>
<td>M15 (Mean=4.57)</td>
<td>0.692</td>
<td>10.493</td>
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</tr>
<tr>
<td>M16 (Mean=4.54)</td>
<td>0.870</td>
<td>λ set to 1</td>
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<tr>
<td><strong>First-order Constructs: SERVQUAL</strong></td>
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<td></td>
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<td></td>
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<tr>
<td>Tangibility</td>
<td>0.903</td>
<td>0.652</td>
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<tr>
<td>Tan1 (Mean=5.20)</td>
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<td>λ set to 1</td>
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<tr>
<td>Tan2 (Mean=5.06)</td>
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<tr>
<td>Tan4 (Mean=5.18)</td>
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<tr>
<td>Tan5 (Mean=5.15)</td>
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<tr>
<td>Tan6 (Mean=5.09)</td>
<td>0.731</td>
<td>10.434</td>
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<tr>
<td>Responsiveness</td>
<td>0.851</td>
<td>0.657</td>
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<tr>
<td>Res1 (Mean=5.14)</td>
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<td>15.225</td>
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<td>Res2 (Mean=5.38)</td>
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<td>Res4 (Mean=5.09)</td>
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<tr>
<td>Reliability</td>
<td>0.929</td>
<td>0.766</td>
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<tr>
<td>Rel1 (Mean=5.08)</td>
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<tr>
<td>Rel2 (Mean=5.14)</td>
<td>0.889</td>
<td>18.347</td>
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<tr>
<td>Rel3 (Mean=5.14)</td>
<td>0.908</td>
<td>19.135</td>
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<tr>
<td>Rel4 (Mean=5.38)</td>
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<td>16.378</td>
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<td>Empathy</td>
<td>0.927</td>
<td>0.808</td>
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<td>19.743</td>
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<tr>
<td>Emp2 (Mean=4.88)</td>
<td>0.909</td>
<td>20.825</td>
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<td>Emp3 (Mean=5.01)</td>
<td>0.898</td>
<td>λ set to 1</td>
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<tr>
<td>Assurance</td>
<td>0.939</td>
<td>0.837</td>
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<td>Ass1 (Mean=5.14)</td>
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<td>λ set to 1</td>
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<td>Ass2 (Mean=5.24)</td>
<td>0.947</td>
<td>23.525</td>
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<tr>
<td>Ass3 (Mean=5.28)</td>
<td>0.899</td>
<td>20.655</td>
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<tr>
<td>Perception of Value</td>
<td>0.933</td>
<td>0.702</td>
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<tr>
<td>PV1 (Mean=5.19)</td>
<td>0.874</td>
<td>λ set to 1</td>
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<tr>
<td>PV2 (Mean=5.14)</td>
<td>0.913</td>
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<tr>
<td>PV6 (Mean=4.91)</td>
<td>0.704</td>
<td>12.539</td>
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Table 1 (cont’d)

<table>
<thead>
<tr>
<th>Construct &amp; Indicators</th>
<th>Factor Loading (λ)</th>
<th>t-value</th>
<th>Composite Reliability</th>
<th>Average Variance Extracted</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Second-order Constructs: Motivations</strong></td>
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</tr>
<tr>
<td>Physical motivations</td>
<td>0.714</td>
<td>7.031</td>
<td>0.829</td>
<td>0.551</td>
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<td>Culture motivations</td>
<td>0.769</td>
<td>8.516</td>
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<tr>
<td>Interpersonal motivations</td>
<td>0.850</td>
<td>6.718</td>
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<tr>
<td>Status &amp; prestige motivations</td>
<td>0.616 (λ set to 1)</td>
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<tr>
<td><strong>Second-order Constructs: Service Quality</strong></td>
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<td></td>
</tr>
<tr>
<td>Tangibility</td>
<td>0.914</td>
<td>11.063</td>
<td>0.969</td>
<td>0.863</td>
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<tr>
<td>Responsiveness</td>
<td>0.974</td>
<td>13.748</td>
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<tr>
<td>Reliability</td>
<td>0.920</td>
<td>14.451</td>
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<tr>
<td>Empathy</td>
<td>0.916 (λ set to 1)</td>
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<tr>
<td>Assurance</td>
<td>0.919</td>
<td>15.202</td>
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<td></td>
</tr>
</tbody>
</table>

The discriminant validity was then examined by comparing the square root of the average variance extracted for a given construct with the correlations between that construct and all other constructs, as shown in Table 2. Two second-order constructs for Motivations and Resort Hotel SERVQUAL (named as RESQUAL), and one first-order construct for the perception of value completely passed the test of convergence validity and partly passed discriminant validity, indicating that the final modified measurement model possessed construct validity and reliability.

Table 2. Summary of Discriminant Validities and Correlations

<table>
<thead>
<tr>
<th>Construct</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Motivations</td>
<td>0.74 *</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. RESQUAL</td>
<td>0.96 ***</td>
<td>0.93</td>
<td></td>
</tr>
<tr>
<td>3. PV</td>
<td>0.72 ***</td>
<td>0.84 ***</td>
<td>0.84</td>
</tr>
</tbody>
</table>

*The bold numbers on the diagonal are the square root of Average Variance Extracted (AVE); off diagonal numbers are the correlations among constructs.

*** p < 0.001.

Next, the proposed structural model, presented earlier in Figure 1, was analyzed using the refined constructs and variables that resulted from the measurement analysis processes. The overall goodness-of-fit statistics for the structural model showed a moderate fit of the data to the model, with $\chi^2 = 1172.50$ (df = 513, p < 0.001), $\chi^2$/df = 2.29, CFI = 0.91, NNFI = 0.90, RMSEA = 0.07, and SRMR = 0.06. A summary of the revised measurement model and the structural model are shown in Table 3. A summary of the test results for the three sets of hypotheses is presented in Table 4.
Table 3. Summary of Goodness-of-Fit Indices for the Final Measurement and Structural Models

<table>
<thead>
<tr>
<th>Model</th>
<th>$\chi^2$</th>
<th>df</th>
<th>$\chi^2$/df</th>
<th>CFI</th>
<th>NNFI</th>
<th>RMSEA</th>
<th>SRMR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall revised measurement model</td>
<td>1197.60</td>
<td>513</td>
<td>2.34</td>
<td>0.90</td>
<td>0.90</td>
<td>0.08</td>
<td>0.07</td>
</tr>
<tr>
<td>Structural model</td>
<td>1172.50</td>
<td>513</td>
<td>2.28</td>
<td>0.91</td>
<td>0.90</td>
<td>0.07</td>
<td>0.06</td>
</tr>
<tr>
<td>Recommended value</td>
<td>N/A</td>
<td>N/A</td>
<td>&lt; 3.00</td>
<td>$\geq$ 0.90</td>
<td>$\geq$ 0.900</td>
<td>&lt; 0.070</td>
<td>&lt; 0.080</td>
</tr>
</tbody>
</table>

Note. Recommended value: $\chi^2$/df < 3 (Kline, 2005); the comparative fit index (CFI) $\geq$ 0.90 (Byrne, 1998; Hoyle & Panter, 1995); the non-normed fit index (NNFI) $\geq$ 0.90 (Byrne, 1998; Hu & Bentler, 1999); the root mean square error of approximation (RMSEA) < 0.07 (Bollen, 1989; Byrne, 1998); and the standardized root mean residual (SRMR) < 0.080 (Hu & Bentler, 1999).

Table 4. Summary of the Tested Hypotheses 1-2

<table>
<thead>
<tr>
<th>Research hypothesis</th>
<th>Hypothesized path</th>
<th>Path coefficient</th>
<th>t-value</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>Motivations $\rightarrow$ RESQUAL</td>
<td>0.95</td>
<td>7.73***</td>
<td>Supported</td>
</tr>
<tr>
<td>H2</td>
<td>RESQUAL $\rightarrow$ Perception of Value</td>
<td>0.83</td>
<td>12.98***</td>
<td>Supported</td>
</tr>
</tbody>
</table>

*** p < 0.001.

Moderating Effect of Length of Stay

All of the respondents were split into two groups based on median length of stay, which was short stay tourists (those who stayed one or two days in the PLRL) and long stay tourists (those who stayed three or four days). This study compared the equivalence of the factor structures across two subgroups and demonstrated support for full- and partial-measurement invariance for the model (Byrne et al., 1989; Watson, Meade, Surface, & VandeWalle, 2007). Thus, a further examination of moderating effects across groups was conducted by using a chi-square difference between the constrained and unconstrained models. Table 5 shows that the $\chi^2$ values of the unconstrained and the constrained models were 2111.27 (df = 1026) and 2176.74 (df = 1027), respectively. The difference between the two $\chi^2$ values was 65.47 with 1 degrees of freedom, which was statistically significant at the level of $\alpha = 0.05$ (p < .05).
This study found that the effect of the perception of service quality on perception of value was stronger in the long stay group ($\beta = 0.90, t = 11.592, p < 0.001$) than short stay group ($\beta = 0.77, t = 7.643, p < 0.001$), as presented in Table 6. Finally, the results of the moderating effect in terms of the length of stay and the resulting path coefficients of the structural model are graphically shown in Figure 2.

### Table 6. Comparison Results of Path Coefficients and T-Value (Short and Long Stay)

<table>
<thead>
<tr>
<th>Hypothesized moderated path</th>
<th>Short stay</th>
<th>Long stay</th>
<th>Comparison (S\textsuperscript{a}, L\textsuperscript{b})</th>
</tr>
</thead>
<tbody>
<tr>
<td>RESQUAL $\rightarrow$ PV</td>
<td>Path coefficient 0.77 t-value 7.643***</td>
<td>Path coefficient 0.90 t-value 11.592***</td>
<td>S $&lt;$ L</td>
</tr>
</tbody>
</table>

- a: “S” indicates short stay group.
- b: “L” indicates long stay group.
- *** $p < 0.001$. 

![Diagram](image_url)
CONCLUSION AND DISCUSSION

The primary research question for this study investigated whether the Promised Land Resort & Lagoon (PLRL) in Hualien, Taiwan delivered the appropriate quality of service to match their customers’ needs and desires, which, in turn, affected their perceptions of value. The answers obtained for the research question were “yes,” in terms of a number of statistically significant findings. Practical implications drawn from the significant findings are provided. First, examining the tourists’ internal and external motivations simultaneously can facilitate an analysis of the market demand for visiting resort hotels; market segmentation of resort hotel customers; and design, planning and promotion of resort hotel landscapes, activities, facilities, and events. Resort Hotel managers should pay special attention to people who visited the resort hotel for: relaxation, having a change from routine, recovering from stress and tension, or an enjoyable gathering with family and friends, so as to tailor existing resort hotel products and services to their interests, and then advertise these attributes to pull their visits.

Second, this study found that the five sub-dimensional structures of RESQUAL (Resort HOTEL SERVQUAL) were appropriate for measuring service quality. Resort hotel managers are able to identify service quality areas that require improvement using the five-dimension RESQUAL measurement scale, and can then track improvements in specific areas of service. Resort hotel managers should pay particular attention to four important aspects that were identified, regarding the provision of resort hotel service quality: the resort hotel caters the needs of customers; the staff is available in a sufficient number when needed; the resort hotel provides attractive facilities and equipment; the staff responds to customers’ requests promptly.

Third, the relationship between perceptions of resort hotel service quality and perceptions of the value was stronger for “long-stay” visitors than for “short-stay” tourists. Consistent with the prior studies mentioned earlier, the findings showed length of stay had the significant moderating effect between perceptions of service quality and perceptions of value (Bolton, 1998; Chen & Tsai, 2008; Wang & Wu, 2009). This finding was deemed true because tourists who remain in a large-scale resort hotel such as PLRL for a longer period may spend additional time resting, rejuvenating, and engaging in facilities and activities they enjoy than those who only stay for a short visit, as supported by Neal et al. (2007). Thus,
long-stay visitors are prone to deriving more satisfaction from various aspects of service and to establishing resort hotel-brand loyalty through the values they perceive from their experiences with facilities, activities and services. Resort hotel managers and marketers should meet the needs of long-stay tourists by providing well-chosen and high quality products and services, and provide incentives for short-stay visitors to extend their stay (e.g., a travel package for visiting nearby scenic spots). Other suggestions include the development of creative and enjoyable activities and experiences (special events and interactive workshops) designed to cater to tourists’ needs and encourage a lengthy stay.

There are three limitations to this study that need to be addressed. First, the limitations of the scope and boundaries, including the resort hotel attribute (wetland resources), the survey methods (on-site and online survey), and survey time span (six months), the geographical location (Hualien County in eastern Taiwan) may produce different test results in terms of the magnitude and direction of the relationships among the three constructs studied, relative to a broader population or other types of resort hotels. Future studies should expand the time period or look at a different season(s) and include different kinds of participants. The second limitation is the selection and adaptation of the constructs and their observed variables. Most of the observed variables were adapted from prior studies in a non-resort hotel context, or from hotels with different attributes. Future researchers should pay attention to the selection or development of a well-established scale, and the examination of a wider respondent base across other resort hotels. The third limitation is the selection of the moderator variable and its affected path between two constructs. This study only utilized stay of length to assess the moderating effect on three specific hypothesized paths (i.e., PSQ \rightarrow PV). Future studies may select other potential moderator variables to investigate their moderating effects on other potential hypothesized paths. Finally, the above-mentioned suggestions can be regarded as a means of producing more valid and comprehensive results, if the future studies in a relevant field can consider the indentified limitations or weaknesses found during the period in which a study was developed and conducted.
References


Frochot, I. (2004). An investigation into the influence of the benefits sought by visitors on


## Appendix

**Table A: Variables Used for Measurement Scale**

<table>
<thead>
<tr>
<th>Constructs</th>
<th>Observed variables</th>
<th>Measurement item statement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Motivations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Measurement of Motivations for Visiting Resort Hotel&lt;sup&gt;a&lt;/sup&gt;</td>
<td>PV6</td>
<td>The overall price I paid for this visit was reasonable</td>
</tr>
<tr>
<td></td>
<td>M7</td>
<td>Considering the price I paid for the visit, overall the services were useful</td>
</tr>
<tr>
<td></td>
<td>M2</td>
<td>To relax</td>
</tr>
<tr>
<td></td>
<td>M3</td>
<td>To have a change from routine</td>
</tr>
<tr>
<td></td>
<td>M7</td>
<td>To enjoy delicious food</td>
</tr>
<tr>
<td></td>
<td>M8</td>
<td>To be with people who enjoy the same things I do</td>
</tr>
<tr>
<td></td>
<td>M10</td>
<td>To enjoy interaction with family</td>
</tr>
<tr>
<td></td>
<td>M12</td>
<td>To spend quality time with friends</td>
</tr>
<tr>
<td></td>
<td>M14</td>
<td>To have different experiences</td>
</tr>
<tr>
<td></td>
<td>M15</td>
<td>To attend special events or conferences</td>
</tr>
<tr>
<td></td>
<td>M16</td>
<td>To expand my knowledge</td>
</tr>
<tr>
<td><strong>Perceptions of Services Quality</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Measurement of Perception of Service Quality&lt;sup&gt;a&lt;/sup&gt;</td>
<td>Tan1</td>
<td>PLRL offers modern facilities and equipment</td>
</tr>
<tr>
<td></td>
<td>Tan2</td>
<td>Facilities and equipment are attractive</td>
</tr>
<tr>
<td></td>
<td>Tan4</td>
<td>Staff is well dressed</td>
</tr>
<tr>
<td></td>
<td>Tan5</td>
<td>Collections of arts and paintings at PLRL help erect a good image</td>
</tr>
<tr>
<td></td>
<td>Tan6</td>
<td>PLRL offers variety/quality of sport and recreational facilities</td>
</tr>
<tr>
<td></td>
<td>Res1</td>
<td>Staff responds to customers’ requests promptly</td>
</tr>
<tr>
<td></td>
<td>Res2</td>
<td>Staff serves customers efficiently</td>
</tr>
<tr>
<td></td>
<td>Res4</td>
<td>PLRL caters the needs of customers</td>
</tr>
<tr>
<td></td>
<td>Rel1</td>
<td>Staff is available in a sufficient number when needed</td>
</tr>
<tr>
<td></td>
<td>Rel2</td>
<td>Staff is willing to help customers</td>
</tr>
<tr>
<td></td>
<td>Rel3</td>
<td>Staff provides services effectively</td>
</tr>
<tr>
<td></td>
<td>Rel4</td>
<td>Staff provides timely services</td>
</tr>
<tr>
<td></td>
<td>Emp1</td>
<td>Staff provides services effectively</td>
</tr>
<tr>
<td></td>
<td>Emp2</td>
<td>Staff gives special attention to the customers when needed</td>
</tr>
<tr>
<td></td>
<td>Emp3</td>
<td>Staff understands customers’ requirements</td>
</tr>
<tr>
<td></td>
<td>Ass1</td>
<td>Staff is friendly</td>
</tr>
<tr>
<td></td>
<td>Ass2</td>
<td>I feel confident of staff’s ability</td>
</tr>
<tr>
<td></td>
<td>Ass3</td>
<td>I feel secure with the accuracy of billing or information</td>
</tr>
<tr>
<td><strong>Measurement of Perceptions of Value&lt;sup&gt;a&lt;/sup&gt;</strong></td>
<td>PV1</td>
<td>Considering the price I paid for the visit, overall the services were valuable</td>
</tr>
<tr>
<td></td>
<td>PV2</td>
<td>Considering the price I paid for the visit, overall the activities were helpful</td>
</tr>
<tr>
<td></td>
<td>PV3</td>
<td>Considering the price I paid for the visit, overall the services quality were highly reliable</td>
</tr>
</tbody>
</table>
a Scale: 1 = Strongly disagree to 7 = Strongly agree
Organizational politics perception and job attitude in hotel industry: 
A perspective of newcomers

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ABSTRACT

As the political perspectives of organizations gain acceptance, researchers have begun to shun the notion that politics should be viewed as necessarily bad and undesirable; it is still commonly seen as a negative attribute of the organizational environment. Moreover, organizational members who work in negative political environments might develop cynical attitudes toward the organization.

Newcomers might have stronger cynical attitudes toward the workplace than other members due to less understanding how political activities work. It is important for organizations to understand newcomers’ attitude toward political environment. However, few studies offer empirical evidence in a service context. The study focuses on interns of the hotels in Taiwan. It is because of interns refill manpower shortage of a high turnover rate.

The study was conducted via a questionnaire survey. Two hundred and fourteen valid questionnaires were returned. The results showed that organizational politics perception was positively related to cynical attitudes. Moreover, the result of regression analysis indicated that organizational politics perception explained 48.5% variance. Finally, implications and limitations are discussed.

Key words: Organizational politics perception, newcomer, hotel industry
INTRODUCTION

Organizational politics are ubiquitous and have widespread effects on many vital processes such as promotion, resource allocation as well as managerial decision making (Chang, Rosen, & Levy, 2009). Employees may involve in legitimate, organizationally sanctioned political activities that are beneficial to work groups. For example, supervisors who are good at political skills may create social capital and network to increase their resources for subordinates (Fedor, Maslyn, Farmer, & Bettenhausen, 2008). On the contrary, employees may engage in some illegitimate political activities such as favoritism-based promotion decision, black mail, blaming, or backstabbing. Those behaviors are strategically designed to maximize or protect self-interests, often at the expense of organization or other’s welfare (Ferris, Russ, & Fandt, 1989). Therefore, organizational politics are often viewed as a dysfunctional, divisive aspect of work environments (Mintzberg, 1985).

Previous studies have provided considerable evidence for linking between organizational politics and a variety of employee’s attitudinal outcomes including job satisfaction, commitment, turnover intention (Bozeman, Hochvarier, Perrewe, & Brymer, 2001; Chang et al., 2009; Harris, Andrews, & Kacmar, 2007; Randall, Cropaanzano, Bormann, & Birjulin, 1999; Vigoda, 2000). Moreover, organizational members who perceive themselves to be working in negative political environments may develop cynical attitudes toward the organization (Davis & Gardner, 2004). Cynical attitude toward the organization may form as a result of perceived violation of employee’s psychological contract. According to the conception, employees have expectations regarding their roles in the organization and how it should treat them (Davis & Gardner, 2004). Employees who are under high level of political environment perceive unfair treatment on personal merit and role ambiguity.

Much of research illustrates that tenure affects magnitude of relationship between organizational politics and attitude (Valle, Harris, & Andrews, 2004). Tenure is an indicator of understanding political environment. The more understanding of politics, the less negative effect on attitude is (Ferris, Frink, Gilmore, & Kacmar, 1994; Gilmore, Ferris, Dulebohn, & Harrell-Cook, 1996). Thus, we argue newcomers have stronger cynical attitude toward politics than other members. Some researchers believe that newcomers do not have enough chance to exposure or observe a political environment (Ferris et al., 1994). However, politics are so prevail that newcomers might be a scapegoat for colleague’s failures. Due to a high turnover rate, interns become an important and stable source of newcomers manpower. The study attempted to investigate factors affecting interns’ cynical attitude in hotel industry.
THEORETICAL BACKGROUND AND HYPOTHESIS

Organizational politics is a social influence process in which behavior is strategically designed to maximize the self-interest of the actor (Ferris et al., 1989). It is a prevalent element of all work environments, and its influence has been substantiated across various functions of organizations (Allen, Madison, Porter, Renwick, & Mayes, 1979). It is also acknowledged that the detection of political activities at work is largely perceptual. Especially, individuals react to environment based on subjective judgment instead of objective measures of political activity (Ferris et al., 1989). Ferris, Harrell-Cook, and Dulebohn (2000) noted that perceptions of organizational politics “involves an individual’s attribution to behaviors of self-serving, and is defined as an individual’s subjective evaluation about the extent to which the work environment is characterized by co-workers and supervisors who demonstrate such self-serving behavior” (p.90). Important aspects of this definition are that perceptions of politics involves an attribution of intent regarding the behavior of other organizational members, that these behaviors are interpreted as self-serving actions engaged in by others, and that the perceptions involves individuals’ subjective feelings regarding political behavior in the work environment.

Organizational cynicism is a negative attitude that one holds about his or her employing organization. As an attitude, it is composed of beliefs, affect, and behavioral tendencies toward an object, in this case, the organization. Persons high in organizational cynicism believe that the organization lacks integrity, honesty, and fairness, and that decisions made within the organization lack sincerity. These beliefs are accompanied by negative feelings, such as anger and contempt. Behavioral tendencies associated with organizational cynicism include disparaging and critical statements or the propensity to exercise disapproving behaviors toward the organization (Dean, Brandes, & Dharwadkar, 1998).

It is clear that politics perceptions have the capacity to influence each of these three aspects of cynical attitude. Specially, politics perceptions have been associated with a lack of trust and lower levels of intergroup cooperation (Parker, Dipboye, & Jackson, 1995), and research has established a strong conceptual link between politics and justice (Aryee, Chen, & Budhwar, 2004). Consequently, we expect that those perceiving high levels of politics at work would question the integrity of their employing organization. Moreover, politics perceptions have been related to a host of negative attitudes such as lower levels of commitment (Chang et al., 2009; Miller, Rutherford, & Kolodinsky, 2008; Witt, Patti, & Farmer, 2002) and loyalty (Parker et al., 1995). Thus, it is clear that politics adversely affect the attitudes and behaviors of those occupying environments where self-serving behaviors are the norm not the exception. Finally, individuals who reported high levels of politics were more likely to utilize contentious work behaviors to others such as sabotage, or violence. Based on previous studies, the following hypothesis is formulated:

Hypothesis. Organizational politics perception (POP) is positively related to organizational cynicism.
METHODOLOGY

3.1 Procedure and participants

Participants were college students of advanced hospitality programs who have their internships more than two months in hotels. For data collecting, the authors contacted faculty members to distribute questionnaires in an intern homecoming seminar at 7 universities and colleges. Finally, a total of 214 valid questionnaires were returned.

With respect to profile of the sample group, 81.2 percent were female, 66.4 percent were seniors, six-month to one-year internship experience occupied 53.8 percent. There were 59.9 percent working at Front Office and Housekeeping department, and 31.5 percent were from Food & Beverage department.

3.2 Measures

The survey instrument, including scale of organizational politics perception and organizational cynicism, control variable and demographic data, was translated into Chinese by a blind translation-back-translation method, because participants of the study are mandarin speakers. Besides, to assess scale reliability, a pilot test was conducted by 41 interns of hospitality management major. Coefficient $\alpha$ of pilot test ranged from .81 to .87. All scale used in the current study were as follows and illustrated in the Table 1.

**Organizational politics perception.** Organizational politics perception internship was assessed with Kacmar & Calson’s (1997) 15-item scale. A sample is, ‘People in this organization attempt to build them up by tearing others down.’ Responses were indicated on a 5-point Likert-type scale, with a higher average score indicating a higher agreement of the construct. Coefficient $\alpha$ was 0.84.

**Organizational cynicism.** Organizational cynicism was measured with Wilkerson, Evans, & Davis’s (2008) 7-item scale. A sample of revered item is, ‘My company meets my expectations for quality of work life’. Responses were indicated on a 5-point Likert-type scale, ranging from (1) strongly disagree to (5) strongly agree. Higher scores indicated a greater degree of organizational cynicism. In the current study, coefficient $\alpha$ was 0.90.

**Demographics.** Participants answered questions regarding gender, years of grade, job position and business setting.

**Control variables.** Previous research (Naus, Van Iterson, & Roe, 2007) showed that negative affect (NA) was a significant predictor toward organizational cynicism.
In order to clarify relationship between organizational politics perception and organizational cynicism, the NA scale was included as a control variable. Coefficient $\alpha$ was 0.89.

Table 1 Reliability measurement

<table>
<thead>
<tr>
<th>Variables</th>
<th>Reliability (coefficient alpha value)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. organizational politics perception</td>
<td>0.84</td>
</tr>
<tr>
<td>2. organizational cynicism</td>
<td>0.90</td>
</tr>
<tr>
<td>3. negative affect</td>
<td>0.89</td>
</tr>
</tbody>
</table>

**RESULTS**

Table 2 presents the means, standard deviations, and zero-order correlations for measured variables. Based on the two-tailed significance testing at the .05 level, it was found that organizational politics perception and negative affectivity related significantly to organizational cynicism.

Table 2 Means, standard deviations, and zero-order correlations for all variables

<table>
<thead>
<tr>
<th>M</th>
<th>SD</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>organizational politics perception</td>
<td>3.02</td>
<td>0.55</td>
<td>0.75***</td>
<td>0.32**</td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>organizational cynicism</td>
<td>3.01</td>
<td>0.77</td>
<td>0.30**</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>negative affect</td>
<td>3.30</td>
<td>0.74</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* p < .05.

** p < .01.

*** p < .001 (two-tailed test).

In light of relationship magnitude between organizational politics perception and organizational cynicism, regression analysis was applied. To clarify effect size, the study took a control variable into account with two steps. First, entered control variable only, then followed organizational politics perception into the regression equation. The result reported in table 3 showing that was organizational politics perception a positive and significant explanatory indicator toward organizational cynicism ($\beta=0.735, p<0.001$), with 48.5% of additional variance.

Table 3 Regression analysis of organizational cynicism $^a$

<table>
<thead>
<tr>
<th>Variable</th>
<th>organizational cynicism $\beta$ value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>model 1</td>
</tr>
<tr>
<td>Control variable</td>
<td></td>
</tr>
<tr>
<td>Negative affect</td>
<td>0.301***</td>
</tr>
</tbody>
</table>
**CONCLUSION AND DISCUSSION**

The study identified that organizational politics is positively significant to cynical attitude among newcomers such as interns in the hotel industry. Our findings extend that understanding is a mechanism to react political environment. Interns are with less understanding of politics may well perceive politics as more of a threat or something to fear, thus experience more negative outcomes than other members (Ferris et al., 1994). Since interns in hotels play an important role to refill manpowers, managers should pay more attention on their cynicism which may cause absenteeism or poor productivity (Kalagan & Aksu, 2010).

Organizational cynicism is a state variable, which may change over times since employees face new experience (Davis & Gardner, 2004). Thus, some implications might reduce intern’s cynical attitude.

First, as the most direct agent of organization, supervisors are likely to have an important role in facilitating or impeding cynicism. On the other hand, political skills of supervisors might alter interns’ attributions to political events. Politically skilled individuals not only know precisely what to do in different social situations at work, but also how to do it in a manner that disguises any self-serving motives, and is interpreted as genuine and sincere (Ferris et al., 2005). Thus political skills of supervisors will demonstrate support instead of manipulation and favoritism in order to reduce employees’ distrust toward the organization (Treadway et al., 2004).

Second, socialization is a critical mechanism to form newcomers’ attitude (Mitus, 2006). Since politics activities are prevail and inevitable across organizational functions, sanctioned-politic tactics are encouraged to socialize newcomers for understanding how politics work in an organizational life. According to Zanzi and O’Neill’s work (2001), sanctioned-politics include use of expertise, image building, super-ordinate goals, networking, persuasion, coalition building. By demonstrating those sanctioned tactics, politics are perceived socially desirable. Therefore, organizational politics might be interpreted as a neural instead of an evil phenomenon for interns.

**RESEARCH LIMITATIONS**
The research offered an empirical evidence to support the relationship between organizational politics perception and cynicism of interns. Its contribution is to fill a research gap about newcomers’ reaction to work environment. However, there are research limitations should be mentioned. First, we collected all data from a single source of respondents. This research suffered a methodological problem termed common method variance (CMV). The results were at the risk of under-estimating or over-estimating effects of relationships (Peng, Kao, & Lin, 2006). It seemed that it was inevitable to have CMV problem because the antecedent and outcome variables are perceptional construct of individuals. In order to decrease impact from CMV, we adapted remedies suggested by Peng et al. (2006) such as reversed items to avoid consistency-tendency errors. Second, it is important to note that these data were cross-sectional. A longitudinal design might permit a more accurate assessment of the effects of organizational politics on cynicism. Also, as the data were collected from interns in hotel industry, further replication is in need before those findings could be generalized to other industries.

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Psychology, 16(2), 195-219.


The Study of Taiwan and Korea Consumers’ Environmental Ethics and Green Consuming Behaviors toward Green Hotels

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ABSTRACT

The purpose of this study is to compare the differences situation that how the environmental ethics of consumers affect their green hotel consumer behavior between Taiwan and Korea? After nearly 30 years, how differences do national culture of Taiwan and Korean from the Hofstede’s researches in 1984 and 1988 change? Under the difference of culture, what can be learned from each other? The issue is important on tourism, environmental sustainability and business management. There are not many green hotels in Taiwan now, but there will be more and more hoteliers to follow up because the Taiwan government has set green hotels regulations. People in Taiwan are well educated for the green consuming awareness, but do Taiwanese really behave green life? Less empirical evidence discuss the consumer behavior through the consumer’s environmental ethics. Therefore, it is important for the hotel industry to perform sustainable development. This research tries to provide suggestions for the hotelier on sustainable development and business operation.

INTRODUCTION

The United Nations Conference on the Human Environment held in Stockholm in 1972 was addressing the growing concern about the environmental issues and widely recognized as the beginning of modern political and public awareness of global environmental problems.

The term “sustainable development” was coined in 1980, advocating that the world should study “the interdependent relations among natural, societal, ecological and economical resources so as to ensure the global sustainable development of these resources”(Wu,2008). The rising temperature and changed weather patterns caused by global warming have led to the glaciers to melt and influenced significantly the existence of human being, animals and plants. Having understood the importance of environmental protection, the report of the World Commission on Environment and Development (WCED) conveyed by the UN in 1983 accordingly proposed the concept of “sustainable development”. All the countries started to pay close attention
to and promote the green consumption movements thereafter (Hsie, 2003).

Korea National Tourism Corporation (KNTC) and Korea Tourism Association founded by Korea government are commissioned to promote the country’s tourism and make Korea a well-known country for foreign tourists. Tourism is considered as Korea’s main economic income. In addition, DESA in the UN also gives a positive recognition to Korea government for their efforts and endeavors put in the sustainable development, and hopes to promote Korean environmental policies to the world (EPA, 2009).

Taiwan’s tourism promotion scheme in 2010 was to develop the local high-class hotels to expand internationally, revive the tourism industry and make the tourist spots in Taiwan well-known to the foreign tourists (Tourism Bureau, 2009). The Environmental Protection Administration was actively promoting environmental concepts and held the 2008 National Green Hotel Competition in which the hotel of Westin Taipei and 19 others won the medals. In the ceremony, the green meals were provided the slogan of “Environmental economy, environmental lifestyle, environmental localization” was proposed by the EPA, hoping the win-win situation of economical development and environmental protection can be attained (Green Information, 2008).

Korean and Taiwan have commonalities in various aspects, such as the deep-rooted influence of Confucianism and the close geographical distance, and common problems such as the confrontation and separation within the same races in a nation-state. According to the statistics on the comparisons between Taiwanese and Korean cultures conducted by Hofstede in 1984 and 1988 respectively, the commonality existed in the two countries in many aspects. In the late 70s, Singapore, Hong Kong, Taiwan and South Korea were well-known for their economic achievements and therefore bestowed the name “Four Asian Tigers”. Although initially ranked as the last in the 4 powerful industrial countries, South Korea caught up quickly and made significant economic growth within a decade. The evidence has indicated that economy of Korea has surpassed Taiwan. It’s a practical example and can be views as a vivid model for Taiwan government.

In this study, we were concerned about whether the different cultures between Taiwan and Korea would affect their attitudes and behaviors toward environmental ethics and green consumptions in the environmental friendly hotels. The importance of consumer’s attitude toward environmental ethics has been recognized among the
academic circles (Tsai and Tsai, 2008). Therefore, the research questions as the
following would be of great interest and value if discussed properly. First, whether the
public have sound knowledge toward environmental ethics? Second, whether
consumers can accept the energy-efficient measures the eco-hotels apply with? Third,
what are people’s attitudes toward the green-hotels consumption under the different
cultural and environmental backgrounds? Due to a lack of research data on the
comparisons of people’s attitude towards environmental ethics or consumption
behaviors of eco-hotels, this study intended to investigate these questions and
provided some information for governmental, industrial and academic circles.

LITERATURE REVIEW

1. Environmental Ethics
   
   Chen (2001) once pointed out that environmental ethics is the postmodern
   thinking after the civilization has been deteriorated since the industrial revolution.
   Evolved from the self-centered, society or culture-centered, and human-centered to
   eco-centered attitude, these self-reflections are common among the people of the earth.
   Gruenewald (2004) argued that facing the deteriorating environment as what we have
   experienced nowadays, we should be aware of the consequences human being have
   made on the environment that have endangered various species (Huang, 2009). The
   close relationship between nature and man is the main reason how the ecological
   circle is moving continuously. However, humans have been playing a role of
   environmental destroyer. Accordingly, environmental ethicists would examine this
   issue from the philosophical perspective (Yang, 2003 & Chen, 2006). Hines et al.
   (1986) put that the ecological crisis and environmental problems are rooted in the
   human behaviors towards the environment, and argues that the way to resolve these
   problems is to probe into the moral relationship between man and environment
   instead of solely resorting to the methods of scientific technology (Huang, 2009).
   
   Cohen (1973) considered level of environmental concern as the environmental
   attitude, or the EA. Chang (1992) said any attitude is consisted of three components
   the cognition, affection and behaviors. Weigel (1983) and Li (1991) argued that
   attitude means what one learns from the subjects and has the sustained affection and
   belief. Ajzen (1986) argued that attitude includes the “common attitudes” towards the
   environment and ecology and the “specific attitude of environmental behavior”
   towards recycling and energy saving; the common attitude can predict the common
   behaviors and the specific attitudes can predict the specific behaviors (Tsai and Tsai,
   2008; Wang, 2005).
Behavior intention (BI), the intention one applies or a conscious plan towards certain behavior, according to Ajzen (1991), is closely related to the behaviors and thereby making it the best method to predict the personal behaviors. Chu & Chiu (2003), and Taylor & Todd (1995) found out that the intention of the environmental behaviors can predict the environmental behaviors. Hungerford and Peyton (1985), Li (2001) and Shie (2000) propounded that environmental behaviors are the results of human being contacted with the environment, and consumers would participate in the resolutions of all environmental problems once they have knowledge, attitude and skills. The intention of the behaviors is corresponding to the natural environmental processes (Li and Chen, 2002).

2. Green Hotels

Green Hotels, as Green Hotels Association defines, are environmental-friendly properties whose managers are eager to institute programs that save water, save energy and reduce solid waste in order to protect our one and the only earth.

Ayasa (1995) and Ecomall (2000) pointed out green hotels, with their proper management of energy, waste, water and purchase, have the lowest impact on the environment. Travelocity argues that there is an urgent need to set up efficient censorship system on eco-labels so as to bring confidence to the consumers. Travelocity has issued the eco-hotels certificates to 1900 hotels now. In order to make the information of the eco-hotels more accessible to the consumers, Travelocity accordingly cooperates with the “Global E3C” and has made a list clearly indicating the locations of every eco-hotel around the world.

For example, Korea Hotel announced on August 29th of 2010 that they have become the first hotel that received the Carbon Footprint Verification by the Korea Environmental Industry & Technology Institute (*Green Life*, 2010). Korea government also promotes the concept of eco-hotels. Therefore, many hotels and holiday villages have started to encourage tourists to prepare their own toiletries (EPA, 2009). Since the year of 2001 in Taiwan, Far East Hotel has become the first hotel that has attained the standard of ISO14001 environmental management system. In order to cope with the new concept of eco-hotels in Taiwan, the EPA initiates a rudimentary scheme of reducing the amount of the easily-seen wastes, such as reducing the replacement of sheets, towels, toothpastes, toothbrushes, and some other toiletries, thereby making the recycling of used materials more efficient (EPA *Green Life*, 2009).

The EPA began to promote the idea of “eco-hotels” from December of 2007
onwards, and held the National Eco-Hotel Competition, which not only won the popular acclaim but also encouraged the Taiwan hotels operators to actively join the activity of environmental protection. A lot of business opportunities were created due to the endeavors put by the hotel enterprises (EPA, 2008). Hotel operators express that eco-hotel is the future trend, so running them will not only cut the costs but also be the niche for marketing in the future (Conlin, 2000). Thus, most hotel operators are willing to build the eco-hotels as long as no extra money is added into their costs (Lai, 2005).

3. Green Consumption

Tsai (1996) argues that promoting “Green consumption” is a responsible and ethical conduct. In order to deduce the pollution the consuming behaviors might bring to the environment, Yu and Lai (2005b) argues that we can reduce or prevent the pollution the products might cause or promote the green consumption concept so as to encourage the purchase of the green products. Consequently, Pong and Wang (2004) ask the consumers, while buying the products, to think beforehand about whether over-expenditure, waste of natural resources, and the damage of the environment would make the ecosystem fail to reach a balance with what the environment can provide and what human need.

Put all the literature reviews together, Tsai and Tsai (2008) link the 4 “Rs” with green consumption as the following:

Refuse: to use the recyclable, low-polluted, less packaged, resources efficient and reusable green products.
Reduce: to reduce unnecessary expenditure and save resources.
Reuse: to reuse the daily supplies.
Recycle: to actively implement the recycling of used materials and use the reprocessed products.

Green consumption means that consumers would take the environmental and societal perspectives while making consumption decisions, and stick to the principles of 3R and 3E in or after purchasing the products.

4. The relationship between environmental ethics and the green consumption of eco-hotels

Zhen (2004) considers environmental moral obligation, or EMO, as a moral or immoral awareness while human beings take the environmental actions, or as a
personal consciousness toward one’s obligations. Yang (1990) puts that environmental morality can also be called environmental ethics, or can be seen as the regulations and principles of human conducts. Ajzen (1991) argues that the influence of society and personal sense of morality would all contribute to the intention of one’s behaviors. Zhen (2004) considers that environmental morality and environmental attitude would have impact on the intention of one’s environmental behaviors. Stern, Dietz and Guagnano (1995) argue that moral regulations and the belief toward the behavior consequences would influence the behaviors.

Schwartz (1977) · Hopper & Nielsen (1991) have a consensus that behaviors are elicited by moral regulations. Stern (1999) would consider moral regulations as the main factors that affect the environmental behaviors.


Ajzen & Fishbein (1980) argue that before taking specific action, one should consider his behavioral intention. It is due to that one’s attitude toward his behavior would affect his behavioral intention. Based on the above reviews, we have concluded the assumptions as follows:

**RESEARCH METHOD**

The participants in this research were selected from Korean and Taiwanese population. The method to carry out this study was using the questionnaires distributed randomly at the main traffic spots in Taiwan and Korea. Of the 350 questionnaires, 268 were collected in Taiwan with the retrieval rate of 76.57% and efficient response rate of 71.14%; 240 questionnaires were collected in Korea with retrieval rate of 68.57% and efficient response rate of 62.57%. The overall retrieval rate of this research was above 50%, which was “adequate”. Before conducting this survey, 50 subjects who lived in Sing-Chu were selected to take a pretest. After erasing and revising the inappropriate and unclear items, the questionnaires were made for this research.

1. The Measures of Environmental Ethics

Stern et al (1995) suggested that the measures of beliefs about the consequences of general environmental conditions constitute an alternative indicator, potentially
similar to the NEP scale, but developed specifically in the context of a social psychological theory of environmental concern.

Armor (1974) suggested that these items focus on environmental problems in general, rather than on specific or local issues (Stern et al. 1995). Stern et al. (1995) found that the NEP is highly correlated with a measure of beliefs about or awareness of the consequences of environmental problems generally, and the two measures behave quite similarly in a causal model that relates general environmental beliefs both to forces of social structure and socialization that may shape those beliefs.)

Therefore, this study predicted that scales of awareness of consequences of environmental conditions (GAC scales) and the New Environmental Paradigm (NEP) scales are highly related and would have the similar relations with the other variables. The 12 questions in the original scales were reorganized and named after factors analyzes, and resulted in 6 questions of non-human centrism, 3 questions of balance crisis in nature and 3 questions in growth constraint in nature.

2. The Measures of the Green Consuming Behaviors in the Green Hotels

The items of the questionnaires in this study were designed by DeFranco, Anges L. and Weatherspoon, Kathleen E. (1996), Chen (2007), Tsai and Tsai, (2008). Of the 39 items, 8 questions were erased in Taiwan’s questionnaires and 12 items were erased in Korea’s ones based on the validity consideration. The final version of the items was as follows: In terms of the questionnaires in Taiwan, there were 21 questions concerning the green consuming behaviors which included 11 energy saving items, 3 active environmental protection items, 4 environmental protection items, and 3 non-wasting items (erased if not being able to attain the standard of validity); in terms of the questionnaires in Korea, there were 17 questions concerning the green consuming behaviors which included 3 energy saving items, 7 active environmental protection items, 5 environmental protection items, and 2 non-wasting items (erased if not being able to attain the standard of validity).

3. Personal Information

The subjects were required to provide their sex, age, permanent address, education background, which tourism school they’ve got their degree, current address, marital status, current position and the title of it, the total yearly income, the position of the job they did in social work, monthly income, average monthly spending, daily environmental acts, and the participation of volunteer’s jobs, accounting for 15 questions in this questionnaire.

4. Reliability and Validity

This study applied Cronbach's alpha, which will generally increase as the intercorrelations among test items increase, to estimate the internal consistency and to
evaluate the level of cohesion on variables. After eliminating some question items, the validity of the environmental ethics was about 0.55-0.90 while the validity of green consuming behaviors for green hotels is about 0.55-0.93, which was in the acceptable range. Factor analysis applied in this study contained construct validity. It estimated how much the variability was due to common factors and how it performed the variance-maximizing rotation of the variable space. The KMO of environmental ethics was about 0.52-0.91; the KMO of green consuming behaviors in green hotels was about 0.50-0.91. It corresponded to the statistic standard.

RESEARCH RESULT

1. Basic Data analysis

Taiwan: Approximately 67.5% of the interviewees were female. About 45.0% of the total interviewees were aged from 20-29 years old. Most interviewees were from the north, accounting for 57.4%, and they also majored in tourism, accounting for 63.9%. Nearly 54.6% of the interviewees held the university degrees; 69.9% of them were singles. About 47.0% of them were students; 46.6% of them chose the “others” jobs description.

About 39.0% of interviewees had been working for 1 to 10 years. Almost 36.1% of them got the monthly salary averagely below 19,999; while 38.6% of them spent less than 10,000 from their monthly salary. Approximately 84.3% of them took at least one environmental movement, while up to 90.0% of them didn’t participate in any activity for public welfare.

The mean in all aspects of the research is as the following: Environmental ethics—the understanding of the importance of environmental protection is 4.23, while the one that doesn’t understand the impact the environment might have is 3.22. Green consuming—the figure in support of energy-saving behaviors is 4.12; the ones that actively protect the environment is 3.15. The behavior of environmental protection is 3.97 and the one of the non-wasting consuming is 3.95. Green consuming concept is 4.11. The willingness to live in a green hotel is 3.64.

2. The correlation between environmental ethics and green consuming

The relative factors in consumers’ environmental ethics and green consuming in the green hotels are positively related so as to confirm their correlation.
Table 1 Taiwan—Pearson’s analysis between normal consequence consciousness and green consuming behaviors in green hotels

<table>
<thead>
<tr>
<th>Pearson’s analysis</th>
<th>Green consuming behaviors in green hotels</th>
<th>Energy-saving behaviors</th>
<th>Active environmental consuming behaviors</th>
<th>Environmental consuming behaviors</th>
<th>Non-wasting consuming behaviors</th>
<th>Idea of green consuming</th>
<th>The willingness of living in a green hotel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson’s General consequence consciousness</td>
<td>0.699**</td>
<td>0.710**</td>
<td>0.282**</td>
<td>0.563**</td>
<td>0.231**</td>
<td>0.624**</td>
<td>0.412**</td>
</tr>
<tr>
<td></td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
</tr>
<tr>
<td>The understanding of the importance of environmental protection Pearson</td>
<td>0.701**</td>
<td>0.708**</td>
<td>0.296**</td>
<td>0.566**</td>
<td>0.239**</td>
<td>0.624**</td>
<td>0.423**</td>
</tr>
<tr>
<td></td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
</tr>
<tr>
<td>Disagreement to the environmental impact Pearson</td>
<td>0.126*</td>
<td>0.126*</td>
<td>0.136*</td>
<td>0.028</td>
<td>0.079</td>
<td>0.071</td>
<td>0.106</td>
</tr>
<tr>
<td></td>
<td>0.048</td>
<td>0.048</td>
<td>0.032</td>
<td>0.665</td>
<td>0.213</td>
<td>0.264</td>
<td>0.096</td>
</tr>
</tbody>
</table>

Notes: ** means P<0.01  
* means P<0.05
Table 2 Korea-- Pearson’s analysis between normal consequence consciousness and green consuming behaviors in green hotels.

<table>
<thead>
<tr>
<th></th>
<th>Green consuming behaviors in green hotels</th>
<th>Energy-saving behaviors</th>
<th>Active environmental consuming behaviors</th>
<th>Environmental consuming behaviors</th>
<th>Non-wasting consuming behaviors</th>
<th>Idea of green consuming</th>
<th>The willingness of living in a green hotel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson’s General consequence consciousness</td>
<td>0.694** 0.000</td>
<td>0.381** 0.000</td>
<td>0.594** 0.000</td>
<td>0.466** 0.000</td>
<td>0.466** 0.000</td>
<td>0.576** 0.000</td>
<td>0.608** 0.000</td>
</tr>
<tr>
<td>The understanding of the importance of environmental protection Pearson</td>
<td>0.688** 0.000</td>
<td>0.370** 0.000</td>
<td>0.594** 0.000</td>
<td>0.459** 0.000</td>
<td>0.459** 0.000</td>
<td>0.590** 0.000</td>
<td>0.607** 0.000</td>
</tr>
<tr>
<td>Disagreement to the environmental impact Pearson</td>
<td>0.263** 0.000</td>
<td>0.110 0.106</td>
<td>0.232** 0.001</td>
<td>0.167* 0.013</td>
<td>0.167* 0.013</td>
<td>0.138* 0.042</td>
<td>0.226** 0.001</td>
</tr>
</tbody>
</table>

Notes: ** means P<0.01  
* means P<0.05
3. The influence of environmental ethics to green consuming behaviors

In terms of the analysis result in Taiwan, the regression factor was 0.699 among the general consequence consciousness, the understanding of the importance of environmental protection, disagreement on the environmental impact, and the green consuming behaviors to the green hotels, thereby having its significance (P < 0.01). The result also showed that there was a positive correlation between the understanding of the environmental protection and green consuming toward the green hotels. The regression factor between the disagreement toward the environmental impact and green consuming toward green hotels is -0.027, showing no significance (P > 0.05). Therefore, the correlation between the understanding of the environmental protection and the disagreement toward the environmental impact can explain why the figure of 48.8% is gained in green consuming behaviors in green hotels.

Table 3 The Regression Analysis of the understanding of the importance of environmental protection and green consuming behaviors in green hotels

<table>
<thead>
<tr>
<th>Mode</th>
<th>Green Consuming Behaviors in green hotels</th>
<th>β</th>
<th>t</th>
</tr>
</thead>
<tbody>
<tr>
<td>The understanding toward the environmental protection</td>
<td>0.699</td>
<td>15.342**</td>
<td></td>
</tr>
<tr>
<td>Disagreement to the environmental impact</td>
<td>0.027</td>
<td>0.599</td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>119.096</td>
<td></td>
<td></td>
</tr>
<tr>
<td>R²</td>
<td>0.492</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted R²</td>
<td>0.488</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: *P < 0.05 ; **P < 0.01

In terms of the analysis result in Korea, the regression factor was 0.674 among the general consequence consciousness, the understanding of the importance of environmental protection, disagreement on the environmental impact, and the green consuming behaviors to the green hotels, thereby having its significance (P < 0.01). The result also showed that there was a positive correlation between the understanding of the environmental protection and green consuming toward the green hotels. The regression factor between the disagreement toward the environmental impact and green consuming toward green hotels is -0.040, showing no significance (P > 0.05). Therefore, the correlation between the understanding of the environmental protection and the disagreement toward the environmental impact can explain why the figure of 46.9% is gained in green consuming behaviors in green hotels.
Table 4 The Regression Analysis of the understanding of the importance of environmental protection and green consuming behaviors in green hotels

<table>
<thead>
<tr>
<th>Mode</th>
<th>green consuming behaviors in green hotels</th>
<th>β</th>
<th>t</th>
</tr>
</thead>
<tbody>
<tr>
<td>the understanding of the importance of environmental protection</td>
<td>0.674</td>
<td>12.898**</td>
<td></td>
</tr>
<tr>
<td>The disagreement toward the environmental impact</td>
<td>-0.040</td>
<td>-0.775</td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>97.410</td>
<td></td>
<td></td>
</tr>
<tr>
<td>R²</td>
<td>0.474</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted R²</td>
<td>0.469</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: *P < 0.05; **P < 0.01

CONCLUSION AND SUGGESTION

1. Taiwanese and Korean Consumers’ environmental ethics

To change consumers’ attitude to the environment is the key to protect the environment. Attitude would affect behaviors. Only when the attitude of environmental protection and ethics can be developed, and lead to the environment-friendly behaviors, then we can develop and grow the most suitable ecosystem.

The research shows that consumers in Taiwan and Korea understand the reasons that lead to the climate change and would not ignore the issue of global warming. To protect the environment, as they suggest, is necessary and boundary-free.

They also understand that only when human being cohabitate peacefully with the earth, the possibility for sustainable development can be therefore attained. Having thought about this, they start to refrain themselves from greedily consuming the earth’s resources. Also, they think about the relationship between human and nature and how to keep a balance between the two. This concept toward the environment is crucial especially at present times when natural disasters are frequent and climate change is so drastic. Human being should follow the rules of nature lest they fall into the abyss of eco-crisis (Yang, 1996; Chen, 2006). It is of paramount importance for human being to protect the earth in order to keep the sustainable development of natural resources and peaceful cohabitation between man and nature.
2. Taiwanese and Korea consumers’ behaviors towards the Eco-Hotels

Except from having the awareness of environmental protection, the promotion of green consumption and the opportunities for consumers to gain some hands-on experiences in these promotions are more meaningful for them to understand the main points of environmental education.

This study shows that Taiwan consumers would pay special attention to resources conservation and the concept of sustainable development. Therefore, whether the hotels abide by the principles of environmental protection and recycle the used materials are what they are fervently concerned about. That is also the reason why the recognition toward the eco-hotels would help promote these hotels and in the meantime, help promote the regulations of environmental protection to the society. Although consumers in Taiwan have strong support to the eco-hotels, they may still find it hard to really live in the hotels as such, which needs more promotion about eco-hotels.

The study shows that Korea consumers tend to buy the eco-labeled products and would check whether the hotels are following the environment-friendly principles, which would in turn stimulate the hotels to maintain the good image. In addition, Korea consumers know very well about the importance of environment protection. They would support every hotel worker to stick to the environment-protection principles and ask them to keep that attitude to every part of their daily life.

Korea consumers would also require the hotels to take the environmental-friendly measures and hopefully promote some efficient regulations of environment protection to the society; hence everyone can join the activity together. However, Korea consumers think that the price of the hotels still matter and would affect their willingness to choose the hotels. On the contrary, whether it is convenient to live in a hotel is more important to them. So that is why they don’t emphasize the reducing of packaging and reused these packaging.

The discussion above indicates that Taiwan’s and Korea’s consumers can accept the concept of eco-hotels, but are not willing to pay higher price to live in such hotels. However, the active participation into the “National Eco-Hotels Competition” held by EPA in 2008 also shows that Taiwan’s consumers have had the green consumption behaviors, of particularly noticeable is the habit of bringing the Eco-friendly reusable bag while going shopping. Nevertheless, their understanding toward eco-hotels should be strengthened because they still require the hotels to replace sheets and towels due
to the hygienic consideration. In the similar vein, although Korea’s consumers understand the importance of energy-saving, they don’t strictly prohibit the shops from using the plastic bags or wrapping paper, showing the incomplete understanding toward the use of the Eco-friendly reusable bag.

3. The Importance of Green Consumption and Sustainable Tourism

Green Hotels Association (2002) indicates that “Green Hotels” are hotels attempting to make a low impact on the environment, while providing the products and services to meet people’s needs. The aim of “green hotels” is to ensure the consuming of the natural resources can be balanced with the carrying capacity of the earth. It also aims at promoting and encouraging the green concept, as well as the proper management of natural resources, into hotel business. In terms of the industrial circles, Ye, Tsai and Huang (2003) point out that promoting environmental campaign would help the tourists to understand the efforts done by the hoteliers and enhance their willingness to live in. Consequently, the consumers would consider living in a hotel that is formally promoting the environmental activities.

Although Taiwan’s hoteliers increasingly support eco-hotel activities, it still seems not popular enough to educate or allow the possible change of consumer’s spending habits. Therefore, with the government intervention, the whole country can promote the green hotels by implementing the certification system or the establishment of suitable regulations for the green hotels, in order to make a imitation scheme for a systematic promotion to green hotels. With the nation-supported campaigns and advertising of the main idea of the green hotels, the hoteliers can make the public understand what the green hotels are and what the green consuming means, thereby building their understanding toward the environmental protection.

The government agencies should leverage their knowledge from the European or American hoteliers on the ways they operate the certification system on the green hotels. The government agencies should also view the green hotel regulations as part of the policies of environmental education and promotion. Some incentives should be set up for the public or the business industry who are promoting environmental activities so as to speed up the acceptance of green hotels. Although Taiwan government has been conducting the green consuming campaign, few can really stick to it. So how to make more people willing to love and protect the earth is important. The policies being made should not only affect consumers’ thoughts but also change their behaviors; by doing so, it can be said really helpful to the earth. To maintain the health of the earth as well as make our life comfortable, the only way is to live
peacefully with the earth.

Taiwan’s and Korea’s consumers have to know how to harmoniously live with the earth and make the resources sustainable. In the meantime, they also need to know that human being should not harm the environment solely in their own interests but understand that we have only one earth.

Wang (1994) argues that the fundamental solution to the environmental problems and the relationship between man and environment is to change the past thoughts and lifestyle of “invading the environment” to “safeguarding the environment”(Chen, 2007). It means we should not sacrifice the environment to understand the environment, but to understand the environment through the environment itself. The enhancement of environmental ethics is also beneficial to the sustainable development of the future resources. The environment protection is the duty for everyone nowadays. Human being should protect the earth in exchange for more natural resources and beautiful environment.

Wu (1990) argues that a harmonious relationship should be maintained for the creatures in the earth. Judging everything solely from the perspective of human is not allowed, nor due to which are the conflicts ensued. The bizarre phenomena and nature’s retaliation human being have experienced, such as earthquake, tsunami, climate change, are too huge to be bearable for them. Accordingly, we should educate our children the importance of environmental ethics and try all means to maintain a beautiful environment and keep the sustainable development of the earth.

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The Relationship between Vacation Motives and Online Travel Information Search Behavior in Pre-Trip Context: A Case of Inbound Travelers in Taiwan

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ABSTRACT

Comprehending traveler’s motivations and information search behaviors are playing a strengthen role in tourism industry, by which the way of people in how they seek for travel information and the choice of destination in order to plan their trips can be revealed. Hence, to have a deeply understanding of inbound travelers’ information search behavior, this study aims to investigate the relationship between vacation motives and online travel information search behavior during the pre-trip stage in Taiwan. The other objective of study is to make the comparison between Taiwanese citizens and inbound visitors. A questionnaire survey was conducted 300 of inbound travelers. Factor analysis was employed in this study, thus, indicated six vacation motives and one information sources factors. Among the underlying vacation motives factors, ‘Environment & Climate’ factor were considered as the most important motivation factors. Consequently, the results of regression analysis identified that the underlying vacation motives factors were significantly influence to online travel information search behavior as perceived by inbound travelers in Taiwan.

Keywords: vacation motives, travel information search behavior, inbound travelers in Taiwan
1. INTRODUCTION

Travel decision making has been one of the most comprehensively field of research topic for tourism over 3 decades (Fesenmaier, Ricci, Wober, and Zanella, 2003; Sirakaya and Woodside, 2005). Many recent studies have recognized that a single goal-oriented decision-making model is not likely to explain a traveler’s decision process because a trip comprises multiple goals (Fesenmaier and Jeng, 2000; Lue, Crompton, and Stewart, 1996).

A vacation destination decision of travelers is a complicated process that related to various factors, an individual’s perceptions, previous experience, motivation (benefit sought), information search, attitudes, and intention (Shih, 1986). In addition, the consumption and production of tourism products always coincide, creating high personal involvement (Bieger, 2002). According to the economics of information, these characteristics often lead to high personal investments of time, effort, and financial resources for customer decision making (Lambert, 1998).

Mansfeld (1992) mentioned that a study of vacation motives is able to disclose the approach in which people set goals for their destination-choice and how these goals exhibit in their destination choice and travel behavior as well. Additionally, a study of vacation motives also can provide a better understanding of the needs, the real expectations, and goals of travelers to the tourism planners, tour operators, and other tourist-related institutions.

Numerous of researchers have suggested travel behavior are separated into three stages (i.e., pre-trip, during trip, and post-trip), which are sequential and interrelated (Jun, Vogt and MacKay, 2007). For the pre-trip stage, Woodside and MacDonald (1994) suggested information search behavior should be a continuing process in describing multiple travel product purchase behavior, while a single goal-oriented decision-making theory assumes that travelers will start to purchase after searching for the information. Hwang, Gretzel, and Fesenmaier (2002) found that “travel planning is information intensive, and it causes a greater deal of information search and processing than planning and purchasing of other types of products or services”. Accordingly, travelers were likely to have different planning and purchase strategies for the unlike travel product in the during-trip stage. Lastly, Post-trip or past travel experiences, travelers with higher levels of experiences in planning had higher levels of cognitive learning. It is expected that experienced travelers would exhibit more planning using the internet (Stewart and Vogt, 1999). This study emphasized on pre-trip behaviors because travel-planning behaviors in the pre-trip stage are often an important part of the vacation
experience. In particular, most travelers tend to over-plan and consider a multiple set of travel information search which including travel companions, transportation, accommodations, and activities than they actually act on in the pre-trip stage (Stewart and Vogt, 1999).

Hence, to have a deeply understanding of inbound travelers’ information search behavior in Taiwan, specifically, the objectives of this study were:

1) To investigate the relationship between vacation motives and online travel information search behavior during the pre-trip stage as perceived via inbound travelers in Taiwan.

2) To make the comparison between Taiwanese citizens and visitors about the influence of vacation motives through their information search behavior (information sources).

2. LITERATURE REVIEW

2.1 Vacation Motives

The destination choice process has played greater role for the vacation motives and it’s able to reveal the direction in which people create aims for the destination choice and travel behavior. Um (1987) clarified vacation motives as the cluster of attribute that, when combined together can explain a place as a travel destination. They include all components which are regarding to a travelling to the place and their destination. For example, the mental and actual distance required to get to the destination, the cultural characteristics and destinations’ physical, and etc. Besides, vacation motives can provide tour operators, tourism planners, and other tourist-related institutions with a better understanding of the real expectations, needs, and goals of travelers (Goodall and Ashworth, 1988). In 1986, Shih identified some important vacation attributes, including visitor safety, reasonable prices, good accommodation, and a relaxing vacation. Holloway (1986) stated that the success of a travel destination (as a consumer product) depends on the interrelationship of three basic factors: its attractions; its amenities or facilities; and its accessibility for travelers. On the other hand, vacation motives can also divided into two categories including push and pull factors. Chon (1989) mentioned that push factors include cognitive processes and travel motivations including socialization, novelty-seeking, adventure-seeking, dream fulfillment and the need for escape. Vice versa, pull factors consist of those tangible and intangible cues of a specific destination that “drive” travelers to realize their needs from a particular travel experience, such as natural attractions, food and people (Sirakaya,
Sheppard & McLellan, 1997). The importance of vacation motives as perceived by Japanese travelers indicated that “enjoying holidays” was the most important vacation motives for leisure traveler, followed by “enjoying a great variety of food and traveling to a safe destination” subsequently (Heung, Qu, and Chu, 2001). Moreover, Lang, O'leary, and Morrison (1997) have found the top 3 most important pursued factors for outbound travelers from Taiwan that consisted of, outstanding scenery, traveling to places where I feel safe and secure, and learning new things-increasing one’s knowledge.

2.2 Information Search Behavior

According to Bettman (1979), the major purpose of information search is to support decision-making and product choice in which the information search behavior strengthens the decision making and choice behavior. Fodness and Murray (1997) mentioned that Information search can classify into two categories. First, internal search is examined in long-term memory for related product knowledge. Second, external search is exists when an internal search cannot offer adequate and sufficient information, particularly consumers need to gather information from the external world. Based on these two concepts, Fodness and Murray (1997) conceptualized tourist information search as “a dynamic process wherein individuals use several of information sources in response to internal and external contingencies to facilitate travel planning”. Bonn, Furr, and Hausman (2001), stated that mostly consumer information processes and decision making models deal with pre-purchase information search as the key component. Apart from exploring consumer behavior in general, they look for pre-purchase information patterns to explain the decisions made by consumers, implying a synchronicity of purchase and consumption.

2.3 Information Sources

Most of travelers utilized different combinations of information sources to plan trips such as personal experience, friends and family, travel agencies and etc, which the sources are influenced by different search contingencies and individual characteristics (Fodness & Murray, 1998). The information source usage has also been used empirically as a segmentation variable. When employed as a descriptor to profile the behavior of tourists who have been segmented on some other basis, information search has provided valuable insights for planning marketing strategies and targeting marketing communications (Moutinho, 1987). Thomas and Christian (2004) found that friends and relatives are the greatly source that travelers used for search the information then followed by destination information brochures, and regional information brochures.
2.4 The Relationship between Vacation Motives and Information Search Behavior

Vogt and Fesenmaier (1998) suggested that traditional perspectives of information search focus on functional needs, defined as motivated efforts directed at or contributing to a purpose. According to this approach, the search for information enables travelers to reduce the level of uncertainty and to enhance the quality of a trip (Fodness and Murray, 1997; Teare, 1992). Mansfeld (1992) described that various patterns of tourist flows provide results from a distinct choice-process that is derived from a variety of tourist needs, expectations, and backgrounds. The marketing literature is satisfied with certification suggesting that external information search stand for a motivated and conscious decision through the consumer to search for new information from the environment (Furse, Girish, and Stewart, 1984).

2.5 The Relationship between Vacation Motives and Socio-demographic

Several existed study found that socio-demographic and trip variables affected perceptions of a destination image (Goodrich, 1980; Woodside and Lysonski, 1989; Um and Crompton, 1990). Goodall and Ashworth (1988) suggested that socio-demographic variables such as age, occupation, and income are important factors influencing the formation of the tourist images and perceptions of the travel experience. Moreover, socio-demographic that including age, education, and income level were influenced the choice of destination of travelers when choosing nearby and farther-away destinations (Weaver, McCleary, Lepisto and Damonte, 1994; Zimmer, Brayley and Searle, 1995). Heung et al. (2001) addressed the result of their study that socio-demographic (gender and age) have strongly significant relationship with the vacation factors.

3. METHODOLOGY

3.1 Research Framework

A framework of this research intends to investigate the influence of vacation motives on their information search behavior. In particular, the information search behaviors that employed in this study were characterize via information sources as perceived by overall inbound travelers, whereas Socio-Demographic is consider as a
A questionnaire survey focused on the importance of vacation motives and information sources, as perceived by inbound travelers in Taiwan, which composed of Taiwanese citizens and inbound visitors were conducted in this study. Particularly, the inbound travelers which are planning to have more than 2 days domestic travel in next 1 year (in Taiwan), were chosen as the sample.

3.3 The instrument

The questionnaire used in this study comprised of four sections. First and foremost, the respondents were asked, “Are you going to have more than 2 days domestic travel in next 1 year (in Taiwan)?” A respondent who answer “yes” were chosen as the sample of the study. On the other hand, a respondent who answer “no” were eliminated from the sample. Second section, the identified 32 vacation motives of this study was derived from various travel motivation literatures as significant factors that impel travelers to desire a destination those containing of Heung et al. (2001), Lang et al. (1997), and Jang and Wu (2006). Accordingly, respondents were asked to rate 32 vacation motives which based on the collective data in an importance five-point Likert scale which ranging from 1=extremely unimportant, 2= slightly unimportant, 3= neutral, 4= slightly important, and 5= extremely important. In the third section will gather information about respondent’s socio-demographic (nationality, gender, age, education level, employment, and individual income level), and travelling characteristics (planned length of trip, size of travel group, and travel companies) as well. Final section, respondents were asked to indicate, on a 5-point-Likert scale from 1 to 5, the importance of different information sources with 1=extremely unimportant, and 5= extremely important, with “importance” as a surrogate of used/relied upon their online information search behavior. Accordingly, sources of information that gather in this questionnaire contain of blogs, micro blogs, reviews from experienced travelers, and word of mouth.
In general, the questionnaire was first prepared by the author in English after summarizing the related literature review and gathering the entire importance factor for vacation motives and information sources. The questionnaire was translated into Traditional Mandarin Chinese via an English Department graduated student of National Chung Hsing University, afterward one of researchers translated back from Mandarin Chinese version to English. The original English version was collated with double-translated English version to ensure the Chinese translate version was comprehensible as the original English version, also to get rid of any misleading and misinterpretations of each questions in the questionnaire.

The survey was collected via online questionnaire (my3q.com) during the period April 1st through April 20th, 2011. A total of 300 usable questionnaires for this study were derived from 150 of Taiwanese citizens and 150 of inbound visitors (Non Taiwanese citizen which stayed in Taiwan more than 1 month for exchange program, undergraduate program, or postgraduate program). For the Mandarin Chinese version was applied for Taiwanese citizens, whereas the English version was employed for corresponding to inbound visitors.

3.4 Data analysis

All analytical procedures of this study were conducted with the assist of statistical package for social science program (SPSS). The collected data were analyzed in five steps. Firstly, data were utilized descriptive analysis to compute the importance mean rating of 32 vacation motives and information sources, also the frequency of socio-demographic and travelling characteristics. Second, principal component factor analysis with varimax rotation (Kaiser Normalization) was utilized to construct the significance variable components from both of original vacation motives and information sources, then classified into factors that be capable of clarify the importance of variance associated with overall inbound travelers. Specifically, factors in this study were retained only if they have factor loading greater than 0.4, and eigenvalues greater than 1.0 were accounted in the ending factor structures. Third, Cronbach’s Alpha was employed to evaluate the reliability of each factor. Fourth, according to one of the objective of this study was to make the comparison between Taiwanese citizens and visitors, thus the collected data was split into two cases to identified differentiation of the influence of vacation motives through their information sources. Finally, a Linear-Regression analysis was applied to examine significant of the relationship among factors. In addition, the standardized coefficients are useful for designated the contribution and consistency of
4. RESULTS

4.1 Socio-demographic and travelling characteristics of respondents

Table 1
Socio-demographic and travelling characteristics of Inbound Travelers (N = 300)

<table>
<thead>
<tr>
<th>Socio-demographic and travelling characteristics</th>
<th>Statistics (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>45.0</td>
</tr>
<tr>
<td>Female</td>
<td>55.0</td>
</tr>
<tr>
<td>Age</td>
<td></td>
</tr>
<tr>
<td>&lt; 15 years old</td>
<td>0.0</td>
</tr>
<tr>
<td>15 – 24 years old</td>
<td>49.0</td>
</tr>
<tr>
<td>25 – 34 years old</td>
<td>48.7</td>
</tr>
<tr>
<td>35 – 44 years old</td>
<td>2.3</td>
</tr>
<tr>
<td>45 – 54 years old</td>
<td>0.0</td>
</tr>
<tr>
<td>55 – 64 years old</td>
<td>0.0</td>
</tr>
<tr>
<td>≥ 65 years old</td>
<td>0.0</td>
</tr>
<tr>
<td>Education level</td>
<td></td>
</tr>
<tr>
<td>Elementary school</td>
<td>0.0</td>
</tr>
<tr>
<td>Junior to senior high school</td>
<td>1.3</td>
</tr>
<tr>
<td>Technical or vocational school</td>
<td>6.7</td>
</tr>
<tr>
<td>Some university/college</td>
<td>38.0</td>
</tr>
<tr>
<td>Graduated university/college</td>
<td>54.0</td>
</tr>
<tr>
<td>Employment</td>
<td></td>
</tr>
<tr>
<td>Self-employed</td>
<td>3.0</td>
</tr>
<tr>
<td>Employed full-time</td>
<td>23.0</td>
</tr>
<tr>
<td>Employed part-time</td>
<td>2.3</td>
</tr>
<tr>
<td>Homemaker</td>
<td>0.0</td>
</tr>
<tr>
<td>Student</td>
<td>67.0</td>
</tr>
<tr>
<td>Retired</td>
<td>0.0</td>
</tr>
<tr>
<td>Unemployed</td>
<td>4.7</td>
</tr>
<tr>
<td>Individual Income level (Monthly) – New Taiwan Dollars</td>
<td></td>
</tr>
<tr>
<td>NT$ 20,000 or less</td>
<td>61.7</td>
</tr>
<tr>
<td>NT$ 20,001 - NT$50,000</td>
<td>33.7</td>
</tr>
<tr>
<td>NT$ 50,001 - NT$ 100,000</td>
<td>4.3</td>
</tr>
<tr>
<td>NT$ 100,001 - NT$ 200,000</td>
<td>0.3</td>
</tr>
<tr>
<td>NT$ 200,001 or more</td>
<td>0.0</td>
</tr>
<tr>
<td>Planned length of trip</td>
<td></td>
</tr>
<tr>
<td>2 days</td>
<td>22.3</td>
</tr>
<tr>
<td>3 – 4 days</td>
<td>50.7</td>
</tr>
<tr>
<td>5 – 6 days</td>
<td>16.7</td>
</tr>
<tr>
<td>≥ 7 days</td>
<td>10.3</td>
</tr>
<tr>
<td>Size of travel group (including yourself) – Persons</td>
<td></td>
</tr>
<tr>
<td>1 (Yourself only)</td>
<td>6.7</td>
</tr>
<tr>
<td>2 – 3</td>
<td>50.0</td>
</tr>
<tr>
<td>4 – 5</td>
<td>32.7</td>
</tr>
<tr>
<td>≥ 6</td>
<td>10.7</td>
</tr>
<tr>
<td>Travel companies</td>
<td></td>
</tr>
</tbody>
</table>
The demographic and travelling characteristics of the respondent’s inbound travelers were summarized and illustrated in Table 1. Out of 300 selected respondents, 150 of them were Taiwanese citizens, and the remaining 150 were inbound visitors. The greater parts of inbound visitors were Thai (23 percent), Macau (3.7 percent), and Hong Kong (3.0 percent) with the total of 23 nationalities. As for gender, there are 55 percent of respondents who are female, and 45 percent are male. The majorities of respondents, almost 90 percent were aged between 15 to 34 years old, and had the education level of graduated university or college (54 percent). Most of respondents were student (67 percent) and 62 percent of individual income level less than NTD 20,000 per month. Regarding the travelling characteristics of respondents, nearly 51 percent of them desired to planned their length of trip about 3 to 4 days, and 50 percent preferred to had 2 to 3 persons for the size of travel group, furthermore, almost 76 percent would like to accompany with friends.

4.2 The importance ranking of vacation motives

The importance ranking, mean scores and standard deviation of each 32 vacation motives as perceived by inbound travelers in Taiwan were displayed in Table 2. All variables were assessed with a five-point Likert scale which ranging from 1=extremely unimportant until 5=extremely important. The finding indicated that ‘enjoying holidays’ was the most important motivation for both of Taiwanese citizens and inbound visitors with the highest mean score of 4.24, while ‘just resting and relaxing’, ‘seeking fun’, ‘nice weather’, and ‘enjoying a great variety of food’ were considered as the other five top ranked of vacation motives. These top five vacation motives had the mean score above 4.1 which determined as extremely important in the importance scale. Vice versa, the least importance vacation motives was ‘visiting places where my family came from’ with a mean score of 3.0, which considered as neutral. Consequently, the entire 32 vacation motives had the mean scores which between 3.0 to 4.2 in a five-point Likert scale, and it revealed that the discriminating vacation motives of this study were greatly important to inbound travelers in Taiwan.
Table 2
The importance ranking of vacation motives for inbound travelers in Taiwan

<table>
<thead>
<tr>
<th>Ranking</th>
<th>Vacation Motives</th>
<th>Meana</th>
<th>Std. Deviationb</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Enjoying Holidays</td>
<td>4.2467</td>
<td>0.90289</td>
</tr>
<tr>
<td>2</td>
<td>Just resting and relaxing</td>
<td>4.2067</td>
<td>0.96630</td>
</tr>
<tr>
<td>3</td>
<td>Seeking fun</td>
<td>4.1900</td>
<td>0.92199</td>
</tr>
<tr>
<td>4</td>
<td>Nice weather</td>
<td>4.1667</td>
<td>0.93549</td>
</tr>
<tr>
<td>5</td>
<td>Enjoying a great variety of food</td>
<td>4.1200</td>
<td>0.99106</td>
</tr>
<tr>
<td>6</td>
<td>Traveling to a destination that I have never been to</td>
<td>4.0833</td>
<td>0.96583</td>
</tr>
<tr>
<td>7</td>
<td>Go to some places I have always wanted to visit</td>
<td>4.0700</td>
<td>0.99418</td>
</tr>
<tr>
<td>8</td>
<td>See the things that I don’t normally see</td>
<td>4.0400</td>
<td>0.91352</td>
</tr>
<tr>
<td>9</td>
<td>Outstanding scenery</td>
<td>3.9433</td>
<td>0.87713</td>
</tr>
<tr>
<td>10</td>
<td>Travelling to a place where I feel safe and secure</td>
<td>3.9400</td>
<td>1.02301</td>
</tr>
<tr>
<td>11</td>
<td>Experience different cultures and different way of life</td>
<td>3.9400</td>
<td>0.89015</td>
</tr>
<tr>
<td>12</td>
<td>Learning new things, increasing knowledge</td>
<td>3.9267</td>
<td>0.91510</td>
</tr>
<tr>
<td>13</td>
<td>Overall cost of vacation (including transportation, accommodations, and meals)</td>
<td>3.9200</td>
<td>0.94334</td>
</tr>
<tr>
<td>14</td>
<td>Getting a change from a busy job</td>
<td>3.8800</td>
<td>1.09067</td>
</tr>
<tr>
<td>15</td>
<td>Exploring a different lifestyle</td>
<td>3.8567</td>
<td>0.88623</td>
</tr>
<tr>
<td>16</td>
<td>Standard of hygiene and cleanliness</td>
<td>3.8267</td>
<td>0.96595</td>
</tr>
<tr>
<td>17</td>
<td>Special events and attractions</td>
<td>3.7700</td>
<td>0.94520</td>
</tr>
<tr>
<td>18</td>
<td>Sightseeing of touristic spots</td>
<td>3.7633</td>
<td>0.99530</td>
</tr>
<tr>
<td>19</td>
<td>Public transportation such as airline, train service, bus service, and local system</td>
<td>3.7567</td>
<td>0.94892</td>
</tr>
<tr>
<td>20</td>
<td>Spend time with family and friends on trip</td>
<td>3.7433</td>
<td>1.05886</td>
</tr>
<tr>
<td>21</td>
<td>Seek new adventure</td>
<td>3.7233</td>
<td>0.93615</td>
</tr>
<tr>
<td>22</td>
<td>Environmental quality of the air, water, and soil</td>
<td>3.6967</td>
<td>1.01064</td>
</tr>
<tr>
<td>23</td>
<td>Escaping from the ordinary live</td>
<td>3.6667</td>
<td>1.06427</td>
</tr>
<tr>
<td>24</td>
<td>Attend cultural events that I don’t have access to at home</td>
<td>3.6433</td>
<td>0.96915</td>
</tr>
<tr>
<td>25</td>
<td>Travelling to a destination that people appreciate</td>
<td>3.6400</td>
<td>0.94519</td>
</tr>
<tr>
<td>26</td>
<td>See how people live</td>
<td>3.6367</td>
<td>0.91329</td>
</tr>
<tr>
<td>27</td>
<td>Meeting new people that I have never met</td>
<td>3.5233</td>
<td>0.97945</td>
</tr>
<tr>
<td>28</td>
<td>Traveling through places important in history</td>
<td>3.4933</td>
<td>1.00664</td>
</tr>
<tr>
<td>29</td>
<td>Available of shopping facilities</td>
<td>3.2900</td>
<td>1.10301</td>
</tr>
<tr>
<td>30</td>
<td>Visiting friends and relatives</td>
<td>3.2800</td>
<td>0.95462</td>
</tr>
<tr>
<td>31</td>
<td>Facilities for physical activities</td>
<td>3.1067</td>
<td>1.03869</td>
</tr>
<tr>
<td>32</td>
<td>Visiting places where my family came from</td>
<td>3.0100</td>
<td>1.03285</td>
</tr>
</tbody>
</table>

a Vacation Motives were evaluated by using a five-point scale, ranging from 1 = Extremely Unimportant to 5 = Extremely Important.
b Standard Deviation

4.3 Analysis of vacation motives factors

As mentioned in the section of data analysis, it is essentially to investigate the vacation motives constructs to have more comprehend the significance variable components then classified into factors that be capable of clarify the importance of variance associated with inbound travelers. The principal component factor analysis with varimax rotation (Kaiser Normalization) was used to generate motivation factors underlying the 32 vacation motives. Six vacation motives factors with 27 items of motivations were derived from the factor analysis, the other 5 items which include ‘Enjoying Holidays’, ‘Seeking fun’, ‘Traveling to a destination that I have never been to’, ‘Learning new things, increasing knowledge’, and ‘Public transportation such as airline, train service, bus service, and local system’ were exclude in the final vacation motives factors.
### Table 3
Factor analysis of the importance of vacation motives for inbound travelers in Taiwan

<table>
<thead>
<tr>
<th>Vacation motives Factor (reliability alpha)</th>
<th>Factor loading</th>
<th>Eigenvalue</th>
<th>% of VE&lt;sup&gt;a&lt;/sup&gt;</th>
<th>Mean&lt;sup&gt;b&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factor 1: Exploration (α = 0.806)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Exploring a different lifestyle</td>
<td>0.726</td>
<td>7.522</td>
<td>27.858%</td>
<td>3.787(0.66)&lt;sup&gt;c&lt;/sup&gt;</td>
</tr>
<tr>
<td>- See the things that I don’t normally see</td>
<td>0.702</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Seek new adventure</td>
<td>0.686</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- See how people live</td>
<td>0.664</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Experience different cultures and different way of life</td>
<td>0.634</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Meeting new people that I have never met</td>
<td>0.620</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Factor 2: Entertainment &amp; Cost (α = 0.816)</td>
<td></td>
<td>2.489</td>
<td>9.217%</td>
<td>3.825(0.63)</td>
</tr>
<tr>
<td>- Sightseeing of touristic spots</td>
<td>0.657</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Available of shopping facilities</td>
<td>0.615</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Outstanding scenery</td>
<td>0.590</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Travelling to a place where I feel safe and secure</td>
<td>0.550</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Go to some places I have always wanted to visit</td>
<td>0.517</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Travelling to a destination that people appreciate</td>
<td>0.507</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Enjoying a great variety of food</td>
<td>0.502</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Spend time with family and friends on trip</td>
<td>0.438</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Overall cost of vacation (including transportation, accommodations, and meals)</td>
<td>0.407</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Factor 3: Relaxation (α = 0.771)</td>
<td></td>
<td>1.651</td>
<td>6.116%</td>
<td>3.849(0.79)</td>
</tr>
<tr>
<td>- Escaping from the ordinary live</td>
<td>0.749</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Getting a change from a busy job</td>
<td>0.747</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Attend cultural events that I don’t have access to at home</td>
<td>0.671</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Just resting and relaxing</td>
<td>0.539</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Factor 4: Environment &amp; Climate (α = 0.781)</td>
<td></td>
<td>1.532</td>
<td>5.676%</td>
<td>3.897(0.81)</td>
</tr>
<tr>
<td>- Environmental quality of the air, water, and soil</td>
<td>0.827</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Standard of hygiene and cleanliness</td>
<td>0.728</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Nice weather</td>
<td>0.696</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Factor 5: Attraction (α = 0.647)</td>
<td></td>
<td>1.193</td>
<td>4.417%</td>
<td>3.457(0.76)</td>
</tr>
<tr>
<td>- Traveling through places important in history</td>
<td>0.795</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Facilities for physical activities</td>
<td>0.637</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Special events and attractions</td>
<td>0.505</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Factor 6: Socialization (α = 0.525)</td>
<td></td>
<td>1.123</td>
<td>4.158%</td>
<td>3.145(0.82)</td>
</tr>
<tr>
<td>- Visiting friends and relatives</td>
<td>0.728</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Visiting places where my family came from</td>
<td>0.713</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall reliability (α = 0.895)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total variance explained</td>
<td></td>
<td>1.123</td>
<td>4.158%</td>
<td>3.145(0.82)</td>
</tr>
</tbody>
</table>

<sup>a</sup> Percentage of variance explained
<sup>b</sup> Mean scale, ranging from 1 = Extremely Unimportant to 5 = Extremely Important.
<sup>c</sup> Standard Deviation

The underlying 6 vacation motives factors consisted of ‘Exploration’, ‘Entertainment & Cost’, ‘Relaxation’, ‘Environment & Climate’, ‘Attraction’, and ‘Socialization’. These factors explained 57.44 percent of the overall variance. Out of 6 vacation motives factors, ‘Environment & Climate’ was the most important factor to encourage inbound travelers decided to have trip with the mean score of 3.89, followed by ‘Relaxation’ which consider as the second important factor with the mean score of 3.84. In term of factor loading, all of the vacation motives items were range from 0.407...
to 0.827. The Cronbach’s Alpha was utilized to evaluate the reliability of each factor. The finding indicated that the reliability alpha for overall 6 vacation motives factors ranged from 0.525 to 0.816 that surpass the minimum value of 0.5 as required by Nunnally (1967).

4.4 Analysis of information sources factor

Table 4 illustrated the underlying factor of information sources, thus a principal component analysis with varimax rotation was performed on 4 categories of information sources. The 4 item yielded only 1 factor with eigenvalue of 2.57. This factor explained 36.77 percent of variance and was labeled as ‘Internet & Word of mouth’. In term of factor loading, all of 4 items were ranged from 0.59 to 0.79. Cronbach’s Alpha was calculated to examine the reliability of information source factor. The alpha coefficient of ‘Internet & Word of mouth’ was 0.657 that exceed the minimum value of 0.5 as well (Nunnally, 1967).

<table>
<thead>
<tr>
<th>Information Sources</th>
<th>Factor loading</th>
<th>Eigenvalue</th>
<th>% of VE</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factor 1: Internet &amp; Word of mouth (α = 0.657)</td>
<td>0.795</td>
<td>2.574</td>
<td>36.769%</td>
<td>3.822(0.68)c</td>
</tr>
<tr>
<td>Blogs</td>
<td>0.795</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reviews from experienced travelers</td>
<td>0.697</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Micro Blogs</td>
<td>0.670</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Word of mouth</td>
<td>0.592</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total variance explained</td>
<td></td>
<td></td>
<td></td>
<td>36.769%</td>
</tr>
</tbody>
</table>

a Percentage of variance explained  
b Mean scale, ranging from 1 = Extremely Unimportant to 5 = Extremely Important.  
c Standard Deviation

4.5 Regression analysis of Taiwanese citizens

The results of significant regression analysis model are displayed in Figure 2. ‘Entertainment & Cost’ was detected as the mainly significant with information sources. It has a direct and positive influence on internet & word of mouth identification with the standardized coefficient of 0.302 (p<0.01). Exploration was also found significant with internet & word of mouth which has standardized coefficient of 0.208 (p<0.05). On the other hand, the other 4 vacation motives factors were not appeared significant in internet & word of mouth. The coefficient of determination of the regression model was only 0.20. This finding may indicated that, Taiwanese citizens probably applied additional diversity of information sources for correspond their vacation motives.
Figure 2. Regression analysis of Taiwanese citizens
*p < 0.05, **p < 0.01, ***p<0.001

Figure 3. Regression analysis of inbound visitors
*p < 0.05, **p < 0.01, ***p<0.001
4.6 Regression analysis of inbound visitors

Figure 3 showed the result of regression analysis for inbound visitors. Exploration and Entertainment & cost were highly significant to internet & word of mouth which represented information sources factor. These 2 vacation motives factor were identification with the standardized coefficient of 0.280 (p<0.001) and 0.353 (p<0.001) consecutively. Environment & climate was found statistically significant to internet & word of mouth with the standardized coefficient of 0.190 (p<0.01). The coefficient of determination of the regression model was 0.54. In sum, the results stated that the selected information sources are well-explained in accounting for vacation motives of inbound visitors.

5. CONCLUSIONS & IMPLICATIONS

The purpose of this study was to investigate the relationship between vacation motives and online travel information search behavior during the pre-trip stage as perceived via inbound travelers in Taiwan. The second purpose was to make the comparison between Taiwanese citizens and visitors about the differentiation in how these vacation motives influence their information search behavior which characterized by information sources. A factor analysis with varimax rotation was identified vacation motives and information sources into factors. As for vacation motives, factor analysis identified 6 motivation factors as perceived by inbound travelers were: ‘Exploration’, ‘Entertainment & cost’, ‘Relaxation’, ‘Environment & Climate’, ‘Attraction’, and ‘Socialization’. Among the underlying vacation motives factors, ‘Environment & Climate’ factor were considered as the most important motivation as perceived by inbound travelers, followed by ‘Relaxation’, ‘Entertainment & cost’, ‘Exploration’, ‘Attraction’, and ‘Socialization’. In term of information sources, factor analysis only identified 1 factor was ‘Internet & Word of mouth’, which including ‘Blogs’, ‘Reviews from experienced travelers’, and ‘Word of mouth’. Regression analysis was utilized to examine the relationship between vacation motives and information sources as perceived from both of Taiwanese citizens and inbound visitors. For Taiwanese citizens, the results stated that only 2 vacation motives factors consistent with selected information sources. This suggested that, there is diversity of information sources that Taiwanese citizens used for aid their travel planning such as print media (newspaper and brochure) or mass media (TV and radio), for the reason that most of them are provided in Chinese language that ease for Taiwanese to reach the information. Furthermore, due to Taiwanese citizens are familiar with location and geographic of Taiwan, thus, they may not call for more detail information. Vice versa, regression
analysis showed the results of inbound visitors which accounting that 3 of motivation factors were significant and positively influence to information sources factor with the higher value of coefficient of determination than Taiwanese case. This is a notable finding that ‘Internet & word of mouth’ be capable of explained the consistent of motivation factors as perceived by inbound visitors. Consequently, inbound visitors are likely to use online channel for searching travel information of Taiwan. It may imply that large amounts of travel information on the internet are provided in bilingual that helped inbound travelers who do not understand Chinese language to grasp usefulness and valuable travel information.

This study contribute to the tourism area by offer the findings about the relationship between vacation motives and online information search behavior of inbound travelers, particularly the comparison between Taiwanese citizens and inbound visitors in Taiwan. Specifically, the finding also revealed the cross-cultural different in the way to employed various sources of information for plan their vacation. Furthermore, the identifying results are not merely to be helpful for other researchers who will perhaps conduct further similar research but also to be capable of assist enhancing marketing approaches for any travel-related organizations.

The limitations of this study involve with the data of respondents. Due to the majority of respondents were aged between 15 to 34 years old for both of Taiwanese and inbound visitors, which might not stand for the overall travelers in Taiwan, thus, it may has differentiation in each age group. On that account, in any further study should make an effort to gather an extensive of age group among the inbound travelers which be able to notably clarify their travel information search behavior.
REFERENCES


Applying Salt therapy as an effort to preserve the historical culture of salt industry in southwest coast of Taiwan

Kun-I Chiu
Minghsin University of Science and Technology

ABSTRACT

Salt industry has 400-year history in southwest coast of Taiwan. Salt-fields, lagoon, mangrove ecology and salt-mountain in the area have been providing work opportunities and tourist revenue, but the prosperity was dramatically changed since the salt industry was shut down in 2002. Taiyen, Taiwan salt company, decided to cease the maintenance of salt-mountain and salt-fields, disappointing many tourists around the world and residents in the vicinity. In order to preserve the historical industry, this study conducts a clinical research to investigate the effects of salt therapy. By creating a salt-related application, salt therapy, in pediatric clinics, we build a story igloo each in 2 clinics and keep children with allergic rhinitis to stay in the igloo for 30 minutes a day by storytelling about local salt culture. After 2 months' tracking, totally 16 times, we evaluate the changes of children’s allergic rhinitis, cognition of local salt stories, and parents’ satisfaction. Through the study, we want to prove the medical effectiveness of salt therapy for allergic rhinitis with experimental basis, because there are 10% -25% children suffering from allergic rhinitis in Taiwan. We also want to promote the historical industry about salt by storytelling for those young children to preserve the salt culture. Finally, we also want to know parents’ attitudes about the storytelling service and salt therapy while they are waiting for the doctor's treatment. With the brand new salt application in Taiwan, we also want to investigate the effects of tourist attraction in the study.

INTRODUCTION

Salt field is a run-down industry in Taiwan. With 400 years history, salt industry was once the local residents’ livelihood and developed its own unique culture and tourism value in southwest coast. However, since the cheap and high quality salt import from Australia hit, the salt industry and culture are almost forgotten by general Taiwanese. The great scenic spot, Taiwan Ever-White Salt Mountain, has been turned gray for a long time by seasonal typhoon and also disappointed many visitors who were attracted to Cigu by its pure white reputation. The suspended salt field and gloomy tourist attractions should be revived by pouring some creativity and innovation indeed, and the salt therapy may be one of the ways could be applied. Salt is actually an indispensable substance for human’s functions and even daily living. For health, too much or too little salt in the diet can lead to muscle cramps, dizziness, or electrolyte disturbance, which can cause neurological problems, or death. Salt is sometimes used as a health aid, such as in treatment of dysautonomia. For daily living, salt has great commercial value because it is a necessary ingredient in many manufacturing processes. A few common examples include: the production of pulp and paper, setting dyes in textiles and fabrics, and the making of soaps and detergents. In addition to usage of food additives, this study plan to apply to therapeutic purposes for allergic rhinitis patient. Based on the storytelling, the study also would like to
bring back the historical culture about salt industry in Taiwan.

LITERATURE REVIEW

1. Study review on salt therapy

Salt therapy is also called Speleotherapy or cave therapy, its origin is in Eastern and Central Europe, and can be traced back to the mid 18th century. Botchkowski, a Polish health official found that no Salt Mines workers have ever suffered from any lung diseases, therefore, in 1843, he put his findings into a book, and soon later, the first salt spa center was opened in Velicko. During World War II, the caves in Salt Mines were often used as air-raid shelters, and after staying in the air raid shelters for a long period of time, people who had asthma found their health conditions were actually improved. Former Soviet Union medical researchers have tested various alternative therapy medications for asthma and chronic bronchitis, and processed extensive clinical trials.

The efficacy of past foreign salt therapy clinical studies mostly concentrated on the improvement of respiratory diseases, Skulimowski has processed salt therapy studies focusing on the 100 chronic emphysema and asthma patients in the Poland Wiehliczka Salt Mine area between 1958 and 1964. At the beginning, the patients stopped taking all the medications between the first 4-7 days, and then they each took 4 hours treatment everyday for 6 to 8 weeks, after being long-term tracked for 6 months to 7 years, the symptoms of the patients have gradually improved. Similar experiments have also been published in Poland, Hungary, and Czechoslovakia, the cure rate for bronchial asthma has reached 20% (Kessler, H. et al., 1969; Bichonski, R. et al., 1971; Paskova, S. et al., 1976). In addition, a 10 years treatment efficacy on the 4000 chronic emphysema patients in Tapolca hospital-cave complex, Hungary has been tracked, and most patients have shown a significant improvement during this period of time. Also a non-respiratory treatment study in Ukraine (Lemko 1992) showed that after being treated for more than 1 year, 17 out of 32 children with neurodermatitis have shown improvement. Gradually, many empirical studies have pointed out that salt therapy is an alternative method that can be applied as a first-line treatment, and it can also be used to ease asthma and chronic bronchitis when coping with traditional medical treatment. Currently, there are also many otolaryngology departments which apply saline solution to the steam inhaler method for patients suffering from nasal congestion or asthma in Taiwan, this is also an application of salt therapy, its major purpose is to relieve the symptoms of nasal congestion and asthma, and allow the nose to be warm and moist to prevent it from generating more mucus and allergic symptoms due to being cold and dry.

In addition, there are also salt therapy related records in the domestic literature reviews, “Bencao Gangmu (Compendium of Materia Medica)” written by Li Shizhen in Ming Dynasty (1596) mentioned the fitness, health, and treatment methods that use salt as the element, and at the same time created the prescription, recipe and soup that apply salt as the formulation. Bencao Gangmu (Compendium of Materia Medica) not only enriches the medical application of salt but also becomes the important component content for traditional Chinese medicine culture (Li Fuheng, etc. people, 2005). More and more clinical studies show that salt is a feasible non-drug alternative treatment for easing these diseases, and at the same time, salt therapy can also be
coped with drug therapy. It is also a standard operating procedure for modern medicine to apply “salt” in treatments and emergency recues. Salt providing is also a very important step, such as: for patients who suffer from vomiting, diarrhea, loss of appetite after surgery, or severe dehydration, and circulatory shock, generally, the saline solution or 5% glucose and saline solution will be injected to replenish patients’ physiological needs; and saline solution is also used to clean the wounds for patients suffering from skin trauma, open fractures or burns. These applications all show that salt plays a very important role in maintaining human homeostasis and medical applications.

The function of salt is not only for treatments, it also has the effect of health and beauty. Due to technology advances, the life pace of modern people is very fast, they often need to face a lot of stress from the society, family, work, and relationships, and further result in the heavy physical and spiritual load. A long-term accumulation may also form into many civilization diseases, such as: acne, obesity, hypertension, heart disease, diabetes and mental illness. To maintain the skin condition and relieve the stress, the health and beauty industry also applies the characteristics of salt to process professional service; the salt with higher concentration will have the effects of deep cleansing, antiseptic, astringent sebaceous glands, and promoting blood circulation, therefore, it is often used by the beauty industry for exfoliating, skin care and bath product. The beauty center also often applied mineral salt to cope with hydroxy acids, hyaluronic acid, and Q10 gel for skin care, detoxification, promoting blood and lymphatic circulation, and regeneration of cells, to allow a good cleansing and repairmen for body and mind. Some of the substantial salt therapy center in Europe and the U.S. also focus on the physical, mental and spiritual health, the decoration in addition to applying salt to stage a snow-white environment; the lightings also select the beautiful and warm color tone. The customers can stay on the comfortable recliner for meditation or listing to music, and at the same time enjoy the purification effect brought to the respiratory tract by breathing the atomized salt particles. Some salt therapy rooms are decorated into a game room to allow the energetic children to be able to pile up the salt sand or play house freely.

2. History changes of salt in Taiwan

Salt has always been the necessity of life, and at the same time the important traditional industry for the southwest coast of Taiwan. Along with Taiyen going from public management to private management in 2002, to meet with the social and economic changes, traditional salt industry has rapidly transformed to biotech industry, due to this, Taiyen has the output value of $148 million in 2003, which has increased 460% when comparing with 2001, the result has greatly encouraged Taiyen to move towards the biotech industry, however, at the same time, the traditional salt field industry also declined along with the trend. There are some traditional salt minds in Europe still continue to operate the local salt culture in the tourism model after the decline of mining, salt therapy is applied to develop medical tourism, and continues bring tourism revenues for the locals, the development is indeed worthy a good learning for the salt industry in Taiwan.

As Taiwan is surrounded by the sea, there were many solar salt fields in the western coastal areas; the solar salt production history is 400 years. Taiwan’s solar salt production history is closely related to Taiwan’s history, during the 400 years, Taiwan was ruled by the Ming Dynasty, Spain, the Netherlands, Qing Dynasty, and
Japan, due to different backgrounds, there are also different salt drying methods and trading systems for the salt industry. According to the historical data on the website of Taiwan Salt Museum (2011), Taiwan’s salt industry development can be traced back to before the Dutch and Spanish Formosa period, at that time, the residents in the coastal areas mainly cooked the sea water to obtain the salt, or traded deer skin, antlers, and etc. with Chinese businessmen, as for residents who did not live in the coastal area, they ate “Roxburgh sumac” or cooked the salt springs to obtain salt.

After entering the Dutch and Spanish Formosa period, the Dutch East India Company established Laikou Salt Field in 1648, however, due to the salt production is bitter, it could not be recognized by the market, therefore, before the end of the Dutch rule period, the salt needed in addition to be cooked by local residents, but also imported from Mainland China. In 1661, after Zhen Cheng Gong took over Taiwan, due to the implementation of sea ban policy in Qing Dynasty, the military of Zhen could only actively cultivate the agricultural land in Taiwan. In addition, in 1665, Chen, Yong-Hua introduced the earliest solar salt production method in Taiwan, reconstructed the Laikou Salt Field and improved the salt drying method, then established “Jhouzihiwei Salt Field” (the current Yong Kang City, Tainan County) and “Dagou Salt Field” (the current Yan Cheng District, Kaohsiung City) (Council for Cultural Affairs, 2005).

In 1683, after Taiwan is occupied by the Ching Dynasty, Taiwan’s salt industry has experienced different systems, free trade, a monopoly of wholesale at salterns (1726), a monopoly of wholesale at the warehouses (1868), a total monopoly of wholesale (1886), and Rules of Monopoly of Salt in Taiwan (1899), until 1946, Taiwan Administrative Office took over Japanese salt fields and established Tainan Salt Industry Company, and in 1952, “Taiwan Salt Works” was established. With the joint efforts of the government and Salt Industry Company, the salt field area and production in Taiwan have finally reached the peak in 1980, however, the production at the time was only sufficient to provide 30% of Taiwan’s industrial salt needs, and at the time, Taiwanese salt also has to face the “high quality and cheap” challenge of foreign salt. In 1989, to adapt to the external environmental changes and challenges, the chairman of Taiyen started to devote into diversification.

In 1997, to preserve the salt industry culture, Taiyen Co. Inc. and Yenkuang Foundation have established Taiwan Salt Museum in Yan Cheng Village, Cigu, it is the only salt industry related theme museum in Taiwan currently. As summers are rainy and have typhoons in Taiwan, the salt beaches require a lot of time to maintain, coupling with the land cost, which has resulted in the domestic salt price and product cannot compete with the international salt market. In 1996, Taiyen and Lake MacLeod Salt Company PTE LTD., a joint venture with Dampier Salt Limited, and Australian based company worked together to produce industrial and agricultural salt. Until 2002, after Taiyen’s privatization, salt monopoly was abolished under the consideration of the changing era and economic cost, the machinery solar salt production was terminated, and started to use imported salt, Taiwan’s solar salt industry finally has become history. After salt is no longer being sold, Taiyen Co. Inc. fully transformed into the biotech (collagen, and microbial agents) industry.

3. Ecology in Cigu area

Cigu Salt Field is the biggest solar salt field in the west coast of Taiwan;
“Salt Mountain” is the special scenery of the coastal fields. The solar salt production period is between October and April every year, as clean sea water needs to be introduced for solar salt production, which will also bring in all the plankton, benthos, and fish that are in the water, and further attract gulls, herons, Piet Avocet, and rallidae, etc. birds to feed here, and at the time, it is also the period for the black-faced spoonbills to spend their winter here (Taijiang National Park, 2011). So far, there are more than 50% of the global black-faced spoonbills spend their winter in Zengwun estuary, it is long-listed as the important international wetland, and attracts the global attentions; there are countless researchers and bird-watchers who specially visit this wetland to observe the black-faced spoonbills (Conservation Research Section, Vice-Director, Ou Zheng-Xing, 2011).

Black-faced spoonbills are the important tourism resource in Tainan, and also the ecological indicator. To enhance the ecological protection of black-faced spoonbills, the Black-Faced Spoonbill Conservation Area is established in November 2002, however, the accident of tons of dead black-faced spoonbills occurred in December of the same year, the cause of death is the insufficient food supply, which changed their habits of only feed with live fish, and ate the dead fish which have been polluted by clostridium botulinum. With the efforts of the government conservation units, 15 of the 17 cured and released to wild black-faced spoonbills have returned to Taiwan. The director-general of the Black-Faced Spoonbill Wild Bird Society, Huang Chun-Hsien pointed out that with the global synchronized investigation, the total amount of black-faced spoonbills in the world is 1,069, in which, there are 270 in Hong Kong; 100 in Japan; 18 in South Korea, and the rest are mostly in Taiwan in January 2003, Taiwan is the major winter habitat for global black-faced spoonbills.

To protect the nature scenery and wild animals and provide recreation and researches to people, the government section has established Taijiang National Park in 2009, its rich and special resources, such as landscape (tidal flats, sandbanks, and wetlands); marine ecological resources (crabs, cetaceans, fish, and shellfish); land ecological resources (black-faced spoonbill, salt field, fish ponds, tidal estuaries, mangroves, sand and salt plants); historic monuments (slat wharf, salt canal, Sicao Battery, Cigu lagoon); and history of ordinary people, will improve the understanding of people on tourism resources, and also smoothly inherit special culture. However, it is pitiful that the ceasing of Cigu Salt Field marks the final period of 338 years of salt production history in Taiwan.

4. Salt therapy and culture tourism

Due to the climate and high-cost, the domestic 400-year history salt industry can never catch up with the development path of foreign salt therapy, and forced to terminate, and the current position still remains to be the food necessities, beauty products, biotech products, and medical supplies in people’s livelihood. However, in 1997, Taiwan established the first and the only Taiwan Salt Museum, and allowed Taiwan’s salt industry will not end due to the termination of solar salt industry, this is another culture tourism opportunity. Yang Min-Zhi (2001) mentioned local cultural industry is not only an economic and cultural resource with high development potential, an irreplaceable cultural tourism resource for local development, a common memory of people, a place for historical and cultural heritage, but also has the functions of extending local traditional culture and bring in community consensus, sense of territoriality, and sense of identity. For the cultural perspective, cultural
tourism cannot only preserve traditional culture, but also can allow the future generation to understand the local culture through tourism. For the tourism perspective, the domestic tourism revenue will be improved, in the survey of the tourists consumption and location in Taiwan in 2009, Taiwan’s customs and culture are the top 3 attractions for tourists to visit Taiwan (The Tourism Bureau, 2011), and the special lagoon terrain in Chiayi and Taiwan coast has formed the mangrove ecosystem, which can attract migratory birds to spend their winter here, in addition, the solar salt fields and solar salt production equipments are all treated as an ecology and culture. It is listed by the government as a national park that has “historical culture”, “natural ecology” and “fishing and slat production industry”.

Cultural tourism industry must have the support of the government to continue to be preserved (such as the establishment of national parks). The Executive Yuan, Taiwan has proposed 6 major emerging industries in 2009, they are respectively biotechnology industry, tourism, green energy, medical care, fine agriculture, and cultural creative industry to create economical value together. President, Ma Ying-jeou (2009) further pointed out that there are 4 major flagship industries in Taiwan’s service industry, they are respectively tourism, finance, medical care, and cultural creative, and only tourism can combine medical and cultural industry, in the future organization restructuring process of the Executive Yuan, the organizational structure of the Tourism Bureau will be more flexible, the resistance for establishing branches around the world will be the smallest, the greatest creativity can be applied to promote tourism industry, and combine medical industry and culture creative industry to develop Taiwan’s strength. In addition, for the medical perspective, if the “salt industry” can introduce “salt therapy” and combine with cultural tourism, it will provide more tourism revenues.

5. Salt therapy story igloo

For the “cultural creative” industry, the National Science Council (2011) thinks that the competition advantage for industries are no longer just land, capital. Or labor, it has been replaced by knowledge, creativity, culture and characteristics, and resulted in the change of “the meaning of life and the consumption value”. The emergence of creative living industry is an inevitable trend after the economic development becomes rich and prosperous. The creative living industry has two concepts: “creativity + life industry” and “creative living + industry”. The previous one applies creativity to activate the operation of the current life industry, such as: salt industry is the life industry of “food”, after applying creativity and then combine with local cultural resources, it can be transformed into the cultural industry of “tourism”, and develop Taiwan Salt Museum, design the DIY activity for salt products, and further prove that any industry will have the new opportunity to be operated. The meaning of creative living + industry” is to discover or understand the new needs of life, and further form into enterprise operation, and evolve into a new industry type. Such as, the Taipei “story igloo” emerged in 2004, it originated from the operator often takes children to bookstores for listening to stories, and it is always very crowded every time, the children who sit in the back seats will always jump up and down to watch the body language, emotion performance and story picture books of the storyteller.

This demand has promoted the new business development of “story igloo”.
“Story igloo” decorates the space of the story picture book in the form of theater; it enlarges the story picture book, and creates different props from the story. Children can experience with their hands while listening to stories, and further fit into the space of the story plots. “Story igloo” also created the “industry of listening to stories”—which develops and trains the skill of storytelling, the design of story plots and the related supporting services, this kind of operation model is unprecedented. According to a survey processed by the Formosa Cancer Foundation, and etc. units (2006) focusing on “cartoon preference for children with cancer”, there are 90% children with cancer think that watching cartoons can help them forget the treatment discomfort in the hospital, and at the same time, 70% respondents believe that the most frequently engaged activity for them during treatment is watching cartoon videos. Most surprisingly, there are 70% respondents chose to go to amusement parks, however, there are also 50% respondents hope to listen to stories in the most popular “fairy tale story igloo”. China Daily News (2011) has reported that Tzu Chi Hospital Taichung held a story igloo activity for a group of developmentally delayed children on Lantern Festival, and allowed these children to stimulate their cognitive development through the “festival” experience. A rehabilitation worker, Liu Shu-Jing said, the overall curriculum design of story igloo applies picture books to introduce the origin of Lantern Festival and lanterns, as picture books can improve the cognitive ability of developmentally delayed children, and through the activities of making lanterns and glue balls, it will help improving the hand detailed movement ability of developmentally delayed children. They can learn from games, their concentration will be improved, and through group class, they can also learn from each other, and help improving their reaction ability. With the popularity of “story igloo”, to convey the environmental protection concept through children to impact the adults, Test Rite Retail Co., LTD. (2011) specially held the “green life story igloo”. It is a storytelling activity which applied environmental protection as the theme, first the container truck house is converted into a green living space, and then it is extended to have tours in the outdoor mobile theater method. Through the interesting guidance and interaction of the storyteller, helps children to naturally develop the good habit of environmental protection from the laughter. This activity also attracted Taipei City Mayor, Hau Lung-Bin for sponsorship. The ex-Minister of the Environmental Protection Administration said that when he was working at the Environmental Protection Administration, the performance of the battery recycling policy promotion was bad at the beginning, then after starting from school children and further impact the family, adults, it was finally very successful.

“Story igloo” is a business pattern formed by life demands to enterprise operation, it can be seen that story igloo may not have direct treatment effect on children with cancer, but it can transfer their attention and ease the discomfort during treatment, and face the illness in a happy mood. “Story igloo” can also promote the cognitive development of developmentally delayed children, stimulate their learning through rich situational decoration, and allow them to understand manners, relationship, right or wrong and the environmental protection concept through the story. The study will go through the effect of story igloo conveying cultural cognition, and combine with the application of salt therapy in the pediatric clinic to process clinical trials. It wants to understand whether the attention and application of children with allergic rhinitis for salt therapy can achieve the purpose of medical tourism through the salt therapy story igloo.
STUDY PURPOSE

1. Confirm the clinical effects of salt therapy on patients with allergic rhinitis through the salt therapy clinical studies.
2. Explore the cognition conveying effect of local salt culture and tourism characteristics through salt therapy story igloo.
3. Understand whether this medical tourism service will satisfy the test subjects and their parents.

STUDY METHOD

The study attempts to bring “the local culture of salt” into story igloo, it applies coarse salt to decorate a salt therapy space, allows the children who take the experiment can visually perceive different white salt ground. In the internal environment this is filled with coarse salt, it at the same time uses nubulizer to atomize the salt particles through steams to the air, and with the salt particles in the space, the children who take the experiments in the clinic can breathe different air. Also, with the guidance of the storyteller, the small stories about “Tainan Cigu area-salt town” will allow children to understand the rich history of salt industry culture through the simple and fun stories, and the lively interaction. In addition, the related ecology of Cigu salt town will also be introduced to those children through the storytelling method. The story contents include: the process of solar salt production, the relationship between salt and health, the story of oyster raising families, maintaining the ecological balance of lagoons, and black-faced spoonbills travelling 8000 miles home. Through the story convey, it will allow all the participated children and parents to understand the culture of Cigu salt town and further preserve the tourism industry of “Cigu are”.

The study case of the experiment is the two pediatric clinics from Hsinchu County, there are a total of 20 children, aged 5-12 with allergic rhinitis, in which 10 children underwent the atomized salt air experiment, and the other 10 only underwent the control experiment of atomized water air. The 20 children would stay for half an hour to listen to the local cultural stories of Cigu salt town every time, and take the experiments, the experiments underwent 3 times a week for two months, there are a total of 24 salt therapy story igloo experiments. The major purpose is to understand whether salt therapy can improve the clinical symptoms of allergic rhinitis. The evaluation tool of allergic rhinitis applied the “Total Nasal Symptom Score (TNSS)” Scale. In addition, it also explores whether the 20 children who underwent the experiments can clearly recognize the local culture in Cigu area after the 24 storytelling, and through the self-designed “Cigu salt town cultural evaluation form” to evaluate the cognition differences before and after. Also, in the effectiveness of promoting the tourism in Cigu salt town area, the study has applied the “salt therapy story igloo satisfaction survey”, which goes through the subjective answers of the children’s parents to understand the tourism attraction for this cultural promotion.

EXPECTED CONTRIBUTIONS
1. This study introduces salt therapy as a brand-new application and a novel type of medical tourism in southwestern coast of Taiwan to hopefully rebound the sluggish tourist status and improve the public health.

2. To preserve the historical culture of salt industrial region, this study brings in the storytelling about salt-related information and local culture within salt therapy period for experimental participants. Based on the lively storytelling, the subjects will realize the local culture spontaneously.

3. This study incorporates salt therapy into pediatric clinics which establish a new model for horizontal alliance in salt application, so any other spa or massage store could easily follow suit or just add salt therapy as a new service.

4. From the clinic research, the study also wants to verify the ancient salt application in Taiwan, and wish to promote the effects for rhinitis patients.

REFERENCE


Differential Impacts of Visitors upon a Destination
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ABSTRACT

As a destination grows in popularity, it attracts visitors from various market segments. The visitors differ in terms of the activities that they participate in during their stay and the types of accommodations that they use. The variation in visitor behavior results in differential impacts upon a destination and influences the types of facilities and activities built to meet visitor preferences. This paper is a working paper that begins to explore the differential impacts of visitors upon a destination using data on Hawaii's visitors. Visitors to Hawaii can be analyzed in terms of the number of trips to Hawaii, expenditures by activity, and types of accommodations. The latter is important to developers to meet visitor preferences and the types of visitor accommodations have evolved from hotels to condominiums, vacation homes and time share properties. Expenditure data by market segment and activities is used to measure the impact of the different types of visitors. The differential impacts of visitors upon a destination not only has implications for planners and developers, but also for the marketing of a destination in terms of identifying the target markets that produce the most benefits to a destination. As an exploratory study, the paper will identify issues that may need to be addressed by other leisure destinations as they analyze their patterns of growth and select target markets to attract.

INTRODUCTION

As a matured destination, Hawaii is dependent upon attracting different market segments for continued growth. Hawaii's original appeal as a sun, sand and sea destination is still the core of its appeal. It has been successful in also attracting business market segments in terms of meetings, incentives, conventions and exhibitions as well as bridal and sporting events. However, the special market segments comprise modest proportions of the total visitors as compared to vacation travelers. The majority of visitors, 67%, are domestic travelers from the United States with Japan, 18%, and Canada, 5%, being the only two international markets of any significance (Hawaii Tourism Authority 2009).

One of the indicators of a matured destination is a substantial proportion of repeat visitors (Alegre & Cladera 2006) and this is true for Hawaii. Approximately two-thirds of total visitors to Hawaii are repeat visitors. For the United States, 72% are repeat visitors; for Japan, 58% are repeat visitors and for Canada, 63%. From 2000-2009, total visitors to Hawaii declined due to a 23% decline in first-time visitors which could not be offset by increases in repeat visitors (Hawaii Tourism Authority 2009). The increasing proportion of repeat visitors has different implications for tourism in Hawaii. Since repeat visitors engage in different activities than first time visitors (Lehto, O'Leary, & Morrison 2004; Li, Cheng, Kim & Petrick 2008), one would expect that their expenditures will differ from those of first time visitors.

In regard to the types of accommodations used by visitors, there has been a substantial shift in visitors' preferences from 2000-2009. The number of visitors using only hotels declined by 22% over this time period; those using only condominiums declined by 11%;
whereas those staying with friends and relatives increased by 41%. In addition, the number of 
visitors using only timeshares increased by 37% from 2005-2009. The increase in timeshare 
usage and staying with friends and relatives has resulted in only 54% of all visitors staying 
only in hotels. Another 8% use a combination of hotels and other types of accommodations. 
The growth in timeshare usage reflects increasing supply through new developments 
and conversions of existing hotel properties. The new Disney resort for example is a 
timeshare property. From a developer's viewpoint, timeshares are more profitable than hotel 
operations (Powanga & Powanga 2008). The new Trump International Hotel & Tower in 
Waikiki is a condominium development where owners can place their units into a rental pool 
managed by Trump Hotel Collection. 
The shift in visitor composition thus has been accompanied by changes in expenditure 
patterns in Hawaii. To some extent, this also has affected the pattern of accommodation usage 
with declining use of hotels and increased use of alternative accommodations such as 
timeshares and staying with friends and relatives. These changes will have differential 
impacts upon Hawaii which has implications for other resort destinations progressing through 
a similar pattern of development. The current study is a working paper that begins to explore 
the differential impacts of visitors upon a destination. 

DATA 

All data on visitors to Hawaii in this study are drawn from the Hawaii Tourism 
Authority (HTA) data base. Data on visitors are collected through several surveys. The 
Domestic Survey covers U.S residents and international visitors who traveled to Hawaii on 
flights from the continental United States. An in-flight survey form is distributed on all 
flights from the continental United States and approximately 2.8 million usable forms were 
collected and processed in 2009. This survey provides information on visitor characteristics 
such as trip purpose, length of stay, type of accommodations and demographic data (HTA 
2009). 
The International Intercept Survey is distributed to a systematic sample of passengers 
in the boarding areas and walkways of Honolulu International Airport and Kahului Airport on 
Maui. Approximately 53,000 surveys were completed and processed in 2009. In addition to 
visitor characteristics and demographic data, the survey collects information on expenditures 
(HTA 2009). 
The Island Visitor Survey is conducted at airport departure areas on all of the islands. 
Similar to the International Intercept Survey, the Island Visitor Survey collects information 
on visitor characteristics, demographic data and expenditures. In 2009, approximately 84,000 
surveys were completed and processed (HTA 2009). 
Changes in the surveys have occurred in recent years to reflect new market trends. A 
fourth survey on cruise passengers is distributed to cabins on cruise ships. In 2001, the data 
on air and cruise arrivals were reported separately. Expenditure data on visitors staying in 
timeshares were collected beginning in 2003. In 2005, separate categories for "getting 
married" and "honeymoon" were established to replace the category "wedding/honeymoon"; 
and "vacation" was used to indicate trip purpose as one of the categories under "pleasure". 
The total sample sizes are large, but decline significantly as the data are disaggregated 
into specific market segments. Due to concerns over confidentiality, individual survey
Differential Impacts of Visitors upon a Destination

responses are not available for additional analyses and statistical tests. The available data, nevertheless, provide useful insights into the differences among visitors and their resulting impacts upon a destination. Preliminary analyses of the data presented in this working paper will focus on the market segments that have sufficiently large sample sizes.

PRELIMINARY DATA ANALYSES

Overview of Visitors to Hawaii

The ten years, 2000-2009, were especially difficult years for Hawaii due to factors beyond the control of the local tourism industry. The "tech bust" in 2000, bombing of the World Trade Center in 2001, ensuing war in the Middle East and financial meltdown beginning in 2007 had dampening effects on travel not only to Hawaii, but also worldwide. Visitors to Hawaii declined by about 8% during this time period.

Table 1: Selected Characteristics of Visitors to Hawaii

<table>
<thead>
<tr>
<th></th>
<th>2000</th>
<th>2009</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total visitors</td>
<td>6,948,600</td>
<td>6,420,450</td>
<td>- 7.7</td>
</tr>
<tr>
<td>First-time visitors</td>
<td>2,850,360</td>
<td>2,185,040</td>
<td>-23.3</td>
</tr>
<tr>
<td>Repeat visitors</td>
<td>4,098,240</td>
<td>4,235,410</td>
<td>+ 3.3</td>
</tr>
<tr>
<td>Av. No. of trips</td>
<td>4.11</td>
<td>5.09</td>
<td>+23.8</td>
</tr>
<tr>
<td>Av. Length of stay</td>
<td>8.88 days</td>
<td>9.38 days</td>
<td>+ 5.6</td>
</tr>
</tbody>
</table>

Type of accommodations:

Hotel only               | 4,476,870  | 3,477,290  | -22.3          |
Condo only               | 969,030    | 862,732    | -11.0          |
Timeshare                | 293,320    | 699,840    | +138.6         |
Rental house             | 83,661     | 284,584    | +240.0         |
Friends or relatives     | 552,000    | 671,210    | +21.5          |

Trip purpose:

Pleasure                 | 5,554,420  | 5,313,948  | - 4.3          |
Mtgs. Conv. Incen.       | 574,920    | 368,630    | -35.9          |
VFR                      | 446,465    | 629,804    | +41.1          |

Expenditures:

Total (millions)         | $10,918.1  | $9,794.3   | -10.3          |
Per person per day       | $168.40    | $162.50    | - 3.5          |
Per person per trip      | $1,571.30  | $1,525.50  | - 2.9          |

Source: Hawaii Tourism Authority, Annual Research Report, 2009

As can be seen from Table 1, the decline was most pronounced in terms of first time visitors compared to repeat visitors which remained relatively stable with a modest increase over the ten years. This speaks well of the value of repeat visitors who continued to travel to Hawaii despite difficult economic and world conditions.

The increase in average number of trips and average length of stay (ALOS) can be attributed to the repeat visitor market segment which now comprises the majority of all
Differential Impacts of Visitors upon a Destination

visitors. The significant shifts in the types of accommodations used are in part due to the expansion of timeshare units to meet the demand for alternative accommodations and the growth in VFR travel to the islands.

In spite of the increase in average length of stay, total expenditures declined over the ten year period due to the decline in total visitors. Per person per day expenditures and per person per trip expenditures also experienced modest declines. The decline in daily and trip expenditures could be due to differences in the expenditures of first time and repeat visitors since repeat visitors comprised a larger proportion of total visitors in 2009 than in 2000. Given the importance of repeat visitors, their expenditure patterns will be analyzed first. This will be followed by an analysis of expenditures by visitors staying in different types of accommodations.

Expenditures of First-time versus Repeat Visitors

Data to compare the expenditures of first-time and repeat visitors are taken from the International Departure Surveys for 2009. As a post-expenditure survey, the estimates are dependent upon individuals’ recall of their expenditures. The sample sizes, however, are very large and should provide reliable estimates for comparison purposes.

Table 2: First-time and Repeat Visitors to Hawaii
Per Person Daily Expenditures (PPDE) in USD

<table>
<thead>
<tr>
<th></th>
<th>First-time Visitor</th>
<th>Repeat Visitor</th>
<th>% Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food:</td>
<td>41.49</td>
<td>35.88</td>
<td>-13.5</td>
</tr>
<tr>
<td>Restaurant</td>
<td>23.19</td>
<td>17.69</td>
<td>-23.7</td>
</tr>
<tr>
<td>Dinner shows</td>
<td>4.11</td>
<td>1.59</td>
<td>-61.3</td>
</tr>
<tr>
<td>Groceries</td>
<td>5.86</td>
<td>6.18</td>
<td>+5.4</td>
</tr>
<tr>
<td>Other</td>
<td>8.33</td>
<td>10.42</td>
<td>+25.1</td>
</tr>
<tr>
<td>Entertainment:</td>
<td>23.10</td>
<td>9.41</td>
<td>-59.2</td>
</tr>
<tr>
<td>Attractions</td>
<td>5.46</td>
<td>1.54</td>
<td>-71.8</td>
</tr>
<tr>
<td>Recreation</td>
<td>3.45</td>
<td>2.99</td>
<td>-13.3</td>
</tr>
<tr>
<td>Tours/entertainment</td>
<td>6.42</td>
<td>2.60</td>
<td>-59.5</td>
</tr>
<tr>
<td>Other</td>
<td>7.77</td>
<td>2.27</td>
<td>-70.7</td>
</tr>
<tr>
<td>Transportation</td>
<td>18.38</td>
<td>17.46</td>
<td>-5.0</td>
</tr>
<tr>
<td>Shopping</td>
<td>40.97</td>
<td>36.31</td>
<td>-11.3</td>
</tr>
<tr>
<td>Lodging</td>
<td>66.65</td>
<td>64.32</td>
<td>-3.5</td>
</tr>
<tr>
<td>Total PPDE</td>
<td>197.91</td>
<td>167.43</td>
<td>-15.4</td>
</tr>
<tr>
<td>Length of stay</td>
<td>12.25 days</td>
<td>12.79 days</td>
<td>+4.4</td>
</tr>
<tr>
<td>Trip exp. per person</td>
<td>2,424</td>
<td>2,141</td>
<td>-11.6</td>
</tr>
</tbody>
</table>

Source: Hawaii Tourism Authority, International Intercept Survey, 2009

Past studies have had mixed results on whether first time or repeat visitors have higher expenditures. From Table 2, one can see that the total expenditures of repeat visitors are somewhat lower than that of first-time visitors. The main differences are expenditures on
Differential Impacts of Visitors upon a Destination

restaurant food, dinner shows, attractions, and tours/entertainment. Previous studies have suggested that first-time visitors were more likely to seek new experiences and novelty with interest in attractions and events; whereas, repeat visitors seek relaxation including visiting friends and relatives (Gitelson & Crompton 1984; Fakeye & Crompton 1992; Pyo, Song & Chang 1998; Lau & McKercher 2004; Okamura & Fukusige 2010).

The lower expenditures of repeat visitors on dinner shows, attractions and tours/entertainment are consistent with previous studies. Repeat visitors to Hawaii have a higher usage of condominiums, time shares and staying with friends and relatives than first time visitors. Lower expenditures on restaurant food would be consistent with repeat visitors consuming more in-home meals.

Although the expenditures of repeat visitors are lower than that of first-time visitors, it has been suggested that repeat visitors spend more in total with multiple visitations over time (Meis, Joyal & Trites 1995). This especially is applicable to Hawaii where the average number of trips of repeat visitors in 7.2 trips. There are visitors who come every year for over twenty or thirty years so that the life time value of these multiple repeat visitors far surpasses that of a first time visitor.

As can be seen from Table 3, the trip expense per person (PPDE X ALOS) for repeat visitors with eleven or more trips to Hawaii exceeds that of first time visitors as shown in Table 2. This is due to the substantially longer length of stay of repeat visitors. Expenditures on entertainment which includes attractions tend to be significantly lower for repeat visitors which would be expected since a visitor may go to a destination multiple times but not necessarily to the same attractions at the destination. Exceptions would be major complexes such as Disney World where the attraction is the destination.

Table 3: Selected Expenditures of Repeat Visitors to Hawaii
Per Person Daily Expenditures (PPDE) in USD

<table>
<thead>
<tr>
<th>Number of Trips</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6-10</th>
<th>11+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entertainment</td>
<td>12.09</td>
<td>13.84</td>
<td>7.97</td>
<td>10.84</td>
<td>7.77</td>
<td>6.17</td>
</tr>
<tr>
<td>Lodging</td>
<td>53.26</td>
<td>66.68</td>
<td>62.29</td>
<td>66.48</td>
<td>91.86</td>
<td>48.99</td>
</tr>
<tr>
<td>Total PPDE</td>
<td>162.63</td>
<td>168.57</td>
<td>169.92</td>
<td>189.46</td>
<td>189.33</td>
<td>146.78</td>
</tr>
<tr>
<td>Length of stay (days)</td>
<td>10.23</td>
<td>9.43</td>
<td>9.04</td>
<td>9.11</td>
<td>9.32</td>
<td>21.55</td>
</tr>
<tr>
<td>Trip exp. per person</td>
<td>1,663</td>
<td>1,589</td>
<td>1,536</td>
<td>1,725</td>
<td>1,764</td>
<td>3,163</td>
</tr>
</tbody>
</table>

Source: Hawaii Tourism Authority, International Intercept Survey, 2009

It is of interest to note that lodging expenses of repeat visitors are not necessarily lower than that of first time visitors. Lodging expenditures for visitors on their third, fourth or fifth trip to Hawaii are about the same as first-time visitors and those on their sixth to tenth trip are substantially higher. At eleven or more trips, lodging expenses decreases substantially due to the much longer length of stay for these visitors, but this would be expected since visitors staying for extended periods are more likely to use lower cost accommodations.

Expenditures of first-time and repeat visitors also seem to differ by nationality as revealed in Table 4. Canadian repeat visitors have 25% higher trip expenses per person than
Differential Impacts of Visitors upon a Destination

First-time Canadian visitors to Hawaii. Japanese repeat visitors have 17% higher trip expenses per person than first-time Japanese visitors. In both cases, substantially higher lengths of stay for repeat visitors resulted in higher trip expenses per person. The same is not true for U.S. visitors where repeat visitors have lower trip expenses per person than first-time visitors.

Table 4: Expenditures of First-time and Repeat Visitors by Nationality
Per Person Daily Expenditures (PPDE) in USD

<table>
<thead>
<tr>
<th>Nationality</th>
<th>Total PPDE</th>
<th>Length of Stay</th>
<th>Trip Expense Per Person</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Canada:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First-time</td>
<td>153.41</td>
<td>13.3</td>
<td>2,040</td>
</tr>
<tr>
<td>Repeat</td>
<td>132.06</td>
<td>19.3</td>
<td>2,549</td>
</tr>
<tr>
<td><strong>Japan:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First-time</td>
<td>297.74</td>
<td>5.91</td>
<td>1,760</td>
</tr>
<tr>
<td>Repeat</td>
<td>250.74</td>
<td>8.22</td>
<td>2,061</td>
</tr>
<tr>
<td><strong>U.S. Eastern States:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First-time</td>
<td>168.69</td>
<td>11.52</td>
<td>1,943</td>
</tr>
<tr>
<td>Repeat</td>
<td>136.94</td>
<td>10.02</td>
<td>1,372</td>
</tr>
<tr>
<td><strong>U.S. Western States:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First-time</td>
<td>199.93</td>
<td>12.97</td>
<td>2,593</td>
</tr>
<tr>
<td>Repeat</td>
<td>165.66</td>
<td>13.09</td>
<td>2,168</td>
</tr>
</tbody>
</table>

Source: Hawaii Tourism Authority, International Intercept Survey, 2009

Thus, there is no simple answer to the value of first-time versus repeat visitors to a destination. Although in general it appears that repeat visitors have lower trip expenses per person than first-time visitors, this does not apply to all nationalities; and visitors with very high multiple trips have significantly larger trip expenses per person than first-time visitors due to a substantially longer length of stay.

The one consistent conclusion is that expenditures on entertainment and attractions tend to decline with multiple trips so that this sector of the tourism industry is negatively impacted by repeat visitations. Similar results were found in previous studies (Oppermann 1996; Litvin 2007). On the other hand, the value of multiple visits over time produces revenues that exceed that of a first-time visitor and the cost of attracting a repeat visitor usually is considered to be lower than that for a first-time visitor. The changes in lodging expenditures do not exhibit a consistent pattern with increases in the number of trips. The next section will analyze expenditures by visitors staying in different types of accommodations.

Expenditures by Type of Accommodations

Due to the limitations of sample sizes as the data are disaggregated, the analysis focuses on four major types of accommodations that visitors use during their stay in Hawaii. These are hotels, condominiums, timeshares, and staying with friends and relatives. There does not appear to be any published studies that have done a similar comparative analysis of
Differential Impacts of Visitors upon a Destination

the four types of accommodations, but special studies of each type have been done (Backer 2009; Powanga & Powanga 2008).

Table 5: Expenditures by Type of Accommodation
Per Person Daily Expenditure (PPDE) in USD

<table>
<thead>
<tr>
<th></th>
<th>Hotel</th>
<th>Condo</th>
<th>Friends &amp; Relative</th>
<th>Timeshare</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food:</td>
<td>44.60</td>
<td>30.38</td>
<td>24.92</td>
<td>30.69</td>
</tr>
<tr>
<td>Restaurant</td>
<td>25.81</td>
<td>11.19</td>
<td>9.47</td>
<td>12.30</td>
</tr>
<tr>
<td>Dinner shows</td>
<td>3.64</td>
<td>1.52</td>
<td>0.46</td>
<td>6.13</td>
</tr>
<tr>
<td>Groceries</td>
<td>5.81</td>
<td>7.08</td>
<td>5.86</td>
<td>7.34</td>
</tr>
<tr>
<td>Other</td>
<td>9.35</td>
<td>10.59</td>
<td>9.14</td>
<td>4.93</td>
</tr>
<tr>
<td>Entertainment</td>
<td>18.86</td>
<td>10.09</td>
<td>5.66</td>
<td>12.74</td>
</tr>
<tr>
<td>Attractions</td>
<td>3.95</td>
<td>1.62</td>
<td>0.97</td>
<td>1.69</td>
</tr>
<tr>
<td>Recreation</td>
<td>3.81</td>
<td>3.24</td>
<td>0.94</td>
<td>2.47</td>
</tr>
<tr>
<td>Tours/entertainment</td>
<td>5.16</td>
<td>3.01</td>
<td>0.92</td>
<td>1.51</td>
</tr>
<tr>
<td>Other</td>
<td>5.75</td>
<td>2.23</td>
<td>2.84</td>
<td>7.08</td>
</tr>
<tr>
<td>Transportation</td>
<td>20.96</td>
<td>15.97</td>
<td>10.11</td>
<td>22.58</td>
</tr>
<tr>
<td>Shopping</td>
<td>46.16</td>
<td>16.47</td>
<td>38.71</td>
<td>29.06</td>
</tr>
<tr>
<td>Lodging</td>
<td>87.14</td>
<td>67.23</td>
<td>4.91</td>
<td>20.26</td>
</tr>
<tr>
<td>Total PPDE</td>
<td>224.40</td>
<td>142.10</td>
<td>90.35</td>
<td>117.03</td>
</tr>
<tr>
<td>Length of Stay (days)</td>
<td>8.42</td>
<td>22.72</td>
<td>14.57</td>
<td>10.84</td>
</tr>
<tr>
<td>Trip exp. per person</td>
<td>1,889</td>
<td>3,228</td>
<td>1,316</td>
<td>1,268</td>
</tr>
</tbody>
</table>

Source: Hawaii Tourism Authority, International Intercept Survey, 2009

On an a priori basis, one would expect that the expenditures of visitors staying with friends and relatives would be lower than those staying in other types of accommodations (Asieudu 2008; Baker 2010), and the expenditures of visitors staying in hotels would be higher than other visitors who have access to cooking facilities by staying in condominiums or time shares.

The data in Table 5 confirm that visitors staying in hotels have higher per person daily expenditures in all categories compared to the three other types of accommodations; however, trip expenses per person is not the highest. Visitors staying in condominiums have the highest trip expenses per person because their average length of stay is over twenty days compared to eight days for visitors staying in hotels; eleven days for visitors staying in timeshares; and fifteen days for those staying with friends and relatives.

It is of interest to note that visitors staying with friends and relatives have a higher trip expense per person than those staying in timeshares. Although their per person daily expenditure is the lowest for almost all categories, visitors staying with friends and relatives spend twice the amount on shopping than those staying in condominiums and one-third more on shopping compared to timeshare users. One could consider the benefits from this market
Differential Impacts of Visitors upon a Destination

segment a bonus since typically very little monies, if any, are spent to attract VFR travelers to a destination.

The data also confirm that visitors not staying in hotels spend substantially less on eating out at restaurants. Expenditures on dinner shows and attractions are also lower for non-hotel users. These differences to some extent may be expected since repeat visitors are more likely to stay in alternative accommodations compared to first-time visitors; consume in-home meals; and prefer not to revisit the same attractions or dinner shows. The total impact of visitor expenditures, however, also is dependent upon the proportion of visitors staying in each type of accommodation.

Table 6: Distribution of Visitors by Type of Accommodation

<table>
<thead>
<tr>
<th></th>
<th>2000</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Percent</td>
</tr>
<tr>
<td>Total visitors</td>
<td>6,948,600</td>
<td>100.0</td>
</tr>
<tr>
<td>Hotel only</td>
<td>4,476,870</td>
<td>64.4</td>
</tr>
<tr>
<td>Condo only</td>
<td>969,034</td>
<td>13.7</td>
</tr>
<tr>
<td>Friends &amp; relatives</td>
<td>552,000</td>
<td>7.9</td>
</tr>
<tr>
<td>Timeshare only</td>
<td>227,760</td>
<td>3.3</td>
</tr>
<tr>
<td>Combination</td>
<td>620,390</td>
<td>8.9</td>
</tr>
</tbody>
</table>

Source: Hawaii Tourism Authority, Annual Research Report, 2009

As can be seen from Table 6, approximately half of all visitors in 2009 stayed only in hotels so the total impact of visitors staying in hotels is still larger than those staying in other types of accommodations. The distribution of visitors by type of accommodations has been shifting from 2000 to 2009. The proportion of visitors staying only in hotels declined from 64% in 2000 to 54% in 2009. Condominium usage remained the same, but the proportion of visitors staying with friends and relatives and those staying only in timeshares increased.

If the past trend were to continue over the next ten years, less than half of the visitors would be staying only in hotels and the usage of alternative accommodations would increase. A potential concern would be the increased use of timeshares for which the trip expense per person is the lowest compared to other types of accommodations and thus could result in lowering benefits to a destination.

PRELIMINARY CONCLUSIONS

The data analyses thus far suggest that there are differential impacts of visitors upon a destination. Expenditure patterns for first-time and repeat visitors show that repeat visitors spend less on attractions, dinner shows and dining out at restaurants. Although the entertainment and restaurant sectors may be negatively impacted with increases in the number of repeat visitors, the value to a destination for multiple trips exceeds that of a first time visitor. Expenditure patterns by type of accommodations reveal that condominium users have the highest trip expense per person due to their substantially longer length of stay. Visitors staying with friends and relatives have a higher trip expense per person than those staying in timeshares which have the lowest trip expense per person. The growth of
Differential Impacts of Visitors upon a Destination

Timeshares may pose a dilemma because they are more profitable to developers than hotels but increased usage may lower benefits to a destination.

The conclusions of the analysis for first-time versus repeat visitors are consistent with those of previous studies. The analysis of visitor expenditures by type of accommodations has not been done in the same detail by previous studies on other destinations. If a destination is attempting to attract those visitors which generate the highest benefits, expenditure per day may not be a useful guide for identifying target markets since a longer length of stay can compensate for lower daily expenditures (Barros & Machado 2010). The cost of attracting each market segment also should be incorporated into the analysis to assess net benefits (McKercher & Wong 2004). Comparing costs to benefits, the VFR market is a bonus to destinations because monies usually are not spent to attract this segment (Moscardo, Pearce, Morrison, Green, & O'Leary 2000) and the cost of attracting repeat visitors is considered to be less than attracting first-time visitors.

Nevertheless, the importance of attracting first-time visitors cannot be ignored since they are the source of repeat visitors. An earlier analysis recognized the problem if first-time visitors continued to decline. This would decrease the source of repeat visitors which would eventually lead to declines in total visitors (Choy 1984). Part of the stagnation in the growth of visitors to Hawaii may be due to the decline in first-time visitors.

ADDITIONAL ANALYSES TO BE DONE

As a working paper, the main object of the analysis was to identify if there were differences in the impacts of visitors as reflected in their expenditure patterns. The next step would be to estimate the economic impact of differences in expenditure patterns using the multipliers of the State of Hawaii Input-Output Model (Hawaii Dept. of Business, Economic Development & Tourism 2008). This would provide a more complete picture of the net economic impacts after accounting for leakages from the economy.

Additional analyses on the behavior of visitors during their stay are needed to assess their social and environmental impacts upon Hawaii. Current surveys do not capture sufficient details on the daily activities of visitors. The expenditure data suggest that multiple repeat visitors may behave more like residents and thus may compete for the same resources as residents, whereas, first-time visitors patronize tourist types of activities and areas. The net benefits of each type of visitor have not been estimated empirically to include all costs and benefits. This leaves a wide range of analyses yet to be done by future studies.

REFERENCES


Differential Impacts of Visitors upon a Destination


The Relationships between Leisure Involvement and Leisure Experience for People who are Visually Impaired

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【Abstract】The people who are visually impaired usually feel inconvenience in their life. To get leisure involvement and leisure experience for them, that is more difficult than normal person.

The main purpose of this study is to exploration the relationship between leisure involvement and leisure experience for people who are visually impaired. The investigated objects are the members of the Taichung parental corporate association of visually handicapped students. There are 57 available questionnaires were collected. The data is analyzed by descriptive statistics, t-test, one-way ANOVA, and canonical correlation analysis.

The results will contribute to the researchers. Such as:
1. The people of visually impaired have positive attitude to leisure involvement and leisure experience.
2. The gender and the degree of visually impaired variables have significant difference on leisure involvement and leisure experience.
3. Between leisure involvement and leisure experience, they have the significant relationship on the canonical correlation analyses.

【Keywords】Visual impairment; Leisure involvement; Leisure experience
Introduction

After vision’s lost, people who are visually impaired feel inconvenience in their life. To have the ability of mobility independently is not so easy for them. To get leisure involvement and leisure experience for them, that is more difficult than normal person.

Disability is a neglected subject in leisure and tourism field (Aitchison, 2009).

Although Tribe's (2009) mention that "many areas have remained stubbornly underdeveloped", Richards's (2010) consider that "the field of tourism research has barely scratched the surface of disability." Visually impaired is a part of disability. Most people have a concept that the people who are visually impaired could not participate leisure activities. Although the disadvantage of vision, the people who are visually impaired can experience and enjoy the world through their sense organs, they gratify and indulge their physical appetites (Urry, 2002).

In other words, attitudes or cognitive changes lead to changes in behavior (Iso-Ahola, 1980). Only when the visually impaired accept the reality of the visually impaired, behavior change makes sense. Leisure involvement and leisure experience would help people relax their life. It can help people who are visual impairment to get a better psychological state and to live a better life.

For the reason of better leisure life enhancement of the people who are visually impaired, the main purpose of this study is to exploration the relationship between leisure involvement and leisure experience for people who are visually impaired. The purpose of this study include:

1. To understand the people of visually impaired' s attitude on leisure involvement and leisure experience.

2. To understand the gender and the degree of visually impaired variables' s difference on leisure involvement and leisure experience.

3. To understand the relationship between leisure involvement and leisure experience,

Leisure Involvement

“Involvement” was proposed in social psychology’s field (Allport, 1943). In recent years, involvement was used to measure the individual's attitude in a wide range of consumer behavior. Later, involvement was usually used in social psychology, consumer behavior, the leisure areas, and often had some relationships with the attitude of the target (Kyle, 2001).
On the other hand, family and friends will affect the degree of personal involvement of leisure, which is the social factors (Kyle & Chick, 2002). Havitz and Dimanche (1990) that leisure involvement refers to individuals participating in leisure activities, the feelings of their investment, such as motivation and the psychological state of excitement. Kyle (2001) had a survey of farm camps and exhibition participants, he found that there are many differences between men and women, male lasting involvement is to the social and relaxation reasons, women are considered in their life cycle, which is a family activities.

In summary, leisure involvement refers to the individual involved in leisure time, the investment motivation, excitement, attitude, goals, and learn to relax, social and other benefits.

Leisure Experience

Western classical tradition of leisure is a kind of meditation, self-fulfillment and self-realization of the state, a symbol of the source of happiness and pleasure. Leisure's Latin is licere, it means to be permitted or to be free (Kelly, 1990). In ancient Greek word, schole is Leisure. It means a kind of liberation, freedom, free from being occupied or state of mind and situation. In Aristotle's opinion, leisure as a state of being or state of being free (Kelly, 1987). In terms of ancient Greek culture, learning and academic study research itself is casual (thecultivation of self) (Aristotle, 1981).

In 1970, the definition of leisure, explore more from the psychological point of view. Most scholars believe that leisure participation and the experience is subjective inner state of mind. Mannell (1979) pointed out that leisure participants engaged in leisure activities, generated immediate feeling that leisure experience. This includes emotions, impressions and opinions. Lee, Dattilo, and Howard (1994) discussed that the leisure experience is that individuals in a natural state, the inner consciousness of freedom resulting feelings. It is a short, internal interactive causality. It is also a positive mood (happy, relaxed, satisfied, etc.) or negative mood (fatigue, anxiety, guilt, etc.) experience in the leisure experience.

Feelings and experiences of leisure participation is a subjective experience, it is because of personal motives, the purpose of the differences has different leisure options, and then the leisure of being a different quality, satisfaction and leisure benefits (Cohen, 1979). Individual to participate in their favorite activities, it means that the individual has freedom of choice. Because of those cultural background, social environment, educational level, economic considerations, freedom of leisure
choice be affected by physiological conditions (Stebbins, 2005). Autonomy and freedom, refers to a limited degree of freedom, not unlimited freedom.

In summary, the leisure experience, referring to subjective feelings, free perception, moderate to choose, spiritual satisfaction, self-esteem, mental development, positive and negative feedback to the emotions of a useful activity.

Participants

The investigated objects are the members of the Taichung parental corporate association of visually handicapped students. There are totally 113 members in this association. This study used judgment sampling. The multiple barriers member are not the object in this study, exclude them, there are 78 questionnaires. After recovered, we delete 21 questionnaires that could not answer completely. There are 57 available questionnaires were collected. Effective rate was 73%.

Methods

1. demographic variables

The study's demographic variables include: sex, the degree of visual impairment.

2. The scale of leisure involvement

The scale of leisure involvement is a reference to Kyle & mowen (2005). There are three dimensions of content, including: attraction, self-expression, and centrality to lifestyle. Scoring five points Likert scale is adopted. It included: "strongly disagree" and "not agree", "No comment", "agree" and "strongly agree”. 1-5 points. The highest scores it get, the highest level of leisure involvement.

3. The scale of leisure experience

Leisure experience scale to Csikszentmi halyi & LeFevre(1989), Jackson & Marsh (1996), Mannell & Kleiber (1997) as a reference. This scale has six dimensions. It includes: relaxation, satisfaction, sense of freedom, affect, creativity, potency. Scoring five points Likert scale is adopted to measure. It includes: "strongly disagree" and "not agree", "No comment", "agree" and "strongly agree.". Calculation method is 1-5 score. Higher scores, higher feelings of the leisure experience. Conversely, the lower the leisure experience feelings.

Result
The data is analyzed by descriptive statistics, t-test, one-way ANOVA, and canonical correlation analysis.

1. Analysis of visually impaired's leisure involvement

Through descriptive statistical analysis of visually impaired's leisure involvement, we found that: "attractive" (M = 4.25) is the highest, followed by self-expression (M = 3.85), total scale mean = 3.85. Overall, the visually impaired's leisure involvement, a positive tendency, mainly due to "attractive" the greatest impact. This founding is similar to Kyle, Graefe, Manning, Bacon (2003).

2. Analysis of the visually impaired and leisure experience

Through descriptive statistical analysis of visually impaired leisure experience, we found that: "relaxation" (M = 4.25) is the highest, followed by "sense of freedom" (M = 4.12). Visually impaired have a positive tendency of leisure experience.

3. Analysis of visually impaired background variables in leisure involvement

1) Gender

This part use independent t-test, and the results for the males and females in self-expression, centrality to lifestyle are significantly different. Males in all dimensions were higher than the average for females. This shows the visually impaired men of leisure involvement were higher than the visually impaired women.

2) The degree of visual impairment

Mild visually impaired in all dimensions of leisure involvement, and overall, are higher than the severely visually impaired, and all dimensions are present in significant differences.

4. Analysis of Visually impaired background variables in leisure experience

1) Gender

The results showed that males in the "creativity" are higher than females, and showed significant differences. Females in the "sense of freedom", "relaxation" are higher than males. Here, "relaxation" is significantly different. Overall, male and female were no significant differences.

2) The degree of visual impairment

The results showed: mild visually impaired in all dimensions and overall the average is higher than those with severe visual impairment. In the "sense of freedom", "creativity" and "leisure experience as a whole," there are significant differences. The analysis of leisure involvement and leisure experience has the same results. By inference, probably because of mild visual impairment that have weak eyesight, so,
sensibility of leisure involvement and leisure experience are higher than the blind.

5. The correlation analysis of visually impaired leisure involvement and leisure experience

By canonical correlation analysis, canonical correlation coefficient extracted three. Three are to achieve \( p < .05 \) level of significance. Thus, in a typical factor analysis, the main control variables in the "attraction, self-expression, centrality to lifestyle" affect the visually impaired of "relaxation, satisfaction, sense of freedom, affect, creativity, potency. Structure coefficient values are positive. The more investment in leisure involvement of visually impaired, the higher in leisure experience of visually impaired.

The results will contribute to the researchers. Such as:

1. The people of visually impaired have positive attitude to leisure involvement and leisure experience.

2. The gender and the degree of visually impaired variables have significant difference on leisure involvement and leisure experience.

3. Between leisure involvement and leisure experience, they have the significant relationship on the canonical correlation analyses.

Suggestion

Future research for the visually impaired, "the relationship between the degree of visually impaired and the leisure experience" will be a research subject. The analysis of qualitative research will offer a better understanding of the visually impaired's visual acuity in the impact of leisure experience.

References


The Socio-Economic Impact of the Port of Batangas in the Development of Tourism Business
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ABSTRACT

Economic progress in Batangas Province continues to accelerate due to the remarkable influx of industrialization brought about by positive economic climate and strategic location which are stimulating factors of development. The Batangas Port Development Project is a multibillion-peso project and is divided into four (4) phases with a total aggregate area of more than 500 hectares and a back-up area of about 250 hectares. The Batangas Port Expansion Project will be the link between the province and its hinterland provinces to facilitate trade transaction and to meet economic needs of the area. At the same time, the project will add dynamism to tourism business and industrial activities along Batangas Bay Area and other commercial and industrial zones in the province.

The study was on the collateral effects of Batangas port development project in the development of the tourism business in Batangas Bay Area considering the population, tourism industrial operations, socio-economic aspects, livelihood, entrepreneurial and employment opportunities. Research design was descriptive with a questionnaire as data gathering instrument. Respondents of the study were four hundred (400) coastal residents, forty five (45) port personnel, twenty five (25) local government officials and thirty (30) port clientele. Statistical tools used were frequency distribution, percentage, weighted mean, analysis of variance (ANOVA) and Scheffe’s test. Findings revealed that the port of Batangas had very high impact on re-investments in the local business by OFWs, enhancement of business climate, and increased number of tourism industries operating in the region the area being the center of trade in the region. Also of high impact of port operation was the provision of competitive wage jobs to the residents.

Conclusively, the Port of Batangas operation has moderate impact to population and high impact to employment opportunities, tourism industries operating in the area and socio-economic status and lives of the residents. The study recommends that local government officials need to be responsive to community in as far as strict implementation of safety measures in the port area including peace and order, discipline and environmental concerns. Tourism Industry on the other hand has to comply with environmental health and safety requirements on waste disposal, leaks and spills, among others in order to ensure social responsibility practices so as to make the port a viable place for earning a living and an institution every Batangueño may be proud of.

Keywords: tourism business, port operations, industrial operations, socio-economic aspects, livelihood, entrepreneurial and employment opportunities.
Economic progress in Batangas Province continues to accelerate due to the remarkable influx of industrialization brought about by positive economic climate and strategic location which are stimulating factors of development. The CALABARZON (Cavite, Laguna, Batangas, Rizal and Quezon) project has been instrumental in bringing economic movement to Batangas with activities on the agricultural, livestock, fishery, manufacturing, commerce, mining, tourism and other services, infrastructure sectors as water, transportation, telecommunication, energy and utilities and social sectors as education, health services and livelihood development and others. It has targeted the major trading and shipping routes of Pacific Rim.

In 1992, the initial development and operation of the Port of Batangas became the backbone of the CALABARZON industrial area. The working plan of the Batangas Port was drawn based on its main role to promote the development of Mindoro Island, in order to exploit the high development potential of the direct hinterland of the port and to support the social and economic activities of the growing Metro Manila area. Batangas has been chosen because of its abundant natural resources and infrastructures which are essential to agro-industrial development. Its growing business infrastructure has already created a pool of highly motivated workers and this province especially the city of Batangas has also continuously experienced a spillover of remarkably skilled laborers and migrants from the densely populated Metro Manila area. This constitutes as one accountable factor for the project (CALABARZON, 2000).

Focusing on the physical layout of the new port zone, which seeks to complement the government-owned port area, is the operation of the just completed Phase II of the Port of Batangas into a worldwide berthing area whose development is jointly undertaken by the Philippines and the Japanese government. Fifty percent of the cost is financed by the Overseas Economic Cooperation Fund (OECF) 17th Yen Credit (Final Report, 1995).

With the massive development brought by the continues port expansion, the researchers were inspired and challenged to assess the socio-economic impact of the Port of Batangas whose operation started in 1995 on the development of the tourism business in the Province of Batangas.

**Objectives of the Study**

Specifically, this study has the following objectives: to determine socio-economic impact of the Port of Batangas in the development of the tourism business in terms of the population, tourism industries operating in the area, socio-economic aspects; and employment opportunities, to compare the responses of the four sectors of respondents (coastal residents, port personnel, local government officials and port clientele) on the socio-economic impact of the operation of the Port of Batangas and to propose action plan for further development of tourism industries of the province in the context of social responsibility practices.

**Literature Review**

The Philippines is a country composed of more than 7,701 islands, located between the Pacific Ocean and China Sea, the second largest archipelagic nation in the world that needs an effective sea and air transport to enhance its economic growth. In the past, port administration in the Philippine was merged with the traditional function of revenue collection of the Bureau of Customs. The Bureau of Public Works did ports and harbors maintenance and construction. In the early 70's, there were already 591 national and municipal ports plus 200 private ports scattered all over the Philippines necessitating the need for long range planning and rationalization of ports all over the country.
Economic planners thus agreed (1) that there was a need to integrate and coordinate port planning, development, control and operations at the national level; (2) that regional port bodies that are responsive to the needs of their individual localities must be established; and (3) that the peculiar potentials of harbors and their tributary areas have to be considered in their port planning and development. Realizing that the establishment and operation of port authorities in other countries led to improved port operations and national development, it was felt that the Philippines with a national port authority to manage all its ports could derive the same benefits.

The Philippine Ports Authority was created in July 1974 under Presidential Decree No. 505, subsequently amended by Presidential Decree No. 857 on December 23, 1975. The latter decree broadened the scope and functions of the Philippine Ports Authority to facilitate the implementation of an integrated program for the planning, development, financing, operation and maintenance of ports or ports districts for the entire country. Under the Executive Order No. 513 issued on November 16, 1978, it amended the PPA Charter granting it police authority, creating the National Ports Advisory Council to strengthen cooperation between the government and private sector and empowering the Authority to exact reasonable administrative fines for specific violations of its rules and regulations. In the Executive Order No. 159 issued on April 13, 1987, it gave the Authority to ensure rapid development of ports and authorizing it to execute port projects under its ports program.

The government of the Philippines has promoted the program of decentralizing industries outside Metro Manila with a view of changing its economy from one based on agriculture into an industrial economy. Priority is given to development of infrastructure, especially to ports which are effective means of expediting industrialization and improving distribution of agricultural products.

The Port of Batangas is owned and operated by the Philippine Ports Authority, a government corporation created under Presidential Decree No. 857 as amended. The Port of Batangas is endowed with favorable natural conditions together with a geographical merit plays a central role in the transportation of goods produced in Batangas and nearby islands. It is located approximately 100 kilometers south of Manila surrounded by land and protected by Mindoro, Maricaban and Verde Island on the South side (Philippine Ports Authority, 1989). It was created pursuant to Republic Act No. 1430 approved on June 14, 1956. The old port was formally inaugurated on August 17, 1957 by then Finance Undersecretary Jose P. Trinidad and Customs Commissioner Eleuterio Caparas. It started with 12 personnel, with Collector Romeo L. Gonzales, as its first Collector of Customs, which position he held until 1972.

Presidential Decree No. 689 dated April 22, 1975 reorganized the Bureau of Customs and as a result thereof, the Port of Batangas became the seat of Customs District No. IV, comprising the provinces of Quezon, Aurora, Polilo Islands, Batangas, Marinduque, Oriental and Occidental Mindoro, Palawan, the Lubang and Cuyo Islands, Calamianes Group, and all other islands within the jurisdiction of the said provinces in which Batangas City is the principal port of entry. Its sub-port of entry is Puerto Princesa in Palawan and Siain in Plaridel, Quezon. In 1980, the Port of Batangas or Customs District IV was upgraded into category or class of the Port of Manila or Customs District II for being the only other Collection District with a collection performance exceeding billion of pesos.

In view of concomitant progress taking place in the realm of exportation, other big organizations have also chosen to avail of the facilities of the Port of Batangas. Thus, Fortune Cement Corporation, which exports cement; a new sugar central in addition to one already existing; coconut oil and copra exporters have opened up facilities using the services of the Port of Batangas. Often called as the "Oil Port" of the country, its rich resources and strategic
location attracts big capitalists to make Batangas a site of industrial and commercial business ventures. Beginning with Caltex Philippines, Inc. and followed by Pilipinas Shell Corporation whose oil refineries are within the vicinity of the Batangas harbor limits, other large-scale industries have been attracted to the advantage of the location. Other imported commodities entering the port that need further processing or manufacturing have likewise selected the Batangas location. The Pacific Flour Mills have done so and the Philippine Asia Inc., which manufactures soya bean products, has also joined the other locators which have established company bases at the Bay area.

Other big business dealing in services have likewise located themselves here. Along this line, there are industries such as Keppel Shipyards, Inc., Atlantic Gulf & Pacific Inc., and the Philippine National Oil Company Marine Corporation. With the establishment of Philippine Energy Supply Base, foreign and domestic corporations engaged in oil exploration have availed of the facilities under the management of the Philippine National Oil Company at Mabini, Batangas.

The Batangas Port Development Project located at Batangas City, Province of Batangas will cater to the needs of the CALABARZON and neighboring island provinces especially the island of Region IV and international vessels to complement the Port of Manila the capacity of which is nearing saturation. Based on statistics, more than 30% of the cargoes passing through the Port of Manila come from CALABARZON. This traffic when diverted to Batangas would surely help reduce traffic congestion in the metropolis.

As a multibillion-peso project, Batangas Port is divided into four (4) phases with a total aggregate area of more than 500 hectares and a back-up area of about 250 hectares. The Port of Batangas, serving as a national port of entry has facilitated the efficient transportation of goods and services to and from the island provinces. That is the reason why the Batangas Port Expansion Project has been identified as one of the flagship projects to service international trade. It is regarded as one of the most important ports to be developed as the key point development of Batangas City and its hinter islands.

Along the coast of Batangas Bay, many national, municipal and private ports facilities have been constructed through a definite plan. For more than 50 years, the port has serviced shipments of consumer goods and agricultural products. Three reinforced concrete piers on concrete piles used in handling of general “roll-on-roll-of (Ro-Ro) cargoes and accommodation of passengers. This facility handles mainly agricultural products. It services the provinces of Batangas, Mindoro, Marinduque, some part of Laguna, Quezon and even Metro Manila.

The Batangas Port Expansion Project renders more convenience to all incoming and outgoing foreign and domestic vessels, the construction of port facilities was taken into careful consideration, with more priority of having smooth flow of operation and offering public service efficiently. As a matter of fact, the Phase I and II (two of the four phases of the Batangas Port Expansion Project) focus on the improvement of the port facilities.

Philippine foreign trade growth is increasingly export driven with exports growing almost as fast as imports. The expansion project of individual ports nationwide encourages the small to medium scale processing industry run by local entrepreneurs. Like Manila’s North Harbor, it aims to provide additional berthing facilities and back-up areas, and reclamation on the north side of the breakwater is being considered while South Harbor’s expansion project will provide additional berthing facilities and port operation spaces at South Harbor by reclaiming land from sea.

The choice of Batangas Port as an alternate to Manila was based on the following: Batangas Port with its nearness from Manila has an established international sea-lane, it is
blessed with deep water and has an area for future expansion which makes it ideal for port
development, it is within the economic zone (CALABARZON) and Southern Tagalog
Region wherein substantial volume of cargoes that were shipped through the Port of Manila
is destined for and it provides basic port services such as cargo handling, bunkering,
pilotage, dockage/undocking, mooring, unmooring, laundry, towage, water supply, ship
repair and hauling.

As early as 1985, the Philippine Ports Authority conducted a study with the assistance
from JICA to formulate a master plan for the Port of Batangas. The over-all development of
the port as conceptualized from the study is to be implemented in four phases. Phase I
development was designed to cater to the needs of domestic shipping while the succeeding
phases (II to IV) were intended for international operation.

The Batangas Port Development has been long awaited since its initial planning stage. People are eager to know its future significance not only to the economy since it will mean
more revenue for the Batangas province as well as to the people who are expected to be
employed in the said port. Even in the study of Lubis (2000) he made mention on the impact
of local and foreign investment in Batangas to employability of the business graduates
and concluded that the increase in the number of local and foreign investment in Lipa City,
Batangas City and Bauan from 1995 to 1997 seemed to establish a trend of increasing the
number of investments in Batangas province during the period covered by the study; the
dominance of retail trade vis-a-vis service, industry, real estate, banking and finance, and
other types of investment was much larger than the others. He recommended that future
research on the local and foreign investment in Batangas Province also consider the actual
amount or size of capital in these business establishments to determine which kind of
investment is dominant in the province.

A research study on the Batangas Port Development Project and its effect on the lives
of the Batangueños by Mendoza (2003) covered 126 residents from three nearby Barangays
of Cuta, Sta. Clara and Wawa. It aimed to consider the economic and socio-political
contribution of the port projects as perceived by the residents, to recover the efforts done by
the Batangas City local government to increase the investors in Batangas. Porio (2000,
Online) discussed this briefly when she looked at the project's qualitative effects and impact
to see the findings of other studies as to whether the Batangas Port Development Project is
able to perform its function of promoting the development of the region as envisioned in the
Batangas Port Development Plan. She further states that the use of Batangas Port instead of
the Manila port in exporting some of the products from the Southern Tagalog region promises
to improve efficiency in distribution as the traffic congestion in the Manila capital region
continues to deteriorate. Although shipment from Batangas costs more than from Manila,
some consignors are willing to pay the difference to ship from Batangas rather than in
Manila.

The study revealed that the Batangas Port Development Project would increase port
capacity in providing efficient cargo handling system and would cater service to the
province’s growing export oriented industries and factories. In addition, the project would
bring employment opportunities for the Batangueños. It was perceived that the effects of the
ongoing port development to the Batangueños as gradually seen would predict the future
economic and social status of the Batangueños.

Another research study on the businesses/industries integrated with the Batangas Port
Development Project" was conducted by Macaraig (2004). A total of 97 business entities
operated inside the Port of Batangas during the year 2003. These entities rendered ancillary
services which include among others, ship chandling services, watering, bunkering, transport and hauling, operating office space, tug assistance, customs brokerage and vessel repair and mooring and canteen services. Other ancillary services were janitorial, tank cleaning and etc. The researcher revealed that businesses and industries identified and suggested by the local officials and the Philippine Ports Authority included but not limited to the following: a) in areas of manufacturing, computer microchips, container van, garment and food products; b) in retailing, fast food shops and appliance stores; c) in the area of service, entertainment and recreation, establishments of hotels and motels, and brokerage offices; d) in wholesaling, wholesale of equipment and supplies, grains wholesaler and soft drinks wholesaler; and e) in general construction, warehouses and hardware.

In its function as the point of access to Mindoro Island, she concluded that the project had a considerable impact for the development of Mindoro with the more efficient distribution route for fresh products and increased number of travelers from Calapan to Batangas. As a hub port contributing to the economic development of the Southern Tagalog region, Batangas Port functioned as a magnet for investment, with the number of industrial estates in Batangas growing from only one (1) in 1995 when the project began, to the present fifteen (15).

The Global Environmental Facility/ United Nations Development Program/ International Maritime Organization (GEF/UNDP/IMO) study presented a more quantitative measure or assessment of the impact of the Batangas Port Development Project on the development of the Southern Tagalog Region. The study asserted that because of vigorous agricultural, commercial and industrial activities following port development, gross regional product was expected to rise with the operation of the modern port.

Methods

To accomplish the aims of the study, the researchers made use of the descriptive method of research. This research design was used as it was perceived to best provide information and data concerning the assessment study of the operation of the Port of Batangas on the development of tourism industries. This method was used to gather objective information and adequate interpretation on the existing development of the Batangas port. A combination of qualitative and quantitative approach were also used.

Sampling and Sampling Techniques

Purposive sampling technique was employed in the study among respondents - residents from the coastal municipalities, port employees, local government officials and shipping and business employees. The researchers made use of documents from the Philippine Ports Authority to gain information about the Port of Batangas. Interviews were also conducted.

Respondents of the Study

The five hundred (500) respondents of the study were composed of the major stakeholders in Batangas port development namely: 45 Batangas Port personnel, 25 local government officials, 30 employees of shipping companies and businesses, and 400 residents of the bay area.

These were randomly selected through Slovin formula.
Research Instruments and Techniques

The main instrument used to gather data was a researcher’s structured questionnaire. It was presented to experts: a professor of the Business/Public Administration, a Philippine Port Authority officer and a local government officer, all of whom were knowledgeable and updated on port management. Unstructured Interview was also conducted to substantiate respondents’ information reflected in the questionnaire. Interviewed were residents in the coastal municipalities of the Batangas Bay Area, PPA authorities and port personnel.

Documentary Analysis was likewise done to gather empirical data on profile of coastal municipalities and the Port of Batangas. Along these concerns, the researchers sought help from National Statistics Office, Philippine Ports Authority and municipal records.

Data Analysis

The following statistical tools and techniques were applied to analyze the data:

1. Frequency Distribution and Percentage
2. Weighted Mean.
3. Analysis of Variance (ANOVA). To test the hypothesis the ANOVA was used. The ANOVA is a technique inferential statistics that is used to test whether or not more than two samples or groups of samples are significantly different from one another.
4. Scheffe’s Test. This was used to determine of which the pairs showed difference in the assessment values which was reason to reject the null hypothesis.

Results and Discussions

1. Socio-Economic Impact of Operation of the Port of Batangas

The researchers’ interview residents, local government officials, shipping personnel and Batangas port personnel and found out that the impact of port operation to the population in the coastal bay operations focused on the relocation of residents due to the development of the port, increase in the number of transients/residents and overcrowding within the coastal municipalities of Batangas. The port operation continuously gives way for the residents to their usual activities in the coastal areas specifically their port business of selling native delicacies in the port.

On the other hand, the three sectors of respondents likewise showed similarity in their assessments that with the operation of the port have great impact in the tourism industries for Batangas will surely become the center of trade in the region.

The results of the survey infer that these three respondents expected growth movement of industrial activities to make the port a real center of trade due to more phases of development for the port and infrastructure requirements to complement CALABARZON’s activities. Residents even claimed the high impact of tourism industries brought about by port operation that there are re-investments in the local business by OFWs. The increased in the number of industries and companies operating in the region, whether small scale and medium scale open doors of opportunities to people with capability of establishing their own entrepreneurial business. This ranges from the service industry as food, transport, poster and other ancillary services which may be of economic productivity to businessmen.

Interestingly, these were also the observations of the three other groups of respondents that the operation of the port made investments possible to OFWs, enhanced the business climate environment as the port operation becomes an attractive investment magnet to industries. These results were affirmed by the Global Environmental Facility/United National Development Program International Maritime Organization (GEF/UNDP/MO)
acknowledging that the operation of the port will engender vigorous agricultural, commercial and industrial activities and with these the gross regional product is expected to rise.

On the other hand, the operation of the port was claimed by the residents that it uplifted their living conditions which clearly affirmed that this had high impact to them. Such response was manifested in terms of job generation, commercialization and wider access for the community. The results indicate that for the residents the port operations invited commerce due to the numerous port activities which require service, work, goods and other trade services. All of these activities enhance commercial activities and entrepreneurial possibilities for the port invigorated the business industry manifested in the sprouting of commercial establishments which cater to port services, storage, delivery and the like. In this sense that trade became faster and other businessmen were encouraged to establish their own, although, a small scale industry.

In the same line of thought that residents were one in saying that the operation of the port gave varied employment opportunities for them, provided regular source of income as port activity and businesses are a no ending transactions.

However, despite the employment opportunities, it does it mean that jobs in the port offered competitive wages, there are even job opportunities which need qualifications and experience like maritime jobs in the port which do not offer very good rates to be truly called competitive

The port operation in Batangas do not always promise environment friendly atmosphere, the port personnel and the residents disclosed the existence of environmental problems which was likewise given higher assessment. Water pollution due to oil spills, leaks and effluents discharged at the coast are broad environmental problems, while domestic and cargo waste are problems in cleanliness and maintenance in the port itself. The volume of cargo and number of embarking and disembarking passengers as well as the different wastes from the activities in the port are sources of environmental problems. However, the local government officials negate on the existence of environmental problems as they are aware on the measures so as to prevent environmental degradation. The shipping employees likewise recognized that there were environmental problems indicating this was of high impact to the residents admitting that their vessels are one of the main sources of environmental problems.

2. Comparison of Assessment

The computed F-value of 0.181453 indicated no significant differences in the responses of the four sectors of respondents on the impact of port operation. The computed F-value of 0.181453 was less than the tabular value of 3.49, therefore the null hypothesis was accepted.

The results suggest that all the four sectors of respondents were in conformance that the operation of the port has high to the population of the residents as to overcrowding within the coastal municipalities, change of lifestyle, traffic congestion or even housing shortage.

In terms of tourism industries operating in the area, the operation of the port encouraged the establishment of business specifically among the OFWs to invest and have capital for business. The port was an attractive place to open their business and has a high impact as it enhanced business climate/environment. This is an evident opportunities for income generation in the port ranging from small scale stores, to vending, to port related businesses. The port operation was a significant influence to the boom of industries, increase of investments and development of businesses among financially capable residents.

Port operation further, uplifted the living conditions of the residents thus a very viable source of livelihood and standard living improvement and that industry had improved
greatly in the bay area in terms of commercial establishments, industrialization and commercialization. Also, port operation provided varied employment opportunities for residents, gave regular sources of income and provided long time job employment for community resident even if it is not so competitive.


Philanthropic Strategies

1. Support community projects limited to donations of drums for garbage, improvement of roads, lighting of the roads and construction of schools showing community responsibilities as tied up with shipping companies.  
2. A 24-hour barangay service to ensure safety of the community in the Port areas and other transport passengers.  
3. Organization of Drivers Association in order to improve transportation services and avoid overcharging of fare rates.  
4. Annual Sponsorship of Concert for a Cause exclusive for Environmental clean-up drive of Batangas Bay ports.  
5. Livelihood trainings for the relocates so as to give them source of income as they were displaced in the bay area. Other forms of assistance come in the form of trainings on cooperatives, health cards from the local government, feeding program to school children all of which are meant to improve livelihood residents along the coast.  
6. Seminars on environmental awareness and environmental health and safety requirements on waste disposal, leaks and spills, among others in order to ensure social responsibility practices.  

Conclusions

The following conclusions are drawn that the Port of Batangas operation has moderate impact to population and high impact to employment opportunities, industries operating in the area and socio-economic status and lives of the residents and generally, the four sectors of respondents are of concurrence that port operation is of high impact to the socio-economic life of residents.  

Recommendations

The study recommends that local government officials need to be responsive to community in as far as strict implementation of safety measures in the port area including peace and order, discipline and environmental concerns. Tourism Industry on the other hand has to comply with environmental health and safety requirements on waste disposal, leaks and spills, among others in order to ensure social responsibility practices so as to make the port a viable place for earning a living and an institution every Batangueño may be proud of.  

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DEVELOPMENT OF CO-OPERATION BETWEEN EDUCATION INSTITUTES AND ENTREPRENEURS EFFECTING EDUCATION MANAGEMENT, HOSPITALITY DEPARTMENT, LIBERAL ARTS AT RAJAMANGALA UNIVERSITY OF TECHNOLOGY KRUNGTHEP

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Abstracts

This research project was aimed at studying the co-operation between education institutes and entrepreneurs as well as developing co-operation between education institutes and entrepreneurs in education management, Hospitality department, Liberal Arts at Rajamangala University of Technology Krungthep.

80 Samples, from hotel administrators, were selected via Krejcie and Morgan Table. Questionnaire was utilized to collect data from education institutes and entrepreneurs. Basic statistic techniques and LISREL program were employed to analyze raw data to response the co-operation between education institutes and entrepreneurs as well as developing co-operation between education institutes and entrepreneurs in education management, Hospitality department, Liberal Arts at Rajamangala University of Technology Krungthep.

Findings revealed that the co-operation between education institutes and entrepreneurs as well as developing co-operation between education institutes and entrepreneurs was found at moderate level. While the development of factors effecting co-operation between education institutes and entrepreneurs in education management, Hospitality department, Liberal Arts at Rajamangala University of Technology Krungthep was associated with empirical data ($\chi^2$) = 386.12, df = 236 p-value = 0.003, Goodness of Fit Index : GFI = 0.91, Adjusted Goodness of Fit Index : AGFI = 0.90 and Root Mean Squared Residual : RMR = 0.042. Factors influencing the co-operation between education institutes and entrepreneurs as well as developing co-operation between education institutes and entrepreneurs in education management, Hospitality department, Liberal Arts at Rajamangala University of Technology Krungthep were ranked from the highest to the lowest namely 1. exchanging/ transferring technology 2. Administrating and planning 3. Co-operating respectively.

Keywords
Development of co-operation, education institutes, entrepreneurs, education management
Introduction

Presently, Tourism Industry plays the vital role increasing GDP of the country. Employment becomes the significant factor of the industry, particularly hotel and restaurant group. In 2010 Thailand earns around 938,700 million bath from both domestic and international tourism. 500,000 persons are required in hotel and restaurant group while around 36,000 persons are needed in tourism business.

Tourism Industry becomes the second rank of the national incomes after electronic devices export, however, the rapid growth from 400,000 in 1991 to 800,000 in 2003. It is the great obvious evidence that tourism industry plays the vital roles in country development as shown in Table No.1

<table>
<thead>
<tr>
<th>Industries</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Hotels</td>
<td>198.28</td>
<td>207.67</td>
<td>217.46</td>
<td>227.68</td>
<td>238.95</td>
<td>250.13</td>
</tr>
<tr>
<td>2. Restaurants</td>
<td>195.71</td>
<td>204.98</td>
<td>214.65</td>
<td>224.73</td>
<td>235.86</td>
<td>246.89</td>
</tr>
<tr>
<td>4. Tourism business</td>
<td>28.86</td>
<td>30.23</td>
<td>31.65</td>
<td>33.14</td>
<td>34.78</td>
<td>36.41</td>
</tr>
<tr>
<td>5. Services</td>
<td>407.31</td>
<td>426.60</td>
<td>446.71</td>
<td>467.70</td>
<td>490.86</td>
<td>513.82</td>
</tr>
<tr>
<td>Total</td>
<td>842.49</td>
<td>882.39</td>
<td>923.99</td>
<td>967.41</td>
<td>1015.31</td>
<td>1062.80</td>
</tr>
</tbody>
</table>

Table 1 Labor needs in service industry B.E. 2004-2009

Source: Ministry of Tourism & Sports.2009

Most human labor, is required, comes from professional skill of services, hence government and private sectors are working co-operatively to enhance and produce the qualitative graduates according to the hospitality industry service market. This has been implemented in the Economics and social planning development of the nation of 9th. and 10th. as well as put it into Tourism strategy between 2004-2010. In order to be the tourism centre of Asia in 2008, enhancing and developing the quality of the students concerned horribly for the qualitative labor and professional as well as international standard. (Jurin Luxasanavisit. 2007)
Hotel department, Liberal Arts of Rajamangala university of Technology Krunghthep (RMUTK) has offered the subjects of tourism industry since 1969 and managed higher education level as well as provided task administrative strategy for the better effectiveness (Songthanapitak, N. 2005) and responded to the entrepreneur’s requirement. (Tourism Council of Thailand.2003) The co-operation to administer teaching-learning curriculum should be assisted from entrepreneurs in term of curricular activities namely Food & Beverages, Housekeeping, Front Office respectively. The main objective is aimed to develop students realizing hotel structure, hotel tasks, services in Food and Beverage department, English in hotel area, etc. After classes, students are mainly focused in practices. This could enhance them to experience the real situation before entering into the labor market.

**Objectives**

1. To study the co-operation between education institutes and entrepreneurs in education managing for Hotel department, Liberal Arts at RMUTK
2. To study models of co-operative work between education institutes and entrepreneurs in education managing for Hotel department, Liberal Arts at RMUTK
3. To develop models of co-operative work between education institutes and entrepreneurs in education managing for Hotel department, Liberal Arts at RMUTK

**Scope of the study**

**Population & Sample**

1. Population refers to 100 responses from education administrators, lecturers, students and hotel administrators.

2. Sample from Krejcie & Morgan Table (1970 from education administrators, lecturers, students, and hotel administrators.

2. Variables refers to co-operation between education institutes and entrepreneurs in education managing for Hotel department, Liberal Arts at RMUTK

**Hypothesis of the study**

Models of co-operative work between education institutes and entrepreneurs in education managing for Hotel department, Liberal Arts at RMUTK is associated to empirical data.
Figure 1 To develop models of co-operation between education institutes and entrepreneurs in education managing for Hotel department, Liberal Arts at RMUTK

Methodology

To develop models of co-operation between education institutes and entrepreneurs in education managing for Hotel department, Liberal Arts at RMUTK, it could be classified into 3 steps as follows:

Step 1 To study the co-operation between education institutes and entrepreneurs in education managing for Hotel department, Liberal Arts at RMUTK

Questionnaire for co-operation survey between education institutes and entrepreneurs in education managing of hotel department, To study the co-operation between education institutes and entrepreneurs in education managing for Hotel department, Liberal Arts at RMUTK was constructed via rating scales of 5 levels; IOC (Item-Objective Congruency Index : 0.6-0.8) and 15 copies were tried it out with hotels while the other 15 copies were used with RMUT P. The validity of the questionnaire was found out at 0.92. 80 questionnaires were used to collect data and 69 copies were gathering.

Means, Standard deviation were used to computed raw data and revealed that the study between education institutes and entrepreneurs in education managing for Hotel department, Liberal Arts at RMUTK was found out at moderate level. (Table No. 2)
Table 2 The co-operation between education institutes and entrepreneurs in education managing for Hotel department, Liberal Arts at RMUTK

<table>
<thead>
<tr>
<th>co-operation between education institutes and entrepreneurs</th>
<th>$\bar{x}$</th>
<th>S.D.</th>
<th>level</th>
<th>No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Planning &amp; Administrating</td>
<td>3.44</td>
<td>0.65</td>
<td>moderate</td>
<td>2</td>
</tr>
<tr>
<td>2. Investment</td>
<td>3.25</td>
<td>0.64</td>
<td>moderate</td>
<td>5</td>
</tr>
<tr>
<td>3. Co-operation working</td>
<td>3.32</td>
<td>0.76</td>
<td>moderate</td>
<td>4</td>
</tr>
<tr>
<td>4. Technology transferring</td>
<td>3.46</td>
<td>0.80</td>
<td>moderate</td>
<td>1</td>
</tr>
<tr>
<td>5. Follow up</td>
<td>3.37</td>
<td>0.77</td>
<td>moderate</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>3.37</td>
<td>0.74</td>
<td>moderate</td>
<td></td>
</tr>
</tbody>
</table>

Step 2 To study models of co-operation between education institutes and entrepreneurs in education managing for Hotel department, Liberal Arts at RMUTK

Model draft of co-operation between education institutes and entrepreneurs in education managing for Hotel department, Liberal Arts at RMUTK was constructed though gathering documents and related literatures. Confirmatory Factor Analysis was employed to examine the above data. It was observed that content factor was equal to 0.80. Still, Confirmatory Factor Analysis showed that technology transferring was weighed the most at 0.81 and every factor was found significantly at 0.01 level as well as Model value were found at $\chi^2=12.38$, $P=0.0145$, $GFI=0.97$, $AGFI=0.95$, $RMR = 0.0099$, respectively. In short, the model of co-operation between education institutes and entrepreneurs in education managing for Hotel department, Liberal Arts at RMUTK was associated with the empirical data. (Figure 2)
Step 3 To develop models of co-operation between education institutes and entrepreneurs in education managing for Hotel department, Liberal Arts at RMUTK

Research & Development technique was utilized to develop models of co-operation between education institutes and entrepreneurs in education managing for Hotel department, Liberal Arts at RMUTK. 5 variables of Planning & Administrating, Investment, Co-operation working, Technology transferring and Follow up.

Models of co-operation between education institutes and entrepreneurs in education managing for Hotel department, Liberal Arts at RMUTK were chosen to study this project. These are latent variables which needed to consider via Measurement Model technique (Dusitsutirat, A. 2008) and LISREL program (Joreskog, K.G. and Sorbom, D. 1996).

The model was tried out and modified for 3 times and the structure analysis results revealed that the development of to develop models of co-operation between education institutes and entrepreneurs in education managing for Hotel department, Liberal Arts at RMUTK was associated with the empirical data at $\chi^2 = 386.12$, df = 236, p-value = 0.003, Goodness of Fit Index: GFI = 0.91, Adjusted Goodness of Fit Index: AGFI = 0.90 and Root Mean Squared Residual: RMR = 0.042 and was found significantly at 0.01 level. It refers that this model has been related to the empirical data and the examine it with the models of co-operation between education institutes and entrepreneurs in education managing for Hotel department, Liberal Arts at RMUTK was discovered that the model was related to the empirical data indeed. (Figure 3)
Figure 3 To develop models of co-operation between education institutes and entrepreneurs in education managing for Hotel department, Liberal Arts at RMUTK was discovered that the model was related to the empirical data indeed.

Table 3 Influence effected the model of co-operation between education institutes and entrepreneurs in education managing for Hotel department, Liberal Arts at RMUTK

<table>
<thead>
<tr>
<th>Variables</th>
<th>Effect</th>
<th>Planning &amp; Administering</th>
<th>Investment</th>
<th>Co-operation working</th>
<th>Technology &amp; transferring</th>
<th>Follow up</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co-operation</td>
<td>Fixed Effect</td>
<td>0.52**</td>
<td>0.25**</td>
<td>0.42**</td>
<td>0.54**</td>
<td>0.44**</td>
</tr>
<tr>
<td>between</td>
<td>Random Effect</td>
<td>–</td>
<td>0.08**</td>
<td>–</td>
<td>0.02**</td>
<td>0.01**</td>
</tr>
<tr>
<td></td>
<td>Total Effect</td>
<td>0.52**</td>
<td>0.33**</td>
<td>0.42**</td>
<td>0.56**</td>
<td>0.45**</td>
</tr>
</tbody>
</table>

**p< 0.01

From Table 3, shows Influence effected the model of co-operation between education institutes and entrepreneurs in education managing for Hotel department, Liberal Arts at RMUTK were ranked from the highest to the lowest namely: 1. exchanging/ transferring technology 2. Administrating and planning 3. Co-operating respectively.
Discussion

1) **Technology transferring** influence effected the model of co-operation between education institutes and entrepreneurs in education managing for Hotel department, Liberal Arts at RMUTK at the highest as the first rank and this latent variable effected towards the model of co-operation between education institutes and entrepreneurs in education managing for Hotel department, Liberal Arts at RMUTK. This may because of the globalization which could transfer technology as the crucial process in developing and promoting the university to the Excellency and leadership under the co-operation with entrepreneurs in producing and services. This is the significant part of teaching-learning activities (such as hotel school project, co-operation training, etc) which education institutes rely on the entrepreneurs. In the meantime, entrepreneurs could get the qualitative staff or students according to their requirements. This could develop as the network for knowledge management (Nonaka, I.; Takeuchi, H. 1995); Know-how Show-how Utilization and put it in practices. Hence, technology transferring becomes necessarily to provide the appropriate instruments, equipments and techniques in transferring, including language communication (Argote, L. et al. 2000). Lecturers and students should be developed to gain and transfer in order to utilize it the ultimate benefits. This should be supported in term of research grant and develop technology.

2) **Planning & Administrating** influence effected towards the model of co-operation between education institutes and entrepreneurs in education managing for Hotel department, Liberal Arts at RMUTK at the higher as the second rank and this latent variable effected towards the model of co-operation between education institutes and entrepreneurs in education managing for Hotel department, Liberal Arts at RMUTK, showed that planning and administrating should be covering long length plan for the crucial factor in defining directions of the enterprises, Strategic Planning: Future vision, Corporate-level Strategic Plan, Business-level Strategic Plan, Functional or Product-level Strategic Plan as well as collective mind to promote co-operation working between education institutes and entrepreneurs in education managing for Hotel department, Liberal Arts at RMUTK apply the knowledge gaining to business strategy and lead to planning and administrating for the better effectiveness (Damrong Suresat. 2003). In short, Planning & administrating in hotel techniques should be applied in
teaching-learning curriculum of the university and that both sides could get their benefits together. Marketing Manufacturing Accounting as well as Staffing in the hotel usages should be taught in the university in practical.

3) The follow up of co-operation between education institutes and entrepreneurs in education managing for Hotel department, Liberal Arts at RMUTK influenced effect at the third rank. It showed that evaluation process could be the vial factor to achieve the target. Administrators have become the significant part in communication (Berlo, 1960) between the education institutes and the entrepreneurs. This would be the guidelines of promoting mutual understanding among the organizations. It could lead to the good relationship in experience and professional exchange as well as knowledge transferring from each other. This could obviously come from the positive personal relationship between education institutes and entrepreneurs (Kisukpan, 1995). It is, hence, directly beneficial the educational institutes, particularly lecturers and students. All documents and concerns (observation scale, daily checklist, etc) were the great evidences to consider the progress and obstacles of the teaching staff and students. The appropriate length of evaluation and reports should be managed and submit to the administrative group regularly and directly. Explanation and suggestions should be included in the report for the higher authority. The two administrative groups of the both education institutes and entrepreneurs should share their responsibilities in following up this management and understand well to find out ways and means to solve problems or develop the tasks at the higher achievement. Therefore, the recommendations for the future co-operation should be provided regularly.

However, technology transferring, planning & administrating and follow up were the crucial factors influencing the co-operation between education institutes and entrepreneurs in education management, Hospitality department, Liberal Arts at RMUTK. This could focus the advantages and benefits gained by the both organizations. The co-operation working could indicate guidelines to lead the future achievement as well as to find out the solution when problems occur. The mutual understanding among the institutes could relate to the reliability and friendship which obviously lead to the higher achievement of the education institutes. It could be a significant part to support the success of the university in a better manner.

Further recommendations for education institutes
1. Administrators should have the obvious long length plan and action plan between the university and entrepreneurs, including good communication among staff of the organizations.

2. Administrators should provide well training, instruments, equipments and budget appropriately and effectively. 3. Administrators should enhance good coordinator.

Further recommendations for entrepreneurs

1. Entrepreneurs should devote and assist educational institutes in work co-operation.

2. Entrepreneurs should realize the importance of co-operation work and facilitate student training. This could help them to produce the qualified graduates for the entrepreneurs effectively and efficiently.

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A STUDY ON THE REFLECTION OF THE TURKISH SERIALS AND MOVIES TO TURKISH TOURISM THROUGH THE ISLAM WORLD

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Dr. Hacer Neyir Tekeli Yazici, Istanbul Kultur University, Vocational School of Business Administration, Tourism Program

ABSTRACT

The tourism demand in literature is defined as the quantity of touristic goods or services which the people who have purchase power and spare time (tourists) decide to buy or benefit from during a specific period of time either for a certain price or free of charge (Öztaş, Karabulut 2006). The efficiency of the elements affecting the tourism demand is observed in the countries both accepting or sending tourists. These elements may be specified as the economical, social, political and psychological elements. The tourism demand is also under the affect of the elements which drive or push the tourists to travel besides those listed in the foregoing. These elements are supported by the attracting elements from time to time. Among those reasons which drive tourists to tourism are health problems, personal interests, sports, pleasure, desire to learn, religion, business, historical ties, prestige, culture and even the education (İçöz, 2005). Curiosity, desire to have knowledge about different places and culture are the other causes affecting the tourism demand.

The statistical data and literature research show that the travelling in the Islamic World is driven by religious reasons and the desire to observe different cultures and aspects on the spot. Similar cultures and common religion are the factors which attract people to one another. A recent example of this conclusion may be exhibited by Turkey’s presence at the house of many people from the Islamic world through Turkish serials. The fact that many Islam counties broadcast the Turkish serials which depict the Turkish and Islamic world with an epical, deep and humourous approach has caused many Islam countries to prefer Turkey and especially Istanbul. And all these preferences reflect positively to the Turkish tourism.

The stress of mainly the family life in the serials and movies shot in Turkey which the Islam countries consider to be a close culture has not escaped the notice of the Islam TV and movie sector. Particularly the shootings in the historical and touristic locations of Istanbul attracted the attention of those watching these productions and arose the desire of the tourists who have no knowledge of Turkey other than spotting it on the map, to see such locations.

AFP, a French news agent, has broadcasted a news on the flow of tourists to Istanbul from the Arabic countries where Turkish serials are watched widespread, the best example of which is “Gümüş” broadcasted with the name “Nour” in the Islamic World. It has been highlighted that the travel agencies failed to produce tickets and bookings for Turkey and especially Istanbul as it was beyond their capacity. The natural and historical beauties, similar culture, common religion, Turkish westbound face, and the admiration towards the actors and actresses in the serials and movies have reflected positively to the tourism demand of Turkey. The agent stressed in its news that the number of the Arabic tourists in countries where the movies and serials are broadcasted, has increased by about 50% and by 21% in other countries like Morocco. The agent has underlyingly recorded a 5% increase in comparison
with the previous years and a number amounting to 500 thousand in the first six months of 2009. (http://www.hurriyet.com.tr/ekonomi/1227462.asp, 17 January 2011)

Since 2009 the tourism agencies in Arabic countries have been organizing special tour packages to Turkey. While among these packages places like Istanbul, Izmir, Kapadokya are included, there are also organized tours to places and locations of movie and serial shooting and even to the houses around Bosphorus region. Some agencies attract tourists by organizing tours during which people can watch and actively participate in the movie and serial shootings. The contribution of these developments in Turkish tourism is explained by the Counsellor of Turkish Tourism Ministry to a Turkish news agency AP as the following:

‘’It is true that Turkish serials displayed in Arabic countries have a role in the increasing interest of Arabians. In its region Turkey being one of the countries which host tourists most, has hosted 26 million 300 thousand tourists in the year 2010. Taking a part among the top 7 countries in respect to the number of tourists hosted, Turkey has increased the statistical number of Arabic tourists especially with the contributions of the movie and serial sector. (http://www.haberpan.com/turk-dizilerinin-uluslarasi-basarisi-haberi/15 January 2010)

The satisfactory developments in tourism demand originated by Turkish movies and serials displayed in the Islamic World, experienced in Turkish tourism sector and this area which has turned into a new tourist attraction factor will be supported by statistical studies and current data. Face to face meetings that are to be held with the production companies of these serials which have made a tremendous impression in the Arabic World, literature research and the reflections of Islamic World on the demand of Turkish tourism will try to be given in the study. The tourism demand of Turkey and the Islamic tourism profile will be conveyed comparatively.
INTRODUCTION

Turkey has been considered as a country known with its sovereignty spread over three continents and the victories won by the great Ottoman Empire for centuries. Territories of the empire reached Venetian territory at the time of Kanuni Sultan Süleyman (Süleyman the Magnificent). Today, we can say that the limits of Turkish culture have reached from Czech Republic in the west to Kyrgyzstan in the east, and from Ukraine in the north, and Saudi Arabia and Arab Emirates in the south. It is an obvious fact that in 2000s, Turkish series replaced the series of Latin America countries such as Brazil and Venezuela that were called “Soap Opera” in the 80s and 90s. With the raid of Turkish series, Turkish culture has been spread over 3 continents as in the brightest period of the Ottoman Empire. Especially Middle Eastern countries cannot help watching the series that reflect Turkish culture, which they consider very close to their own culture, and wondering about the places they see in the series. And this situation enables the opening of new doors for the tourism market of Turkey.

1. THE DEVELOPMENT OF TELEVISION IN TURKEY AND THE RISE OF THE SERIES POPULAR IN THE ARAB WORLD

In 1960s, life encountered a radical change with the introduction of television into Turkey. With the establishment of TRT, which was the first Turkish channel of the Turkish state in 1964 in Ankara, the foundations of media sector were laid. Since the beginning of the first broadcast on January 31st, 1967, the course of television has become the vital point of the advertising sector that is being expressed in billions of dollars today and that of many related sectors. The people saved their time for the series and programs broadcast by TRT. Television, which was only in monochrome display in 1960s, gained acceleration in 1980s with the production of color screen televisions and acquired today’s structure.

While broadcasting in Turkey was only carried out by TRT1, TRT2, TRT3, and TRT4 established by the state, together with the establishment of Star TV in 1998, the first private television channel started broadcasting. The number of private channels increased each year with the establishment of Kanal 6 in 1992, Kanal D, TGRT, and ATV in 1993. These increases created along an audience mass at high rates. As the people started spending much more time in front of it, television has come to be a bridge of hope for the production centers in order to introduce their products in a faster way due to its advertising function by attracting more people in front of television. While dynamism was created in the advertising sector thanks to the increasing number of audience, the advertisements broadcast on the channels reached the target mass and indicated how much television influenced the audience with the increase encountered in the sales of the product it had advertised.

On the other hand, television is impressive in many issues, from the product to be selected by the people while shopping to his/her image. Nowadays, people keep up with the cell phone model used by the leading actors/actresses of the series that break rating records, and their clothes, and increases are encountered in the sales of those products. The similarities between Turkish audience and Arabic audience have an impact in the broadcasting of many Turkish series in Arabic countries. For example, Middle Eastern countries, where the series are broadcast, and Turkey being Muslim, some traditions and customs having similarities bring Turkish and Arabic audience together on the same platform. www.e-psikoloji.com.

25.05.2011
2. IMPACT OF TURKISH SERIES BETWEEN 2010 -2011, SERIES, AND THE COUNTRIES THAT THEY ARE BROADCAST

It is a fact that Turkish series provided benefit to Turkish Tourism sector. When tourism data of May 2010 is considered, it is seen that the number of visitors coming to Turkey increased by 15.77 and reached 3 million 147.000. Data being high even in May, which is considered to be a rather low season was due to tourist movement coming from especially Middle Eastern and Arabic countries. An increase in the number of tourists was encountered at the following rates: 66.76 percent from United Arab Emirates, 76.04 percent from Lebanon, 29.22 percent from Qatar, 22.24 percent from Kuwait, 13.12 percent from Saudi Arabia, and 119.82 percent from Syria. Lifting visa requirements to neighbor countries has also made a doping impact on tourism.

www.tursab.com.tr.27.04.2011

Table1. Middle Eastern Countries and Turkish Series Broadcast

<table>
<thead>
<tr>
<th>Countries</th>
<th>Turkish Series Broadcast</th>
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<tbody>
<tr>
<td>Algeria</td>
<td>Acı Hayat, Aşk ve Ceza, Binbir Gece, Canım Ailem, Deli Yürek, Ekmek Teknesi, Ezel</td>
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<td>Bahrain</td>
<td>Aşk ve Ceza, Canım Ailem, Ezel, Hayat Bağları, Kurtlar Vadisi</td>
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<td>Djibouti</td>
<td>Binbir Gece, Deli Yürek, Kapalıçarşı, Omre Bedel, Pars Narkoterör, Sahra</td>
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<td>Egypt</td>
<td>Binbir Gece, Ekmek Teknesi, Melekler Korusun, Omre Bedel</td>
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<td>Iraq</td>
<td>Acı Hayat, Canım Ailem, Hayat Bağları, Kapalıçarşı, Sahra</td>
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<tr>
<td>Jordan</td>
<td>Canım Ailem, Deli Yürek, Kurtlar Vadisi, Omre Bedel, Pusat</td>
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<td>Kuwait</td>
<td>Aşk ve Ceza, Ekmek Teknesi, Kapalıçarşı, Pars Narkoterör</td>
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<td>Libya</td>
<td>Deli Yürek, Ezel, Kurtlar Vadisi, Melekler Korusun</td>
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<td>Morocco</td>
<td>Binbir Gece, Ezel, Kapalıçarşı, Yanık Koza</td>
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<td>Yemen</td>
<td>Canım Ailem, Ezel, Kurtlar Vadisi, Yanık Koza</td>
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<td>Palestine</td>
<td>Acı Hayat, Ekmek Teknesi, Melekler Korusun, Omre Bedel</td>
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<td>Oman</td>
<td>Binbir Gece, Deli Yürek, Kapalıçarşı, Melekler Korusun</td>
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<td>Qatar</td>
<td>Binbir Gece, Hayat Bağları, Kurtlar Vadisi, Sahra, Yanık Koza</td>
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<td>Saudi Arabia</td>
<td>Aşk ve Ceza, Deli Yürek, Kurtlar Vadisi, Kurtlar Vadisi, Yanık Koza</td>
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<td>Sudan</td>
<td>Binbir Gece, Ezel, Hayat Bağları, Kapalıçarşı, Pusat</td>
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<td>Syria</td>
<td>Binbir Gece, Ekmek Teknesi, Melekler Korusun, Pusat</td>
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<td>Tunisia</td>
<td>Canım Ailem, Hayat Bağları, Pars Narkoterör</td>
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<tr>
<td>United Arab Emirates</td>
<td>Acı Hayat, Ekmek Teknesi, Kapalıçarşı, Melekler Korusun, Pusat, Sahra</td>
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<tr>
<td>Iran</td>
<td>Aşk ve Ceza, Canım Ailem, Deli Yürek, Melekler Korusun Sahra,</td>
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<tr>
<td>Afghanistan</td>
<td>Binbir Gece, Ekmek Teknesi, Hayat Bağları, Kurtlar Vadisi, Pars Narkoterör</td>
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3. TOURISM TREND CREATED BY TURKISH SERIES AND PACKAGE PROGRAMS PREPARED

Middle East-Turkey tourism is one of the increasing facts of the recent years for Turkish tourism. We can say that Turkey is the primary choice for the tourists who are coming from Arabic countries and walking around in triangular groups (they are walking in a social hierarchical order, men at the front and women at the back) that you can often come across along Taksim, Şişli, the Bosphorus line.

The country, thus the relations between citizens have always been dependent on foreign politics in tourism. Either due to political reasons or Turkey’s convenience regarding visa, today it can be said that Turkey is the preference point for Arab tourists. It is considered to be unfair for Turkish series to say that these are touristic movements merely stemming from foreign politics. [http://www.haberpan.com/turk-dizilerinin-uluslararasi-basarisi-haberi_15_December_2010](http://www.haberpan.com/turk-dizilerinin-uluslararasi-basarisi-haberi_15_December_2010) Even they do not get rating in Turkey, Turkish series are breaking rating records in Arabic countries and at the broadcast time of Turkish series, the streets of Middle Eastern and Arabic countries become empty. One of the important destinations of Arab tourists is the filming set of the series. They are curious about where the series are filmed, about the waterside residences, houses they see on television. They want to see the Bosphorus and the places where the characters in the series eat. Based on this demand, many Turkish tourism agencies organize series set visits for Arab tourists.

4. NEGOTIATIONS MADE WITH THE SELECTED PILOT TOURISM AGENCIES THAT PREPARE PACKAGE PROGRAM FOR THE TOURISTS FROM ARABIC COUNTRIES

*Why have the tourists from the Arabic countries formed the preferred tourist profile in Turkish tourism?*

- Arab tourists select touristic destinations such as İstanbul and Antalya in Turkey
- Many of the tourists from the Arabic countries coming to these selected destinations form young profile.
- Most of the young people prefer Turkey for honeymoon.
- Arab tourists prefer big shopping centers such as Akmerkez and Cevahir in İstanbul
- Even special tax desks have been established in big shopping centers due to the great interest of these tourists.
- Many of them spend money carelessly.
- Among the many tourist profiles coming to Turkey, Arab tourists spend the most.
- For the tours organized to series sets, agencies require extra fee.
*What kind of services are provided within the Series Package Programs prepared for Arab tourists*

-Houses of the leading characters of the series and the places where they have been are visited  

-Tours are organized to the stores where the clothes worn by the characters in the series are being sold  

-Tourists are taken to see the filming of the series group by group  

-For an additional fee, the tourists can meet the characters

**CONCLUSION**

In conclusion, the increase in the interest for Turkey is not surprising since Turkey and Middle Eastern countries, which are located on the same geography, are the members of the same religion and carry some similar characteristics. What is interesting is; the interest shown in the living conditions of Turkey, which is modern, secular, and governed by democracy, by Middle Eastern countries, which are governed by anti-democratic regimes. It shall also be taken into consideration that the lifting of visa requirements to countries such as Syria, Libya, Jordan, and Lebanon by Turkey has also been effective in the increasing of the number of tourists coming to Turkey.

The impact of the Turkish series, which reflect not only the geographical beauties but also the cultural richness of Turkey, to Turkish tourism is an undeniable fact. In Turkish tourism, this trend, which has influenced Middle Eastern and Arab countries until now, is expected to be spread to the countries such as Finland, Romania, and Bulgaria, where Turkish series are broadcast. We, as tourism agencies, will wait and see whether the new touristic trend, the extension of which in terms of time cannot yet be anticipated, will be permanent or not for Turkish tourism.

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www.tursab.com.tr.27.04.2011

www.e-psikoloji.com. 25.05.2011
Social, economic and cultural structure of Nomadism with emphasizing on Qashqai Nomads and its tourism attraction

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Abstract:
Iran is a big country consisting of urban, rural, and nomadic communities. The social life in this country is influenced by these three communities, especially nomadic and tribal groups who have had crucial role in political, social, economic, and defense aspects of country. Iran hosts tribal and nomadic peoples who are bounded together by national integration and unity. Despite the fact that they all maintain features of Persian civilization, culture, and art, each of these groups has her own identity distinguishing her from the others.

Geographically speaking, Fars is the biggest province. The geographical diversity and expand of this province are the source of her multiple ethnicity and culture. Fars is considered the mother of Persian land. Nomads of Fars are more important in terms of their diversity and movement. Despite their unique cultural features and customs, for centuries these nomads and tribes have lived with each other peacefully.

Important tribes of Fars include: Qashqai, Khamseh, Boir Ahmadi, Mamasani, and Bakhtiarı. These nomads are spread in mountain area and represent the larger and more important tribes of this region.

This article will offer an introduction to Qashqai tribe's lifestyles, beliefs and rituals, local music, and crafts as one of Iranian tourism attractions. First, it will explain definitions and background to social, economic, and cultural aspects of nomadism in Iran, and then discusses the special situation of Qashqai nomads.

Key words: nomadism, Qashqai nomads of Fars Province, social, economic and cultural structure, tourism attraction

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Methodology:
At this paper, research methodology and study method is of structural type and information has been collected through historical and documentary study. Application of this type of research method will pave suitable ground for researcher to formulate his observations based on studying structure and the way of presenting and explaining asocial, cultural and economic history of Iran nomads with placing special emphasis on Qashqai Tribe, based on which, researcher can specify objective of research as well. This type of research method not only includes generalities on the history of nomadic life in Iran, but also it will contain tribal structure of Qashqais and rites and rituals in it for introducing this tribe as one of Iran's tourism attractions.

Tribes Anthropology Studies:
Anthropology is traditionally divided into four sub-fields, each with its own further branches: biological or physical anthropology, social anthropology or cultural anthropology, archaeology and anthropological linguistics. These fields frequently overlap, but tend to use different methodologies and techniques. Biological or physical anthropology is one of branches of anthropologies which studies human beings as biological creatures and organisms and human evolutionary clarification is the most important approach. Biological anthropologists have theorized about how the globe has become populated with humans. Cultural anthropology studies description and clarification of various shapes and methods of people life both at present and past and its three branches i.e. archeology which describes behavior of human based on their material remnants, linguistic anthropology which studies description of language and history of language and finally anthropology (social and cultural anthropology) which studies cultures based on ethnography data from comparative perspective with their historical background. In other words, is also called socio-cultural anthropology or social anthropology. It is the study of culture, and is mainly based on ethnography. Ethnography can refer to both a methodology and a product of research, namely a monograph or book. Ethnography is a grounded, inductive method that heavily relies on participant-observation. Ethnology involves the systematic comparison of different cultures. The process of participant-observation can be especially helpful to understanding a culture from anemic point of view; which would otherwise be unattainable by simply reading from a book.
Generally speaking, anthropology is comprehensive study of cultures and their analysis and is used both solely and in tandem with each other. (Sharbatian, 2005, P. 15)
Study of anthropology deepens our familiarity with regard to human beings and will empower us to reach to the periods prior to short period which has been recorded in the history. Archaeologists work closely with biological anthropologists, art historians, physics laboratories (for dating), and museums. They are charged with preserving the results of their excavations and are often found in museums. Typically, archaeologists are associated with "digs," or excavation of layers of ancient sites. Anthropology reminds us fossil and Neolithic periods and also archeological evidences.
Moreover, anthropology helps us recognize evolution and evolvement of human being.
In addition, since anthropologists do not confine their studies on human beings to people, nation and/or specific continent, information can be obtained on them in various cultural environments.

Anthropology teaches us that, except us and credence and beliefs which are assumed certain by ourselves, other human beings with different beliefs are living on the Earth and they have some remarks to utter. (Sharbatian, 2006, Pages 17 & 18)

In this line, anthropology of tribes and nomads, like political, economic anthropology, urban, religious beliefs, etc., is regarded as one of the most important branches of cultural anthropology. Therefore, main objective of an anthropologist, which carries out research activity at tribes and nomads, is study of human being and culture of various tribal groups.
With due observance to their environments, here, difference human geography is specified with anthropology and ethnology.
It should be noted that human geography studies environment, which focusing on man while anthropology studies human while focusing on environment. (Sharbatian, 2006, P. 19)

Tourism Anthropology:
Some people are of the opinion that tourism is a bond between people and nations and also a tool for global peace and security.
As we known, travel and tourism is a social activity and has merged with life of people across the world. In other words, travel and trip is a close relation with nature and entity of human beings. On the other hand, travels correlates with facilities and resources of mankind as well.

It does not matter what changes have been created in motivations, objectives, aims and various tourisms, for, a tourist or tourists have established relationship everywhere with humans and also with their material and spiritual characteristics.

In formation of various types of tourism, cultural and historical tourism is one of them which can be considered as a type of tourism. In this tourism type, tourist is after learning and gaining experience on his/her culture of present and past or experience of others.
As a matter of fact, what a cultural and historical tourist gains is a qualitative experience resulted from interaction between him/her and visited environment. Within this framework, we witness urban, rural and ethnic tourist (In Iran like nomad) and also festival. At this type of tourism, not only a tourist establishes relationship with the culture of society and people, but also a tourist is considered a new individual especially at the region which he/she visits there. Under such circumstances, this tourist should burden great responsibility with regard to that region, individuals of the region and also aboriginal culture of people of the region.
Here, knowing and attaining enough anthropology information on that region seems necessary.
For example, presence of a rural tourist, which is considered as a sustainable tourism, helps invigoration of rural life, boosting its level, increasing financial capability of rural people, improving and enhancing economic situation of these people coupled with safeguarding environment as well as disseminating rural culture.
This type of tourism can follow up preserving ancient rural traditions and values, tribes, cities and transferring it to the next generations as well. Sometimes, survival of some regions in world is heavily dependent on presence of tourists and their attention to these regions.

Tourists should get enough anthropology and sociological information on the region which they visit there, because, this issue will cause deeper, better, constant and continuous relationship. When tourists enter a region, they are considered strangers and new individuals for native people of that region. Hence, native people expect them to respect their rites, ritual, beliefs and credence. Moreover, they (native people) expect incoming tourists and visitors not to cause cultural conflict and contradictions for their offspring and children with their behaviors. If the said tourists showed a good conduct in this respect, the hosts or native people of the region will welcome them warmly and with open arms. Under such circumstances, the native people will establish a very close relationship and intimacy with them as well, the very of which will enhance tourism attractions of the region to a great extent.

To get more familiarity with region and living condition of people of host community, knowing history, background, chronology, language, dialect, accent, race, proverbs and folk ethnics of the region seem necessary. In the same direction, beliefs of people, including prayers, taboos, ancient and old festivals, celebrations, ceremonies, and religious, local and official mourning and the way of their social life such as marriage and marital link, wedding and mourning ceremony, garment, food, lyrics and dances, etc. should be taken into consideration.

Therefore, with due observance to the aforementioned subjects, after discussing a brief history, social, cultural and economic structure of tribes in Iran will be studied for incoming expansion of nomadic tourist and knowing these type of information for getting familiarity and attracting tourist.

Who are nomads? Nomads are people from travel around from place to place without having one settled place where they live. Nomads are considered as diverse communities of Iranian people. Unlike what some people imagine, nomads are not considered as marginal, unprincipled and non importance people rather, they are people with principled lineage and characteristics. Their life method and stockbreeding background or the same like to it can be observed with the first and the most ancient Iranian nation communities. After it, they have played a leading role in all-time history of Iranian land and territory. Moreover, these people have taken giant strides and outstanding role in political, social and economic scenes.
In all-time scene of Iranian history, these people have appeared either in the form of defender or sometimes in the form of invasive. In other words, nomads have affected on life, and cultural behavior of people of this land and territory. Therefore, if Iranian civilization is not considered as a nomadic civilization, this civilization is at least merged with the culture of nomadic communities. Accordingly, cultural behavior of Iran urban and rural communities without knowing cultural values and behavior and nomadic communicates can not be found. Generally speaking, nomads have played a very key role in formation of culture of this land and territory. (Kiyavand, 1989, P. 13 & 14)

The word "migration" bears various interpretations in reliable Persian dictionaries and glossaries, including: departure, colonization and emigration, depart from one place to another place or from one home to another home, relocation, expatriation, emigration and relocation or transfer of tribe from one place to another place. With due observance to these definition, migration is meant movement and replacement. Migration is a movement of life appliances and tools and also family members which is carried out in compatible with natural, climatic changes as well as plant growth. (Moshiri, 1998, P. 5)

The word "tribe" is a Turkish-Mogul word which is used both instead of noun and also adjective. The word "tribe" is meant peace, Anqiya, people, nation, clan, race, nation and people. The word "tribe" has repeatedly been used from Mogul period in Iran and a tribesman is used as subordinate and function. (Masaheb, 1966, P. 345)

The word "Kindred or kinsman", which is synonymous with the word "tribe" is an Arabic word and is meant brothers, ancestors, pedigree on behalf of ancestors (fathers). "Kinsmen" is plural form of kinsman and today, despite the word "kindred" is an Arabic word, it has been entered Persian language and is meant kith and kin, relatives, race, ancestry, family member, household, and clan. The word "kindred" refers mostly to the families who are living based on stockbreeding career.

To date, various and different definitions have been uttered with regard to the way of nomadic life. For example, Ibn Khaldoun was of the opinion that nomads are the people who are earn money through raising cattle like cow and sheep and have to move across desert for finding an appropriate pastureland for their animals. In definition of nomadic life, Parviz Varjavand wrote: "Nomadic life is a way of life simultaneous with annual and monsoonal movement in a way that a group of people along with their cattle move from their winter encampment tents to summertime pasturelands and then return their winter encampments in cold season."

Of total the aforementioned definitions, it can be concluded that nomadic life has various aspects which can not be differentiated with other living methods. Hereunder are regarded as the most important aspects of nomadic life:

1- Dependency of human livelihood for livestock,
Nomadic Background in Iran:
Tribal life is one of the oldest forms of social and economic life of human. After stage of "gathering food and hunting", human entered stage of "Neolithic Revolution" and "Preparing Food" era. Hence, his/her reliance on hunting was reduced tremendously and embarked on domestication of wild animals. Finally, tribal and nomadic life came to being at this stage of life. (Azizi, 2008, P. 9)

At the stage of "Food Gathering and Hunting", humans were relocating or displacing from one place to another place in small groups with primary and basic tools to find their prey and also fruit and root of trees and plants. Dwelling or settling at one place for longer time was impossible due to lack of existence of enough food and also climatic condition. Under such circumstances, humans had to relocate or change their living place. After passage of time, human decided to cultivate plants and also domesticate animals as a rest of population growth and important climatic change as well as improvement of hunting procedure. The procedure of producing food in process of his development, human managed to create a settled or dwelled life and living. In the same direction, human embarked on doing agricultural profession especially at the land and territories with appropriate and suitable climatic condition. At this stage, human relinquished movement and prevented moving another place for preserving it and then settled in a fixed place permanently. In tandem with increase of domestic animals and reduction of food supply, farming them at one place, relocating or displacing animals from one place to another place for finding food seemed necessary. Generally speaking, nomadic life started. As a matter of fact, this type of life, due to its specific condition, confined to the regions which climatic condition of the region and place prepared this affair as inevitable. The country of Iran, due to its geographic and climatic condition, was of the region that nomadic life came to being in it. (Ghanbari, 1988, P. 71) (Pic. No. 1)

Regarding the way of recognition of background of nomads, we have usually tried to determine race and their initial dwelling place at first. In the same direction, archæological works, antiquities, residing place and race identification criteria like color of skin, color of hair, color of eye, hairstyle and other factors, which require specialty in ethnology and anthropology, are studied. (Mostofi al-Mamaleki, 1998, P. 33)
Historical and natural factors are of the important factors of genesis of nomadic life in Iran. The issue of animal husbandry and stockbreeding has become prevalent in Iran from long time ago. For proving signs of stockbreeding in Iran over the previous periods, we can refer to some motifs and pictures engraved on pot works and also writings of Zoroaster religious books. For example, painted ceramic works observed at Silak Tepee of Kashan and Damghan. Due to the geographic situation of Iran and its climatic condition and also type of herbal vegetation, stockbreeders of the country had to move from one place to another place for feeding their herds and livestock in some season of year. Generally, stockbreeders had to migrate and use various pastures and ranches. In addition to natural factors, historical factors have played an effective role in genesis and appearance of nomadic life in Iran as well.

Vicinity of Iran with the Central Asia and Caucasus in admitting Turk and Mogul people and even Aryan has been effective before the advent of Islam. In Seljuk and Mogul and Timurid periods, a huge population flocked towards Iran with nomadism culture as emigrant and lived in various parts of Iran like east, northeast, northwest Zagros and Kerman. Upon their entrance to Iran, these emigrant people flourished nomadic life.

Due to the vicinity with Saudi Arabia and Mesopotamia, Arab people and Sami tribes could penetrate Iran as well. After attack of Muslims to the country, entrance gate of Arab tribes opened completely to Khuzestan and Iran, based on which, domain of penetration of Kurds in Iran was developed and accelerated in west, and northwest through land connection with mountains of Soleymaniyah, Touros and anti-Torous of Turkey. (Moshiri, 1992, P. 108 & 112)
Nomads Economic Structure:
Studying nomadic life indicates that economic foundation of this system i.e. nomadic life strictly hinges on livestock products. In other words, it can be said that stockbreeding activity is bases of employment, source for procurement of income and also one of main reasons behind continuity and survival of this community.
Also, nomadic animal husbandry has been established based on pastureland in a way that triangle of man, livestock (animals) and pastureland constitute main pillar of system of nomadic life. (Azizi, 2008, P. 13)

Production activities of nomadic communities can be divided into three general categories in a way that the first activity is of paramount importance than two other categories:

A) Animal husbandry or stockbreeding activities and production of livestock and dairy products:
B) Animal husbandry with traditional method is yet considered as the most common method of producing and income earning of nomad. Tribal life is of paramount importance due to food supply of livestock and production of appliances, garments and dairy products and handicrafts. In addition, tribal life is of paramount significance in agricultural and transport affairs. (Image No. 2)

![Image No. 2: Pastor at Nomads](Source:www.ashayerfars.ir)

Hereunder are the animals which Iranian nomads keep them: goat, sheep, cattle, cow, camel, mule, donkey and dog (monitoring on cattle). From among the said animals, goat and sheep are most useful animals.

B) Production of Agricultural Produce: Every family is in dire need of agricultural products for living and subsistence. Every family pays meager and slight money to the agricultural activities for supplying it, because, he/she is not able to do it vastly. The highest percentage is allocated to wheat and barley for provision of bread.

C) Handicrafts Production: these crafts have first been appeared for procurement of initial requirements of tribal life and have been evolved and then some part of these crafts has hit market. Iran nomadic handicrafts include the following specifications:
1- Tool ware produced by them is simple and light.
2- Most produced goods are consumed by themselves.
3- Nomads are self-sufficient in procurement of raw materials and/or most of these raw materials are provided from their tribe and community.
4- Most families are engaged in this craft.
5- Women are main producer and play a very key role in this regard.
6- Type and rate of products are changed based on seasons.
7- Handicrafts are complementary to the income of nomads. Mostly, handicrafts fill their leisure time.
8- Handicrafts are important in value added of nomads.
9- Handicrafts play a very key role in formation of housing of nomads.
10- Carpet and rug are the most important crafts of nomads and is followed by Kilim, Pelas, Jajim and Chenteh.

Tribes' handicraft productions in Iran include as follows: weaving and spinning wool and hair, Siyah Chador (black tent), felt, rug, carpet, Kilim, Pelas, Jajim, straw weaving, Chenteh, Javal, saddlebag, gunnysack, Hor, bag, wallet, rope, socks, hat, glove, scarf, other clothes and garments.
These crafts, dependant on nomad geographical situation and culture, differ from each other. (Sharbatian, 2006, P. 81 – 89)

The total population of nomads of Fars Province stands at over 147,790 people, comprised of 27,279 families. Fars Province nomad population constitutes approx. 12.5 percent of total nomad population of country. Nomads in this province constitute 3.5 percent of total population of this province as well. More than 5.7 million ha land area of pastureland of this province is possessed by nomads. Nomads of Fars Province keep more than 302,773 herds of cattle traditionally.
Nomads of Fars Province produce more than 16,000 tons of red meat, 42000 tons of dairy products, 1564 tons of wool and hair and also over 57,000 square meters handicrafts.
(www.ashayerfars.ir)

Qashqai Tribe Social and Cultural Background:
Our knowledge about past history of Qashqai is meager and incomplete. Accurately, it is not obvious that when and from where this great Turk-language speaking tribe has migrated to Iran. The root of "Qashqai" word is ambiguous. It is not obvious that the word "Qashqai" has been coined from Turk language "Qach Qai" which is meant "escaped or fled" and/or from "Qashqeh" which is meant in Turkish language as "White forehead horse" or "White Mole on Horse Forehead".
Maybe, the word "Qashqai" has been coined from word "Kashqar" which, according to the narration of Masoudi history, a group of Qratatars" have been lodged during Seljuk reign.
According to Masoudi History, a number of 20,000 people came to Fars along with Sadiyeen Zangi.
It can be supposed that Kashqari has been turned into "Qeshqeri" and then is converted into "Qashqai". (Parham, 2991, P. 64)

In Farsname Naseri, it is read: "Since Khalaj Tribe came to Iran soil from Rome land and territory, some of them fled and stopped at Fars land and territory and Khalaj people called this group as "Qach qai" i.e. fled and then is renamed into Qashqai."
(Rastegar Fasaii, 2003, P. 1580)

According to the study made in lifestyle, sociability and telling jokes, dialect of language, literature and music, it is believed that major part of Qashqais had lived many years ago in Caucasus and surrounding area of Badkoubeh.
Many of Caucasian songs and music are composed by lyrics and composers of Qashqai with high skill. It should be noted that Turkic language of this tribe has slight and partial difference with Caucasian language as well. (Bahman Beygi, 2007, P. 18)

By virtue of ancient traditions, we should assure that nearly the first group of Turkic-speaking tribes, which later merged and created Qashqai tribe, had probably lived in 8th century and may be in the beginning of 9th century (Hejira). According to the said supposition, some part of Qashqai Tribe has migrated to Fars at least 600 years ago. What is certain here is this that migration of Qashqais from northwest parts and central part of Iran to Fars land and territory has not been carried out suddenly and simultaneously, rather, such migration has been carried out gradually in different periods. With due observance to the said issue, Qashqais first migrated during Safavid era and tribal system is deployed among Qashqais and constitute sporadic and scattered groups of Khalaj and Qashqai under unitary system. As a result of unknown events, Khalaj nomadic tribe dismantled all of a sudden at the end of 13th century and was gradually turned into one of races of Qashqai tribe. It should be noted that name of Qashqai Khalaj race is not observed in mid 14th century.

The oldest historical document, related to Qashqai which is at hand, dates back to Karimkhani-e Zand period and for the first time in 11th century, the term "Qashqai" was written and went down in the history. The term "Qashqai" is written at poetry and it has not been written at historical texts and until before, the term is not recollected anywhere and any book and written subject matter. The first record of the term is written in a biography named "Nasrabadi Biography" which has been authored at the first half of 11th century, in which an Isfahani poet reminds "Khalaj and Qashqai Torn Sack Cheese". (Salavati, 2009, P. 131 – 148)

Among all southern tribes, Qashqais are famous due to their strong quality of painted hand woven and their historical relationship with Genghis Khan. Some of them are descendants of Turkmen who invaded Azerbaijan in 11th century. Like Bakhtiaris, Lors and other tribes in Iran, Qashqais set aside their traditional migration at the order of Reza Shah of Qajar which this issue incurred many damages to them as well. (Hal and Elester, 1998, P. 239 – 240)

Migration Routes of Qashqais
Usually, migration route of tribes passes from mountainous areas and heights which are hard to pass and face numerous problems. The longest distance of summer to winter for Qashqai tribe stands at 671 km. this distance is usually last 40 days. But each tribe or clan, whether at summer or sinter territory, had certain geographical location. (Sharbatian, 2006, P. 134)

Darreh Shouri Clan passes from cities of Behbahan, Dogonbadan, Nourabad, Dash-e Arjan, Khan Zanian, Blouk Beyza and Kaminrouz in its route and then are settled in Semirom.
It should be noted that cities of Behbahan, Do-gonbadan and Nourabad in winter and Semirom in summer are of main settlement hubs of this tribe. (Zendeh Del, 2000, P. 48)

Important areas of Fars Province, including Ardakan, Dezkord, Kamfirouz, Beyza, Kazeroun, Firouzabad, Simkan, Meymand, Qir, Karzin, Khenj and some other regions are considered as main migration routes of Qashqais. (Bahman Beygi, 2007, P. 19) (Picture No. 3)

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Image No. 3: Cities of Fars Province
Source: www.hamshahrionline.ir

Siyah Chador (Black Tent)
Black tents are usually made primarily by women in Qashqai tribe. It should be noted that black tents are made of goat hair.
For this reason, black tents are durable, non-corrosion, resistant against permeability of rainwater and better ventilation especially at summertime when it is warm.
Their general shapes are cubic rectangle which is covered from their four sides completely.
With installing columns in middle part and four sides, it shapes in the form of housing. (Image No. 4 and 5)
Image no. 4: Black Tent
Source: www.farsnews.com
Nomads Traditional Structure:
All tribes of the country bear same traditional structures which are similar to each other and tribal and regional decisions are set based on this structure. This structure includes social and political structure.
Here, traditional structure of Qashqai Tribe is discussed in below:

A) Social Structure of Qashqai:
Foundation and cornerstone of social structure of this tribe is based on clustering and tribal division. Hereunder is regarded as structure of Qashqai:
1- Tribe at this study refers to Qashqai. In other words, Qashqai is palced special emphasis at this study.
2- Clan and tribe of Qashqai is divided into six crowded branches which is famous to clan in tribal structure. Sometimes, members of the clan call them as tribe. The main clans include as follows: Shesh (6) Baluki, Kashkuli Buzurg (large, 4862 families), Darreh Shuri, Amalaeh, Farsimadan and Kashkuli Kuchik (small, 650 families).
3- Race is called to a series of Benko which form a community similar to each other but settle in a time section sporadically in various geographical parts. Each one of clans comprise of many races, the names of which have been mentioned in various books, such as in a book entitled "Mesdagh and Nomads" which name of these races have been mentioned completely in this book.

4- Benko is called to a series of black tents or family which is settled in a "yort" with each other. The "yort" is settlement place of black tents. Benko carry out all activities of tribal life, ranging from habitation, dwelling, and annual migration to joint production work and activity. Benko is called "Mall" in Kohgilouyeh and Boyerahmad. The individuals settled in a Benko are busy active in agricultural and stockbreeding field. These people have a sense of relative and correlation and relationship with each other with principled lineage which is resulted from a joint race.

5- Family or household is called to a series of people who live with each other in black tent in a way that all their appliances and life apparatus are placed in black tent. Qashqai family is not confined to wide, spouse, husband and children merely, rather, all people in this tribe live with each other warmly and wholeheartedly in terms of bonds, interests and mutual economic responsibilities based on joint cooperation and collaboration in tandem with meeting their requirements. Generally speaking, Qashqais live with each other and are considered as member of a family. (Safinejad, 1989, P. 74 – 76)

B) Political Structure in Qashqai Tribe
Political structure and construction of power exists in life of each tribe which includes: "Ilkhan" which is master and grand member and main decision maker of each tribe. Ilkhan or master of each tribe is inherited in each tribe. That is to say that his offspring or children are substituted to the deceased master of tribe. It should be noted that their male children is called "Khan" and their female offspring or their wives are called "Bibi". "Beygi Tribe" is meant deputy of Tribe Master who had been tasked with supervising internal affairs of tribe such as collection of tax, supervising tribes and clans, equipping forces as well as administrering real estate and properties. Sheriff is called to the head of tribe or clan who is appointed by Tribe Master (Ilkhan). Every year, verdict of sheriff is renewed by Tribe Master as mentioned in before. Sheriff is manifestation or symbol of power of Tribe Master as mentioned in before. Sheriff is manifestation or symbol of power of Tribe Master in tribe. Alderman (Kadkhoda) had been tasked with supervising race who was administered undersheriff. Elder or Grand Master of Family had been tasked with supervising each Benko. The Elder was run by alderman. As a matter of fact, alderman was an agent between sheriff and Elder.
(Safinejad, P. 80 – 84)

Ethnicity, Language and Religion of Qashqai Tribe:
With due observance to the mentioned background, people of this tribe are white race with unique characteristics of Aryans race. They should not be called as yellow race Turk or Mogul race. Although this tribe speaks in Turk
language, it is not solid evidence that these people are Turk race. (Sharbatian, 2006, P. 136)
Most of them are white race and less people of this race have married or combined with strangers as well. (Bahman Beygi, 2007, P. 17)

Qashqai language is Turk which is merged or mixed with Farsi language and all of them know Farsi language well and can speak this language fluently. All people of this race are Muslim with Shia religion and believe to twelve Imams (Ashna Ashari).

Handicrafts of Qashqai Tribe:
Handicraft is regarded as one of main income source of Qashqai tribe. Textile and sales of handmade or hand-woven crafts like rug, Kilim, Jajim and black tent are of paramount importance in economic terms. Social and cultural studies in history of Iranian hand-woven products show that one of the most valuable and oldest Iranian textiles have been provided by Qashqai tribe in Fars. (Mostofil al-Mamaleki, 1998, P. 505) (Image No. 6)

In nomadic and tribal community which women have placed inferior to men in terms of personality and have not a certain and independent personality, governed and supervised by their spouses, there is not a suitable ambience to expose their sentiment and feelings. In other words, there is a wide gap between men and women in tribal life in terms of personality. The said issue has caused that Qashqai women resort to handicrafts as main profession like weaving carpet, rug, Kilim, Jajim, Chanteh and bedspread, etc. and use them as a tool for incarnation and materialization of their wishes, desires and sad
and happy dreams. (Qashqai carpet is a matchless carpet. Beauty of images and designs, finesse of knots, durability of colors and most of all, mysterious and dream-raiser air of weaving, made handicrafts of this tribe a pride of traditional arts.

Qashqai’s hand-woven are an important cultural phenomena, exhibiting the art and industry of this great tribe and Qashqai weavers, as admitted by experts, have been distinguished masters of Iran and the world. Their dream-like designing, finesse of weaving and dyeing of skilful women have gained fame and honor for Qashqai.

Carpet weaving of Qashqai tribe with 600 years of precedence has protected its special motives and designs and have melted it with non-traditional styles; though they have made some innovations, but within 100 of years has reserved their original images. In fact tribal combination with adjacent clans resulted absorption of culture and art of neighboring clans and is going-on at present time. They use some non-native designs in some instances in weaving fine and attractive rugs.

Some of the original and traditional designs of Qashqai tribe, remained untouched, resembling to designs of Caucus and Asia Minor; for example weaving of Shakarlu branch which designs are extracted from Khalaj, Kurd and Lor, such as Yelmeh and Joshaghani and some are adapted from their residence original textures, Fars.

As a matter of fact, Qashqai women resort to handicrafts as a gate to their privacy and loneliness and filling their leisure time. In explanation of their inner feelings, these women inspire ancient motifs in their works. Generally, Qashqai women show and express their love, kindness, interest, hate, anger and worry to others in their handmade crafts. (Image No. 7)
Various types of produced products among Qashqai nomads, based on importance and economic value of their products, are divided into some categories which include: carpet, rug, Kilim, Jajim, black tent, Pelas, Ziloo, Khorjin, Toobreh, bag, bedsmed with decorated flowered pattern, Chenteh, woolen hat, socks, felted clothes and garments, straw weaving through the application of wood of almond tree and reed (Sharbatian, 2006, P. 137)

Sheep wool, goat hair and fluff (wool) of camel are raw materials of textiles. Sheep wool is used in weaving carpet, rug, Jajim and coverlet. Goat hair is used for weaving packsaddle, rope and black tent and fluff is used for weaving high-quality rugs. Since race of herds and livestock of Qashqai tribe especially Qashqai sheep is of the best and high quality extant breeds, certainly, superiority and excellence and strength of handicrafts of this tribe is owed to this excellence to a great extent. (Mostofi al-Mamaleki, 1998, P. 506)

For further familiarity, some of these crafts and industries are explained briefly in terms of importance:

Qashqai Carpet and Rug:
Qashqai women have a special expertise and skill in weaving beautiful and high-quality carpets and rugs which is appreciable. Qashqai rugs are woven in small dimension (90 x 120 cm). According to financial status of families, rugs are woven in 6, 12, and 18 meters and even 24 meters if ordered. Designs and pictures are taken into consideration in weaving rug and carpet and is one of major specifications of this craft. The pictures and designs used in weaving rug and carpet is manifestation of cultural, historical and geographical roots of the tribe. Famous and renowned motifs and designs like Nazemi, Kermani, Mahi, Bootei, Booteh Ghabadiyani, etc. are used for weaving large carpets. Various motifs and designs like Persepolis (Takht-e Jamshid), Nakhjirgah (Prey Place), Rose Flower, Water Pond, Relief & crenate Works, azure sky and lion image, etc. are used for weaving small rugs and carpets. The Qashqai are renowned for their magnificent pile carpets and other woven wool products. They are sometimes referred to as "Shiraz" because Shiraz was the major marketplace for them in the past. The wool produced in the mountains and valleys near Shiraz is exceptionally soft and beautiful and takes a deeper color than wool from other parts of Iran." No wool in all Persia takes such a rich and deep color as the Shiraz
wool. The deep blue and the dark ruby red are equally extraordinary, and that is due to the brilliancy of the wool, which is firmer and, so to say, more transparent than silk, and makes one think of translucent enamel." Qashqai carpets have been said to be "probably the most famous of all Persian tribal weavings." Qashqai saddlebags, adorned with colorful geometric designs, "which are superior to any others made."

Kilim and Jajim:
Despite simplicity in weaving these products, Qashqai products especially Jajim is popular and famous and enjoys extraordinary beauty and strength. Reflection of acute colors and its contrast with each other is one of major specifications of Qashqai Jajims which fascinates and attracts eye of every visitor. The thread of Kilim and Jajim is provided from pure wool of sheep with Qashqai bred which is strong and durable. The designs of Kelim and Jajim obey simple patterns and sometimes angular geometrical shapes, the most important of which include as follows: Gabeh (coarsely-woven, long-piled rugs, with tall piles, measuring 1cm and various wefts (Between 3-8 wefts in each row), Tehrani, Aqajari, Dornagh (nail), half flower, and some other simple designs. In terms of size, Jajims are usually woven in 150 to 300 cm and some of them are woven as bespoke (ordered made measuring 95 to 15 cm). Kilim also is woven in dimensions ranging from 6 to 9 meter.

(Mostofil al-Mamaleki, 1998, P. 507 – 511) (Image No. 8)

Other handicrafts The other handicrafts in Fars included: Giveh (light cotton summer shoes), felting, traditional sewing, ceramics, decorating with cut mirrors (Aynehkari), making of (fake) flowers (Golsazi) jewelry, tile- working

Folklore Culture in Qashqai Tribe:
Folklore is defined a set of knowing, beliefs, credence and behaviors which is
inherited among huge number of people as life experiences from one generation
to next generation without considering its logical and scientific benefits.
As a matter of fact, set of rites and rituals, beliefs, ideas, myths, narrations,
proverbs, lyrics, songs, melodies, folk lyrics, and behaviors like method of eating
food, wearing clothes, burial rites and rituals, wedding ceremony, etc. are
considered as folklore. (Ranjbar and Sotoudeh, 2001, P. 111)

(Folklore consists of legends, music, oral history, proverbs, jokes, popular
beliefs, fairy tales and customs that are the traditions of that culture, subculture,
or group. It is also the set of practices through which those expressive genres are
shared. The study of folklore is sometimes called folkloristic. The word 'folklore'
was first used by the English antiquarian William Thoms in a letter published by
the London Journal in 1846. In usage, there is a continuum between folklore and
mythology. Folklore can be divided into four areas of study: artifact (such as
voodoo dolls), describable and transmissible entity (oral tradition), culture, and
behavior (rituals). These areas do not stand alone; however, as often a particular
item or element may fit into more than one of these areas.)

Hereunder are characteristics and salient features of folklore:

1- Folklore has been founded based on heritage and old civilization
principles.
2- Folklore is not followed up with any scientific and logical method and is
not learnt from any book and writing. Moreover, folklore is free from any
intellectual array and theoretical genesis.
3- The non-intellectual and theoretical feature of folklore has caused that
this idea is placed in tandem with nobility culture without combing with
them as a result of dissemination of principles of new civilization, inspired
from nobility culture as mentioned in before. Consequently, folklore has
preserved very old elements as unchanged and intact and this
phenomenon is manifested especially in folkloric arts. (Ruh al-Amini,
1985, P. 252)

Poems and Songs:
Songs, couplets, ballads and poems are one of beautiful effects and valuable
treasuries of people. They show sentiments and incarnated feelings of simple
hearted and good-natured people. Local songs and lyrics and poems of every
area are clear manifestation of idea of people of the same region. (Sotoudeh,
1999, P. 51)

Songs and poems remind some part of social life a nation, people or ethnic.
Sometimes, people either show their inner feelings through songs or sometimes,
songs contain love, agony, pain and aches of people and sometimes songs speak
tyannies that human are afflicted. (Sharbatian, P. 89)

Lullabies or cradlesongs are one of the oldest children's songs in folklore. The
purest maternal affection lies in lullaby. At this poetic form, mothers tell their
agonies, worries, heart-brokenness and frustrated desires. In other words,
mothers utter their sincerest and the most honest words of their soul and body to
children in particular. With a meticulous glance at contents of these lullabies, we
can study social developments and changes easily. (Sharbatian, 2006, P. 89)
One can find very beautiful and ear-catching songs, narrations, ballads, couplets, and lullabies in Qashqai Tribe which indicate courage, gallantry, triumphs, victories, agonies, happiness and also sentiments like love and hate. The said songs and lullabies and poems have been published in various books.

Music and Dance of Qashqai Tribe:
Local music and dance is manifestation of ethical characteristics, realities of life and behavior of human. Local music and dance is manifestation of desires, wishes and performing it in various occasions is inseparable part of culture of these people. Grand festive and celebrations among tribes' starts with individuals and collective dance and large or very important wars start with war songs and dances. Moreover, religious congregations were held with reading religious songs and dances. (Mirmia, 1999, P. 110)

Mainly, local dances of Qashqai were performed collectively. Here, dance of wood is most attractive and enjoys of paramount importance in terms of method of performance, and rhythmic movements of dancers. The Dance of Wood is attractive especially when it is fallen with rhythm of "War Letter". The Dance of wood is performed in celebration ceremonies of this tribe. Heli Dance is the most renown and famous dance which is special of women and is performed collectively. Each part of this dance bears its specific name. (Zendeh Del, 2000, P. 50) (Image No. 9 and 10)
Tribal music, dependant on geographical qualities and ethnical condition and social factors, has various coordinates and shape. At any rate, music is inseparable part of tribal and nomadic community. Specific and certain music is performed in tribe ranging from cradle to grave, lullabies to death requiem, etc. It seems that tribesmen and tribeswomen have special music for each moment of their life. It should be noted that moments of happiness, pleasure, agony, work, play, arm wrestling, sword play, war, exercise, and performing religious practices, etc. are performed by musical groups of Vasong, Vazbat, Dance of Dagger, Chamari, Nowruz reading, Amba, Hoodi, Pishtagi, Siyah Chamaneh, Allah Mazar, etc.

Each one of these melodies, music, and dances, performed by tribeswomen and tribesmen, is inspired by environment, nature, political, social and cultural history of that region. Therefore, we are witnessing varieties of nomadic local dances and music from various parts of Iran. (Sharbatian, 2006, P. 91 – 92)
Like all things of tribe, music of tribe has its specific shape and color. Although tribal music is simple and primary, it is fascinating, beautiful, ear-catching and charming.
Although this music style has not thus far managed to get ride of orient great sorrow, agony and pain, some of its songs especially dancing songs and ballad has preserved their age-old and immemorial pleasure and succulence to a great extent.
Some of these melodies like "Rice Padding or winnowing", "Gazelle Offspring" and also dance music of camel drivers captivate any listener vehemently.

Hereunder are musicians of Qashqai Tribe:
Changiha (Harpers): Harpers are a group who embark on playing tar and sitar (a kind of musical instrument) and some other group have specialty in composing and playing hornpipe, trumpet, and drum and tambourine. Harpers, moreover playing music during celebrations and wedding ceremonies especially in Nowruz holidays, are entitled to go to each one of tents of tribe and provide their pleasure and happiness of people of this land and territory with their musical instrument.

Asheqs or Ashiqs:
Asheqs or Ashiqs are a small race in Qashqai in a way that all individuals of the tribe play Kamancheh (fiddle) and compose anthem and songs. The most salient differentiation of these people with others, as mentioned in above, is as follows:
Firstly, people of this group play music and songs collectively like Orchestra.
Secondly, accident-prone adventures are narrated within some hours. Among these destines and adventures, the destiny of "Koroghli" and "Mahmoud" is famous. (Bahman Beygi, 2007, P. 117 – 118)
Ashiq musical Magham (a kind of Persian musical instrument), it can be referred to song read in the morning, War Letter, Mohammad Taher Beyk, Masoum, Samsam, Koroghli, Mahmoud and Sanam, Bash Khosro, Bisotun, Heidari, Gerayli, Karami, etc., some of them are read along with the story which mainly bear kindness, compassion, etc. (Sharbatian, 2006, P. 137) (Image No. 11)
Camel Drivers (Cameleers, Sarebanan): Cameleers or Sarebanan are a tribe who live with grazing camel and principally, they can be called as tribe of love, song and art. Among the tribe, boys and girls sing songs beautifully. Not only they sing song well and play music professionally, but also, they have this capability to turn old songs into new and modern songs. (Bahman Beygi, 2007, P. 118) "Gedan Dargha" is specific songs of cameleers which narrates moving camels. (Sharbatian, 2006, P. 138)

Food:
Thin-shape bread is baked and provided by Qashqai women. Kebab of hunted flesh and sheep, dairy products and cooked rice is the most common food of Qashqai people. In low rainfall seasons, barley bread and sometimes grasses of desert play a key role in this regard. Date in winter is considered as daily provision and food of Qashqai especially for some people who live in tropical and warm weather. In some recent years, date is consumed instead of sugar and lump cone. Tea drinking is of paramount importance for Qashqai. A smoked rounded teapot can be seen in each tent all days and mothers pour thick-color tea for their husbands and children vehemently.

The method of eating food in most tribes is the same in a way that they place fatted and oily cooked rice on a big trays, comprised of corpse of lamb or goat.
and also any other type of flesh. The cooked rice is poured on large trays in conical shape and other members of the family sit around it to eat. They eat food with their hand and stuff. These people finished eating their food immediately. They eat yogurt broth with saucer and sometimes with large-size wooden spoons. It should be noted that food of some people of Qashqai is better than other tribes. (Bahman Beygi, 2007, P. 111)

Garment:
Garment is the most salient cultural symbol of Qashqai. In other words, garment shows their cultural level. Different factors involve information and combination of local garment of various ethnic groups in Iran, the most important of which are as follows:
Religion, geographical and climatic situation, type of living, social status (Shariatzadeh, 2000, P. 57)

Qashqai women and men's local costumes follow specific attractions. Their costumes are famous across the country and today, it has been turned into one of the most important cultural attractions of these people. The garments of Qashqai tribal women include Kolahak (small hat), Arkhaleq, Tonban (trousers) and Papoosh (footwear). The garments of this tribe are provided in different colors and designs which have been inspired by color of nature. Hat, shirt, Arkhaleq, waist scarf, Chegheh and Kapanak comprise main garments of Qashqai men.
In previous, Qashqais wore Arkhaleq, scarf and edge-free hats and also felt-made hats. During Pahlavi reign, they forced to wear uniforms like others.

Undoubtedly, main clothes and garments of Qashqai tribe is one of the most beautiful and comfortable clothes and these clothes can be worn and used at any time desired, everywhere in every environment. While covering all parts of the body, the clothes of this tribe can be worn for working which is appropriate for all seasons of year, preserving against cold, observing its economical value for family as well. In tandem with change of civilization and progress of urban life and emergence of various types of clothes with different models, it is for centuries that Qashqai women boast their garments and clothes and are not ready to change their clothes style. They change their clothes in extraordinary occasions especially when they are at city. Even, clothes and garments of Qashqai men have its specific beauty and conformability, being in compatible with working and mobility in every condition and situation. It should be noted that a partial changes have been observed in clothes of men and women of the tribe. The said change in their clothes is not for boating others merely. Only, a small number of people wear cardigan, overcoat and trousers instead of Scarf and Arkhlaq due to their living situation and communicating with people of city.
The group, who has settled in tribe, observes urban life and civilization completely.
Women's Garment:
Charghad or Scarf: Women use light and thin cloth like net for covering and preserving hairs, heads and necks and also ears. For full covering, women put specific cloth hat under scarf. Scarf is cut as triangle and connects scarf with a pin to below part of throat. Women decorate various scarves with embroidery and needlework when attended at wedding ceremonies for more beauty.

Kerchief or Esharp: Esharp is worn especially by women for preventing movement of scarf, wearing, beauty and heaviness of clothes. These kerchiefs are woven in Tabriz from pure silk. With various models named Kalaghi, Haft Rang and Tavazoei, depending on age of individuals, Esharp is woven in different colors. For involvement of Charghad and kerchief, a pin is used.

Shirt: Shirts of women were with long sleeves, completely closed collar up to below part of knee. The shirt has been opened from sides with two stitches which make mobility of women easier. Shirts of women in this tribe are usually sewed with thick cloth and a bit more loosen. Women ornament their shirts with embroidery and needlework at wedding or special ceremonies. Every person is responsible for sewing his or her clothes in tribe.

Undergarment: undergarments are sewed loose which can be put on easily in a way that undergarment moves on body. Each garment needs cloth measuring from 6 to 12 meters at large. Each woman put on three or four underwear, overlapped on each other. Underwear is made of thin and expensive cloths. Sometimes, undergarment is made of thick and inexpensive and cheap cloths. Undergarments are tied to waist with specific straps for strength and comfortable. Although undergarment cover up to the below part of foot, women sometimes wear short stockings for observing dress code. Although washing these clothes is a difficult task, it is valuable in terms of beauty, observing Hijab (dress code) and also nomadism situation.

Arkhaliq: Arkhaliq is sewed with thick and exquisite cloth materials like velvet with simple and light linen instead of jacket for preserving from cold. Sewing and cutting size of Arkhaliq is a very difficult task in a way that rare women can do it themselves. In each tribe, there are some persons who are expert in this field and these persons sew them for others. Arkhaliq is usually worn at winter season for preventing cold. Arkhaliq is put on for more beauty as well. Unlike jacket, Arkhaliq is sewed short in size with long sleeves which cover even backside of hands. Arkhaliq of old women are in black color, the same color of their clothes, while others prepare Arkhaliq with colorful cloths or colorful velvet depending on economic situation of each family. (Image No. 12 and 13)
Image No. 12: Clothes of Qashqai Woman
Source: Author
Men's Clothes (Menswear):
Two-Angle Hat: Wearing clothes without hat is a bad behavior in Qashqai. Then, men are duty bound to wear a hat always on their heads.
Before World War, Qashqai hat was almost similar to Bakhtiari's but at the initiative of Qashqai Khavanin (the most honored heads of tribe), felt hat like
dog-eared hat was produced. This hat is made of delicate and thin wool which is produced by expert and experienced local individuals. Hereunder are salient features of this hat: Moreover its beauty and majesty, this felt hat does not fall from head especially when it is sandy or stormy. Secondly, when it is sunlight, the dog-eared part of hat can be used as a shade. These hats are seen in two colors of beige and black gray.

Men Arkhaliq: Arkhaliq is long and loose clothes. Due to its two lengthy stitches in either side, continued up to knee, lower part cloth can be hold up especially at the time of running and rallying. The clothes are not worn without scarf. Men's scarf needs five to six meters cloths in brown or thick white color. The scarf is wrapped over Arkhaliq on waist. Moreover giving beauty, fastening scarf on waist will cause health of ribs of waist in fast movement and hoisting heavy loads at the time of migration and using it as a pocket for keeping money, cigarette, Chopoch, comb and other appliances.

Cheqeh: Cheqeh is a specific woven type in cream color which is put on for beauty. Cheqeh is usually worn by scarf and Arkhaliq. Cheqeh is placed by a silky strap on shoulder named "Zenhareh". Train of bullet is tied above scarf especially over Cheqeh. (Bahman Beygi, 2007, P. 109) (Image No. 14)

Wedding and Marriage:
The philosophy of marriage among nomads is affected tremendously by economic and technological factors more than any other factors. Principally,
nomads consider practical aspects of marriage more than any other aspects. Nomads get marry slightly due to love.

Hereunder are regarded as the most important motivation of marriage among them: having child, formation of family and attaining independency, satisfaction of sexual desires and religious obligation. (Amanollahi Baharvand, 1999, P. 105) Nomads know singleness (not getting married) as a great sin and look down upon him. At tribal life of Kohgilouyeh and Boyerahmad, if a single boy or girl did not succeed to marry, he or she is called "Bonvar" or "Ghasar" and enjoys low position and status among other members of the tribe.

In Qashqai tribe, marriage is rarely happened outside tribe. In other words, boys and girls of the same tribe get marry with each other. Marriage of individuals of tribe is meant having children or offspring especially son. Existence of a son after death of his father, regarded as continuation of descendant of family, is a kind of blessing and prosperity.

Age of marriage is not taken into consideration at Qashqai tribe. Marriage of immature and very young girl is strictly prohibited and is not a good conduct. Sometimes, it is common that umbilical cord of newly born children is cut in the name of each other at the time of birth if interested by their fathers. When these children are grown up, they are duty bound to get marry with each other.

Marriage settlement (communication of both boy and girl before marriage) of girls is done by master or elders of tribe. These elders or trustees of tribe are called "Soujeh". After agreement of family of girl, as influenced by Soujeh, winning approval of sheriff, alderman and Ilkhan (grand master of tribe) seems necessary. Then, the issue of Bashlough is posed. Bashlough includes amount of property or money or any other thing that family of bridgetoom give to father or family of girl (bride). If Bashlough is not paid by bridgetoom to family of bride, it is considered as contempt to prestige of girl (as bride) and also downgrade of bride. Sometime, Bashlough is paid in installments in many turns.

As a matter of fact, Bashlough is meant "Mother's Feeding Price". When the two sides reach an agreement on date of marriage, family of bridgetoom prepare themselves for organizing marriage ceremony. The marriage celebration last at least three days and during these days, entrance and exist for all invitees and nomads is free. Musicians attend marriage ceremony and announce moment of outset of marriage inside tents which have been installed near celebration field.

At this time, clothes named "Khal'at" are out on their shoulders (i.e. bridgetoom and bride).

Of course, most of these formalities and ceremonies are merely related to the rich and middle-class people.

At this hour, colorful banners are installed and hoisted at houses of groom, neighbors, kith and kin, which are called "Akchcheh". At this stage, girls and women flock to field of celebration with their exquisite and colorful clothes along with silky and colorful kerchiefs at their hands.

The number of girls and women, not exceeding 100, form a movable and colorful circle around the tower and embark on dancing with simple songs of musicians expertly.

The field or square include a vast place which a white-stone tower has been installed in its center. At most tribes, the field is called "Char". Fire and high
torch is lit on top of tower at night and men and women continue marriage celebration.
Lambs are as common presents of individuals of tribes for marriage. Wool of lamb is painted. "Shabash" or "Shadbash" is another contribution which is expensed at marriage ceremony.
The horse riders, as many as 1,000 persons, eat their lunch at the house of bride and take bride towards field or square with marriage songs. Bride is mounted on horse and others follow her.
When the entourage approaches the field, groom welcomes bride and throws an orange or apple towards chest of bride. Mostly, a little boy amounts on horse at backside of bride which means their first child will be boy. At this time, horse of bride stands opposite tent called "Hejleh Tent" and bride comes down from horse by one of close relatives of groom. Inside tent, there is a container of water and mirror opposite bride seating place.
After a while, groom joins bride by one of close relatives and marriage celebration is terminated at this stage. (Bahman Beygi, P. 32 – 34) (Image No. 15 and 16)
Mourning and Burial Ceremony:
Funeral procession and ceremony at tribes is held magnificently with grandeur especially when a young person of tribe dies. The best horses are decorated with the high quality colorful cloths and take them towards dead body. Many horse riders, exceeding more than one hundred, take coffin of dead body and musicians play funeral. Generally, death requiem is held gorgeously.
The drum and music of funeral procession is called upside-down or reverse drum. Sometimes, it is observed that kith and kin of the young dead hold black kerchief at their hand and play mourning dance with high sorrow.
An expensive black-color cloth is wrapped on coffin especially for young dead person. The coffin is placed on land and then is hoisted three times with the aim of preventing repetition of disaster or death. Then, the dead body is taken towards running water for ablution. Finally, the dead body is taken towards cemetery or graveyard. Sometimes, it is observed that some pour straw or ash or soil on their heads behind coffin.
The kith and kin or relatives of the deceased tore collar of their shirts. Men usually tie their waist scarf on left shoulder and armpit and women tie their clothes on left shoulder and armpit. This act is called "Chaparpich". Chaparpich of men is terminated at the intercession and interference of grand members of tribe after one week.
Chaparpich of women may last for months.
The mourning duration, called "Yaas" in Qashqai tribe last approx. one year and during this time, family members and close relatives of the deceased wear black clothes. After death requiem, relatives of the deceased or individuals of
tribe feed others at third day, one week, fortieth day and anniversary of the deceased.

On Fridays, name of the deceased is commemorated with sweet, pasties, date or fig. They are of the opinion that giving date on Fridays has many blessings. People of tribe visit bereaved family of the deceased after one year for offering their heartfelt condolences. This act is called "Poursa". (Bahman Beygi, 2007, P. 131 – 134)

Other Common Culture (Folklores) in Qashqai Tribe:
Some of some cultures, common in Qashqai Tribe, are discussed in below:

Dakhil Bastan (Fastening Apparatus on Imamzadeh to Heal Their Diseases): En route of Qashqai Tribe, mausoleums (Imamzadeh) are seen which a chain has been hung in ceiling of their domes with a hook on top. The needy people, who are mostly comprised of men and women, wish to meet their demands and for this reason, they throw kerchief three times towards its top part. If kerchief is clamped to the hook, it means that their demands are met and kerchief is remained at Imamzadeh. Finally, a gift or present is awarded to Imamzadeh.

Pir Laklak: Some trees are seen en route of migration which are called "Pir Laklak" and are manifestation of holiness of tribe. While passing alongside of trees, every member of tribe, who wants his desire to be met, throw a piece of cloth on it and wants the Almighty God to meet their demands.

Puffing Hair (Kakol): Kakol is meant existence of a series of hairs at middle part of head which all other parts of head is trimmed.

Some women of the tribe promise with their God to puff their hair for two years, as servant of Hazrat Abbas (AS) for healing their children. (Sharbatian, 2006, P. 138 – 139)

Cash Vows Given to Imamzadeh: When their daughter becomes ill, a specific group of nomads vow to bestow a part of Bashlogh (feeding Price) to certain Imamzadeh.

When their daughter is healed and when she gets married, they live up to their commitment. (Kiyani, 1992, P. 242)

Raining Request: A person is appointed as "Kouseh Galin" especially during drought years. He is adorned with felt on shoulder and also different clothes. His face is coated (make up) with contaminated flour, wool and fiber. A large-size horn is put on his head. Then, he is surrounded by other members with ballyhoo and noise. At this stage, he is taken to each one of tents entitled "Aba". Aba in Turk-language speaking tribes is referred to a set of families who establish close relationship with each other.

Now, Kouseh Galin shouts in a jumping manner and say: I am Kouseh Galin. My horn is golden. I have brought you rain, etc. other surrounding people repeat what Kouseh Galin says with laughing songs. Surrounding people give some flour, rice or date to him and pour a cold-water bowl on his head in a way that Kouseh Galin is soaked from top to bottom. This play is done at night and winter season. Granting present or gift to Kouseh Galin is necessary. If a person refrained to give a present, Kouseh Galin orders to extinguish his cooker and narrate his stingy characteristic in other houses. (Bahman Beygi, 2007, P. 135)
Fake or Quasi Beggar: Qashqais believe that if God bestows a blessing difficulty to one, He will not take back the blessing simply. Among nomad, woman, who has lost many of her children one after another, promises and vows to hang beggar sack around her neck and stretch her hand towards people with the aim of keeping her children alive. If her wish or demand is met and if she owned children, they share themselves in birth of children and thank the Almighty God.  
(Sharbatian, 2006, P. 140)

Conclusion and suggestion:  
Status and significance of nomads in economic development of some industries like animal husbandry, stockbreeding, dairy products and handicrafts is inevitable as one of the most important export resources of country and also safeguarding plains and pasturelands used by tribes and tourism attractions of nomads.  

Thanks to the various tourism attractions of Fars Province especially Shiraz, as one of prominent and known cities in world, in different inclinations like historical, cultural, tourism, health, etc., strategies can be proposed for economic development resulted from tourism industry of nomads settling in Fars especially Qashqai Tribe. Some of these strategies are mentioned in below:

1- Provision of documentary films in all aspects of life of nomads (Qashqai Tribe) and displaying its tourism attractions for introducing them into English language,  
2- Organizing permanent exhibitions special of Qashqai Tribe with the aim of showcasing various cultural, economic and social dimensions of this tribe. The said issue can showcase their life as integrated and comprehensively. Also, symbolic organizing of wedding, mourning and religious ceremonies and their daily life,  
3- Organizing separate exhibition like separate festivals of food, garment, poetry and song, music, handicraft and dairy products of Qashqai Tribe in the length of year especially during vacations, festive and/or at the time of organizing various scientific seminars and concentrating it as one of tourism attractions of this province,  
4- Entitling tourism tours for visiting these exhibitions and festivals in the length of year,  
5- Participating Qashqai Tribe at specialized national and international cultural carnivals and festivals, like specialized festivals of food, garment, music, dance, handicrafts, etc. for introducing this tribe to the people across the globe,  
6- Setting up welfare accommodations and hotels with the aim of displaying life of nomads. For example, construction of habitations and also accommodations at summer and winter regions around Shiraz in a way that these places associate and remind interior and exterior ambience of black tents. Necessary facilities should be provided for tourists and visitors in this regard with the aim of getting more familiar with the life of nomads closely.
Therefore, effective steps should be taken in this regard to support nomads in line with neutralizing threats and destruction of cultures, rites and rituals of them.

Setting up macro policies in line with preserving and safeguarding nomads especially youth at tribes, preventing immethodical migration of people to cities, avoiding extinction of their traditions and throwing all-out support on them can be considered as very effective and positive strategies in development of original culture, booming economy and exports and tourism industry of the tribe to a great extent.
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ABSTRACT

This study, adopting a qualitative method, aims to explore the required competencies of hospitality students from the educators’ perspectives. The attempt is to realize educators’ perceptions toward the adopted hospitality management curriculum in Taiwan. A majority of previous studies were conducted with a concern of understanding practitioners’ needs and standpoints, instead of educators’ perspectives. Yet, educators are the critical persons who determine whether the curriculum could be effectively and efficiently implemented. Educators’ perceptions and reflections should be clarified and investigated more distinctly. In this study, six in-depth interviews were conducted to participants who were the educators from five institutes in Taiwan. The findings of students’ required competencies were systematically assorted into soft and hard skills. This study concluded with recommendations suggested by the educators.

Keywords: hospitality students; required competencies, educators’ perspectives

RESEARCH BACKGROUND

The needs for the effective hospitality and tourism education programs have been emphasized by Christou and Eaton (2000). During last three decades, the demand of hospitality and tourism schools and college programs in many countries was beyond doubt. The significance of designing an effective curriculum has been increased noticeably in the education field. The concerns of developing a successful curriculum, exploiting the required competencies for various positions and exploring the controversies over the outcomes of the adopted curriculum based on students’ working performances have arisen considerably.

A wide variety of studies have been done with a major concern of practitioner’s needs; far less research from educators’ perspectives has been conducted. However, an educator could be considered as the critical person who determines whether the curriculum could be implemented effectively and efficiently. Educators’ perceptions and reflections should be clarified and mediated. The significance of educators should not be neglected. Therefore, the main purpose of this study is to verify how educators perceive students’ required competencies and currently applied curriculum and reveal what should be the content of the undergraduates’ required capabilities from educators’ perspectives. The findings would be of great interest for exploring the effectiveness and efficiency of the curriculum, producing the well-qualified undergraduates, and satisfying the needs of three stakeholders: practitioners, students, and institutes.

INTRODUCTION

In Taiwan, during the last decade, the hospitality and tourism industry played a significant role economically. Compared to 2009, in 2010, Taiwan received 5,567,277 foreign visitors with 26.67 % growth rate (Taiwan Tourism Bureau, 2011). Among those inbound visitors, 3,246,005 visits were particularly for sightseeing purpose with 41.23 % growth rate (Taiwan Tourism Bureau, 2011). Compared with US$ 13.9 billions of 2009, the total tourism and other relevant business revenues of 2010 were estimated to reach US$ 17.4 billions with 24.97 % growth rate (Taiwan Tourism Bureau, 2011). Followed by the prompt boom in the hospitality industry was the conundrum of the deficit of the related human resources. Human resources
have been deemed as the hospitality organization’s most valuable resources and considered as one of the main sources of the sustainable competitive advantages in the marketplace (Brownell, 2008). The hospitality business has been endeavored to maintain the steadiness of the labor force. However, the problem of high turnover rate in the hospitality industry is still insurmountable; and this results in insufficiency of manpower in this industry. This issue should be contemplated more deliberately (Birdir, 2002).

The number of institutes which offer the tourism, hospitality, and leisure management programs grew from 64 in 2002 to 110 in 2005, an increasing rate of 72 % (Taiwan Department of Statistics of Ministry of Education, 2006); in 2006, the number of students who majored in the hospitality management reached 36,013 (Taiwan Department of Statistics of Ministry of Education, 2007); and the number is still increasing (Taiwan Department of Statistics of Ministry of Education, 2007). Nevertheless, the problem of the inadequateness of workforce in the hospitality industry in Taiwan was not resolved by the increasing number of institutes, offering the undergraduate tourism, hospitality, and leisure management programs. The issues of the deficiency of labor force in the industry can not be solved by increasing number of students enrolling in hospitality and tourism programs.

The motivation of students to enroll in degree programs in hotel or hospitality management was to develop better future careers (O’Mahony, McWilliams, & Whitelaw, 2001). The objectives of the curricula of most hospitality management programs attempted to provide students with the systematic and complete training, enable them to be equipped with the required competencies before graduations, help them to develop their preferable prospects, and to accomplish their anticipations. Yet, based on the following previous studies, those goals were not achieved. Dai and Chang (1999) complained that some of the current hospitality programs are out of date and can not conform to the industry needs. Casadio (1992) depreciated the attributes of educations, argued that hotel and restaurant education could not satisfy industry’s needs, and manifested that industries value experience more significantly than others. Furthermore, some researchers claimed that current programs could not gratify the entrepreneur’s requirements, and suggested that the hospitality employers’ expectations should be circumspectly concerned; meanwhile, the importance of matching program outcomes with industry’s needs should be cautiously respected (Baum, 1991; Kay & Russette, 2000; Nelson & Dopson, 1999). Moreover, Haywood (1989) stressed that a better understanding of the environment and the complex changes would be more constructive for designing effective programs.

On the basis of the conclusions drawn by the previous research described as above, the industry has not been content with the undergraduates’ work performances and disappointed with the training outcome of the hospitality management programs. In other words, there exists a gap between the undergraduates’ equipped competencies and practitioners’ prospective of students’ capabilities. However, most studies mainly focus on exploring and confirming industries’ requests. Although educators are the persons who directly train the potential practitioners, play the significant role to deliver the knowledge and essential concepts of the curricula to the students, and bridge the gap between the reality and the academia, few studies have been conducted to confirm what the educators’ perceptions are and if their perspectives can be consistent with the practitioners’ needs and further deliver the valid and accurate information to the students. Undoubtedly, educators should be conceived as the key persons to deliver the concepts of the curriculum, and take the responsibility to train students to accommodate organizations’ requirements. The results of this study avail to facilitate in delving into what the educators’ perceptions of the hospitality management graduates’ required competencies are. Further, comparing the results of this study with the prior studies, the existence of the coincidences between educators’ perceptions and practitioners’ needs could be verified. That is, this study could have a considerable
contribution to develop a more applicable and effective curriculum.

Based on the foregoing, the objectives of this study are to investigate educators’ perspectives and to answer the following research questions. (1) What are the required competencies for the hospitality undergraduates? (2) To what extent do the contents of the existing hospitality management programs match the practitioners’ needs? (3) What further suggestions are given to improve the existing teaching environment or the curriculum?

For these objectives to be achieved, the article was structured as follows. The following section dealt with systematically assorting the related literatures. After which research methodology would be presented, with full details of the participants in the research, and of the instrument and procedures used; the results would be then illustrated, with a thorough description of the analyses of the collected data. Finally results would be discussed and conclusions would be drawn.

LITERATURE REVIEW

COMPETENCY

The definitions and implications of competency varied (Brownell, 2008; Crawford, 2005; Dalton, 1997). Dalton (1997) defined competency as a set of desired behaviors for a specific job position. Crawford (2005) described competencies as characteristics of an individual to be able to perform effectively and efficiently in a job or situation. Brownell (2008) considered a competency as a skill or personal attribute or ability that is required to be effective on the job. Meanwhile, numerous studies also respectively proposed both their distinct viewpoints about the required competencies in the hospitality industry for different positions and varied recommendations for developing an effective and efficient curriculum for the intention of alleviating the persecution of labor shortage.

REVIEWS OF THE HOSPITALITY MANAGEMENT CURRICULA AND EDUCATION

Previous studies punctuated the significance and functions of a splendid hospitality education (Groschl & Barrows, 2003; Lashley, 1999; Leiper, 2000; Wade, 1999). Lashley (1999) argued that main education objective was to produce reflective practitioners and suggested that the practical practitioners’ needs should be deliberated cautiously. Leiper (2000) further defined a transcendent curriculum as the one which could improve and enhance students’ competencies to compete and succeed in the marketplace at the professional level. Groschl and Barrows (2003) emphasized the significance of education and advocated that education did influence those potential practitioners’ management style. It was identical with Wade's (1999) findings. Wade (1999) believed that graduates’ attitudes and actions were influenced positively by their learning experience. Similarly, Harper, Brown, and Wilson (2005) argued that there could be a positive change in attitude toward the attainment of formal qualifications, although practical experience in food and beverage was considered valuable in attaining management positions.

Meanwhile, distinct viewpoints and suggestions on hospitality curricula were proposed. Baum (1990) claimed that rather than technical skills, management skills should be pondered more substantially in the academic curriculum. Lewis (1993) recommended that the courses encompassing the notions and capabilities, which could improve students’ skills of communication, analysis, creativity, and the abilities to synthesize information, such as strategic planning, information management, environmental changes, corporate responsibility, and consumer sensitivity, could be regarded as mediators to bridge the research and practicality. Goodman and Sprague (1991) suggested that four-year hospitality program should be designed to respond to the demand for increased professional skills by focusing on the particular needs of the hospitality industry. Likewise, Ashley, Bach, Chesser, Ellis, Ford,
LeBruto, Milman, Pizam, and Quain (1995) asserted that identifying, understanding, and satisfying customers’ needs should be implemented in all academic programs; furthermore, the goal of the hospitality management programs should be to provide a quality work force for the hospitality industry, and claimed that the hospitality employers were the customers of these programs. Raybould and Wilkins (2005) accentuated the ever-changing nature of the hospitality industry and confirmed that the needs for on-going research for hospitality management programs to ensure the hospitality curriculum could reflect industry’s needs in time. Positively, one of the biggest challenges hospitality programs face today was determining clear objectives for the curriculum that could meet the constantly changing needs of the industry (Dopson & Tas, 2004; Gursoy & Swanger, 2004; Okeiyi, Finley, & Postel, 1994). Furthermore, Lewis (1993) argued that the educators should have futuristic perspectives and suggested that reevaluating the teaching methods and services would be essential. Luke and Ingold (1990) claimed that the value of management competencies should be recognized; otherwise, the curricula of the programs would lack validity and credibility. Moreover, in order to accommodate to the trends of globalization, Kriegl (2000) declared that hospitality management educators should prepare students for senior positions, anticipate the future needs, and train graduates to be more sensitive and adaptive to environmental changes. Additionally, Tribe (1996) believed that programs should provide students, possessing different orientations, with different skills. Airey and Tribe (2000) proposed a concept of “curriculum space”. That research considered a “curriculum space” as a range of possible curriculum options which were currently available to hospitality programs. Within this available “space”, the “vocational-liberal” axis and the “reflection-action” axis were designated. The vocational approach prepared students for action, while a liberal curriculum develops study and reflective skills. The action-reflection axis reflected a concern with putting ideas into action versus the development of more cognitive approaches world of work; in other words, the design of curriculum could be varied by students’ needs. By investigating the Korean case, Chung (1999) undeviatingly professed that the seven subjects should be arranged in the hospitality management curricula. Those were (1) marketing and human resources management, (2) financial/accounting and fundamentals of management, (3) foreign language and basics, (4) food and beverage management, (5) specialized subject (project management, case study, and internship), (6) communication and hotel administration and engineering, and (7) room division management.

REVIEWS OF REQUIRED COMPETENCIES AND COMPETENCIES MODELS

A competency model, designed to help an organization meet its strategic objectives through building human-resources capability, was conceived as a descriptive tool that identifies the knowledge, skills and abilities, and behaviors needed to perform effectively in an organization (Lucia & Lepsinger, 1999) and was considered to have the functions of providing a common language for analyzing capabilities and performance, and building an integrated framework for developing a company human resources systems, such as recruitment and selection, training and development, performance appraisals, coaching, counseling and mentoring, reward system development, career development, succession planning and, change management (Chung, Enz, & Lankau, 2003). Most importantly, Chung, Enz, and Lankau (2003) believed that the competency model could be a critical guide during the periods of instability and change. The attributes of the competency models varied from different perspectives. Based on an efficacious, functional competency model, organizations could use it to develop their own model for leadership development; employees could use it to understand the competencies they need for advancement; moreover, hospitality schools could use it to design curriculum, and students could use it to craft career paths.

Many scholars commented, proffered diverse arguments on required competencies,
and proposed distinct competency models in hospitality industry (Ashley et al., 1995; Connolly & McGing, 2006; Tas, 1983; Tesone & Ricci, 2005). Tas (1983) argued that the required competencies covered the following six dimensions of (1) managing the guest problems with understanding and sensitivity, (2) maintaining professional and ethical standards in the work environment, (3) demonstrating poise and a professional appearance, (4) communicating effectively both in writing and orally, (5) developing positive customer relations, and (6) striving to achieve the positive working relationship with employees. Tesone and Ricci (2005) argued that knowledge, skills, and attitudinal qualities were the key elements to work successfully in the hospitality and tourism industry. Based on their findings, the required competencies of a successful competent practitioner involved general knowledge, professional image (grooming, attire, and demeanor), comprehension of performance standards, realistic job expectation, the skills of working as a part of a team, serving customer, communicating (listening skills, verbal and writing skills and empathy with others), and some attitudinal priorities, such as pride of service, prioritizing needs of others over needs of self, and an achievement.

Connolly and McGing (2006) also proclaimed their ideal competency model and concluded that industry appreciates two categories of competency excessively. Those were (1) “soft” skills, such as communication skills, having a good personality, customer service skill, supervisory skills, personnel skills, team-working skills, and (2) “hard” skills (practical skills), such as food and beverage management skills, problem-solving skills, and decision-making skills. Based on their findings, the hotel practitioners valued practical skills over analytical skills, and regarded experience as prerequisite, which was concordant with Casadio’s (1992) exploration. Furthermore, Connolly and McGing also recommended that people should be the central focus of management in the hospitality industry and argued that the challenge for managers was how to respond to this ever-changing market and how to meet the needs of both the customer and the staffs who work in the industry. People could be conceived as one of the key elements of their competency model.

Furthermore, Ashley et al. (1995) complied with the respect for practitioners’ needs and suggest ten required competencies from industries’ perspectives. Those were (1) people skills, (2) creative-thinking ability, (3) financial skills, (4) communication skills (both written and oral presentations), (5) developing a service orientation, (6) total quality management, (7) problem-identification and problem-solving skills, (8) listening skills, (9) customer feedback skills, and (10) individual and system-wide computer skills. Meanwhile, in order to simplify those competencies, Ashley et al. (1995) assorted these into four segments of (1) creative thinking competencies, (2) problem solving and communication competencies, (3) adapting to change competencies, and (4) Team work.

Furthermore, different researchers proposed disparate competency models for various positions in the hospitality industry. Particularly, competencies required for executives were frequently discovered (Adams & Waddle, 2002; Brownell, 2008; Chung et al., 2003; Mirani, Narejo, & Kumbhar, 2003; Ryan, Tavitiyaman, & Weerakit, 2009; Sandwith, 1993; Tas, 1988). Adams and Waddle (2002) adverted that selecting and developing future leaders could be regarded as a key survival task for most hospitality organizations. Sandwith (1993) alluded that the essential competencies for managers and supervisors could be categorized into five domains of conceptual /creative domain (the cognitive), leadership domain (the ability to turn ideas into productive action), interpersonal domain (skills for effective interaction with others), administrative domain (personnel and financial management of the business), and technical domain (the knowledge and skills essential to producing the product of service). Tas (1988) reported a list of 36 required competencies for management trainees and assorted those competencies into four segments (1) human-relations skills, (2) professional ethical standards, (3) diplomacy, and (4) effective oral and written communication skills. Meanwhile,
in order to be more convenient for recruiting and help the employees realize the learning direction, Tas (1988) additionally categorized these competencies into essential competencies, considerable important competencies, and moderate important competencies. Chung et al. (2003) presented a future based leadership competency model and deemed that the competencies of self-management, knowledge of strategic positioning, implementation skills and critical thinking were essential for leaders. Mirani, Narejo, and Kumbhar (2003) investigated the critical capabilities for leaders and divided their findings into six categories of (1) developing good habits, (2) leading individuals and groups, (3) participating in committees and groups, (4) participating in professional and business official organizations, (5) developing communication skills, and (6) developing personal skills. Moreover, Brownell (2008) argued that as a hotel general managers, eight competencies of leading teams, effective listening, coaching employees, providing feedback, managing conflicts, managing crises, managing time, and appraising employees were significantly critical. Similarly, Ryan, Tavitiyaman, and Weerakit (2009) also confirmed eight fundamental leaders’ competencies of (1) motivation/interpersonal skill, (2) strategic orientation, (3) planning and implementation, (4) team building, (5) ethics, (6) communication skills, (7) flexibility, and (8) concern for community. Meanwhile, in order to meet the needs of globalization, Kriegl (2000) manifested 15 compulsory competencies for international hospitality management. Those were (1) interpersonal skills, (2) flexibility and adaptive leadership, (3) motivations and interest (4) competence and etiquette, (5) realizing the international business matters, (6) capability to work with limited resources, (7) stress management, (8) functional and technical skills, (9) effective training techniques, (10) first-hand international experiences, (11) foreign-language ability, (12) international management studies, (13) functional and technical training, (14) expatriates’ actual skill training, and (15) rooms for improvement. All the competency models of the prior research for a variety of positions were systematically analyzed in Table 1.

In spite that standpoints and perceptions of competency models for distinct positions varied, the functions and contributions of competency models in the hospitality industry were beyond question (Chung, Enz, & Lankau, 2003).
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Table 1: Summary of Selected Competency Model
METHODOLOGY

A qualitative research approach was conducted in this study. Six participants from five different educational institutes and districts respectively located in north, middle, and south of Taiwan were selected. Data biases could be avoided by interviewing participants from different regions. Meanwhile, convenient sampling method was adopted. Six personal interviews were conducted during the period of March 10th of 2010 to April 5th of 2010. Each interview time lasted for about 30 to 45 minutes. One-on-one and face-to-face in-depth interviews with open-ended questions were applied during the interviews. In order to ensure the consistency of approach and coverage and allow more probing to seek clarification and elaboration, a semi-structured discussion guide was used to facilitate these interviews, covering the topic on “From educators’ perspectives, what are the required competencies of hospitality management undergraduates?”, “Can the Practitioners’ needs be satisfied with the undergraduates’ performances?”, and “Do the interviewees have further suggestions for the existing teaching environment or how to improve the curriculum?”.

Data Collection

In-depth interviews applied as the data collecting method in this research. Meanwhile, the interviews in this study involved not only asking questions, but the systematic recording and documenting of responses coupled with intense probing for deeper meaning and understanding of the responses. The structure of the interviews was extremely flexible and was not adjusted in the order. Moreover, in order to explore the facts, participants’ feelings, beliefs, and interior opinions were also noted during the interviews. There was no fixed format in the interviews but the use of semi-structured open-ended and discovery-oriented questions were designed.

Data Analysis

All of the contents of the interviews were cautiously coded by Connolly and McGing’s (2006) competency model. Among various competency models proposed by the researchers, the Connolly and McGing’s (2006) categorizing method could be considered as one of the briefest and clearest models and would not be too complicated for three stakeholders of students, industries, and academics to systematically realize, plan, and execute. Thus, this competency model was applied to analyze the collected data in this study. Connolly and McGing (2006) simplified the required competencies into two categories: “soft” skills and “hard” skills. Soft skills focus on people or people management skills. Those included communication skills, customer service skills, supervisory skills, personnel skills, team work skills, foreign language skills, and good personalities. As to the hard skills, those concentrated on practical skills and included food and beverage management skills, problem-solving skills, decisional-making skills and other technical skills.

Based on skills of dealing with things or people, the collected data were initially categorized into two dimensions: practical techniques-hard skills, and people skills-soft skills. Moreover, according to the attributions of the skills, the author divided all the hard skills into three categories of operational level skills, managerial level skills, and general business concepts. If the competencies were related to practical techniques, they would be sorted to operational level skills; if the capability were correlated with F&B expertise or management level knowledge, they would be categorized into managerial level skills; however, if the abilities were related to general business, such as marketing, accounting, would be classified into general business concepts. Meanwhile, the interviewees’ responses related to the soft skills would be separated into social skills, team work skills, human resource management, time management, handling emergencies, and foreign language skills.
RESULTS AND DISCUSSIONS

The purpose of this study was to compile the required competencies for undergraduates from educators’ perspectives. A total of six interviews were conducted. Interviewees were six educators of hospitality management or other related departments from five different institutes. Connolly and McGing’s “soft skill” and “hard skill” competency model was applied as the framework model in this study. The interviewees’ responses would be systematically analyzed by dividing the collected data into “soft” skills and “hard skills” as follows.

Soft Skills

One interviewee complained about undergraduates’ lack of adequate interpersonal skills and stated:

“During the internship, many students have difficulties in developing interpersonal relationships. They had difficulties in communicating and negotiating with their colleagues well. However, dealing with people (colleagues, supervisors, and customers) is one of the key determinants influencing students’ future career in this industry. Therefore, in the curriculum, students’ capabilities to communicate with people, negotiate with others, and improve their social skills should be reinforced.”

Furthermore, another respondent declaimed that students needed to learn how to manage their time effectively vocationally and privately, and argued that if students failed to manage time efficiently at work, it could affect other colleagues’ work. The participant further notified that the average daily working hours in this industry could be more than 10 hours or even 12 hours during the high-season period; without the capability of time management, students’ work performance, personal lives, or even health could be affected negatively.

Several social skills were additionally tendered by other three participants as well. Based on their statements, the dilemmas that students confronted repeatedly were the conundrums of dealing with others. Students’ capabilities of dealing with social relationships, such as communication skill, negotiation skills should be ameliorated. In addition, time management was also conceived as the required competencies for a hospitality management undergraduate.

Meanwhile, there were several supplementary comments and admonitions presented by participants, and could be considered as the attributions that resulted in some perceptions on the equipped competencies for the future-practitioners:

“Students’ supervisors frequently complained a lot about the insufficiency of students’ English capabilities.”; “students need more training on learning foreign languages, especially, English.”; “especially in some up-scale hotels in Taipei, English is the adopted language in the executives’ meetings. It would become an obstacle in students’ career development if students have difficulties in speaking English fluently.”

Moreover, one interviewee mentioned that one student’s internship was terminated because of her panic attitude and reaction while facing a fire occurring in a five-star hotel and emphasized that the capability of handling contingencies and emergencies should be intensified. That participant also confirmed that students should be trained to control emotions well while handling customers’ complaints or anger. Additionally, in order to accommodate students to face the ever-changing environment and confront with various unpredictable problems, the abilities to resolve problems and make in-time decisions were also recommended for the undergraduates by another participant.

Grounded on the above descriptions, foreign languages, the capability of handling
contingencies and emergencies, emotional management, decision-making, and problem-resolving were also concluded as the essential competencies for graduates.

**Hard Skills**

One interviewee advised that students spend much more time on technical training than on learning management concepts; this phenomenon should claim more attentions and be avoided. The participant expected that the undergraduates could become basic-level managers in a predictable future; therefore, learning management concepts, such as marketing, accounting, human resource management, or even financial management were suggested. In addition, educators also noted that the basic knowledge of F&B management is also important, such as food cost, inventory control, and menu design.

Further, the following notions were proposed by one interviewee with the background of food science:

“Knowledge of food and beverage hygiene should be considered fundamental for a restaurant practitioner. Along with a rise of consumers’ life’s quality, people have increasing solicitude on what and how they should eat. Customers’ consuming methods varied. Health and hygiene become the focus of attention. Incontestably, nutrition has become an important issue progressively.”

Based on the above declarations, the following required capabilities could be retrieved. The collected information could be systematically categorized into two segments of required management knowledge: general management concepts, such as accounting, marketing, financial management, and F&B management concepts, which consist of food cost, inventory control, menu design and others. Meanwhile, one participant additionally revealed that students paying less attention to learning management knowledge, and recommended more serious concern could be drawn to that phenomenon. Moreover, knowledge of nutrition and F&B hygiene were also recommended during the interview.

In general, most of interviewees denoted that both management knowledge and practical techniques should be contemporarily punctuated. Meanwhile, according to the contents of the interviews, compared with the practical skills, the participants tended to value management knowledge more. However, there was one interviewee who had worked in the industry for 18 years presented distinctive standpoints and laid a great stress on the practical skills:

“If a manager is not familiar with the food service or basic cooking techniques, how can they lead their staff? How can the staff comply with his/her order? Furthermore, without being equipped with wine knowledge or basic concepts of food and cooking method, how can students offer the customers suggestions properly and provide a well-qualified service? Without those competencies, students would suffer more, especially working at the high-level hotels.”

In terms of the above contents of the interview, food service techniques, knowledge of wine, food, and cooking methods were proposed as the required capabilities.

Overall, it was observed, there were many required skills that those potential practitioners were expected to be equipped. Compiling all the participants’ responses, the following table was assembled.

| Table 2: Educators’ perception of the required soft and hard skills for undergraduates |
|---------------------------------|---------------------------------|
| **Category** | **Competency** |
| Soft Skills | Social Skills |
| | Communication Skills |
| | Negotiation Skills |
| | Interpersonal Intelligence |
Based on the analyses of the collected data, the required soft skills for undergraduates include social skills comprised communicating skills, negotiation skills, and interpersonal intelligence, team working, time control and time management, handling the contingencies and emergencies, human resource, and foreign language capability. The hard skills for hospitality management undergraduates consisted of three components of skills of operational level skills, managerial level skills, and general management skills. Operational level skills involved food service techniques, basic cooking techniques, basic knowledge of cooking methods, food knowledge, and wine knowledge. Managerial level skills included skills of decision-making, problem-solving, F&B management concepts, such as nutrition and hygiene, food cost, inventory control, menu design. As to general management concepts, those contained the competencies of marketing, accounting, and financial management.

In addition, when the participants were further inquired whether the current hospitality program in Taiwan could meet the industry’s needs, five of six participants declared negatively. The reasons were illustrated by the following statements. Four of the interviewees noted that the inadequate educators with related background could be considered as one of the most noticeable difficulties which the Taiwanese hospitality management education was conflicting with. Meanwhile, the interviewees claimed that in Taiwan, it was arduous to recruit educators with the doctorate degrees of the related field; most educators gained doctorates in nutrition, food science or education. Furthermore, one more perplexity was broached by three participants. They complained that too many general education courses which were not related to the professional field implemented in the hospitality management curriculum in Taiwan and this phenomenon should be altered; otherwise, insufficient vocational learning would impact students’ professional performance. Meanwhile there was one interviewee referred that students had the fantasy image of expecting more fun, excellent pay, and plush managerial jobs before they face the real world; once confronting with the reality, they feel severely disappointed and choose to leave this industry and suggested that educators should take this responsibility to tell the students the reality of the working environment, and help students to prepare themselves well before
graduations. Moreover, one interviewee further rectified that ensuring students’ possessions of good work attitudes was also a crucial task for hospitality management educators.

The above comments corroborated the phenomena and predicaments which Taiwanese educators were confronting and vanquishing. To summarize the participants’ arguments and recommendation, firstly, the problem of the insufficient resources of educators with doctorates in hospitality or other related management was suggested to be resolved; otherwise this could have the negative impact on modifying the efficient curriculum. Secondly, in Taiwan, several educational regulations were outmoded and should be amended. The credit numbers of “general courses” were recommended to be decreased. Thirdly, the educators should take the responsibilities to readdress students’ work attitudes and provide the students with more realistic picture of this industry.

CONCLUSIONS

Distinguishing with most of previous studies, which often emphasized the importance of understanding the industries’ needs, this research investigated the essential skills and required competencies of Taiwanese hospitality undergraduates from educators’ standpoints. Since educators are the key persons who deliver the contents of the designed curriculum directly to those potential practitioners and have the responsibility to achieve the balance of both the practitioners’ needs and the academics’ obligations. Educators’ perceptions should be conceived as one of the determinants which influence whether the undergraduates could be educated effectively and efficiently to satisfy the industry’s demands.

In this study, Connolly and McGing’s competency model was applied to analyze the collected data. All the required competencies for the hospitality undergraduates were categorized into two simplified categories of “soft” skills and “hard” skills. The soft skills for students, who were conceived as potential managers, included social skills, team working, time control and time management, handling the contingencies and emergencies, human resource, and foreign language capability; the hard skills were comprised of three dimensions of operational level skills, managerial level skills, and general management skills. Operational level skills involved food service techniques, basic cooking techniques, basic knowledge of cooking methods, food knowledge, and wine knowledge. Managerial level skills consisted of competencies of decision-making, problem-solving, F&B management concepts. As to the general management concepts, those contained the capabilities of marketing, accounting, and financial management.

To conclude, according to the findings of this study, the required competencies for Taiwanese undergraduates of hospitality management department from educators’ perspectives were verified and delineated transparently as above; most of participants denied the efficiency of the applied curricula, and denoted that some significant improvement in the curricula should be developed. Additionally, those interviewees proposed the following suggestions.

1. Recruiting more educators with doctorates in hospitality or other related management from overseas countries, or encouraging the primary educators to obtain the further education in the related field;
2. Modifying the existing hospitality curriculum in Taiwan and lessening the compulsory general courses which are not related to the professional competencies;
3. Readdressing students’ work attitudes and providing students with the reality of the working environment;

LIMITATIONS

As this was a preliminary scale study, the sample of 6 educators could not be generalized to the overall populations. Moreover, none of the participants possessed the
doctorates in the hospitality management or the related field; the contents of participants’ perspectives and recommendations could be not expertized enough. Doubtless, differences of educators’ educational background could greatly affect one’s perceptions; thus, choosing a sample which could consist of participants the related educational backgrounds would be beneficial to make this study more convincible.

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Literature Review of Ancient Town Tourism in China by Min Huang

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Abstract
In recent years, ancient town tourism with characteristics of "authenticity", "antique" become popular and fashionable. Study and practice about ancient town tourism increase gradually. This paper based on classification and analysis of 111 academic articles concerning ancient town tourism listed in CNKI, has summarized the research progress and current situation of domestic ancient town tourism in recent years. The main content of the paper includes the following aspects of ancient town tourism: tourism resource characteristic and value, tourism development and protection, operation and management, influence of tourism, stakeholders, tourist market, tourist behavior and tourism perception, image orientation, community participation, sustainable development, et al.. By thoroughly analyzing those researches and presenting prospects for the future, this paper is expected to be helpful for further research on ancient town tourism.

Introduction
In China, the concept of ancient town first appeared in late 1980s, Zhu Xiaoming (2001) of Tongji University considers that ancient town, with unique folk customs, is a kind of village which still serves the people. It should be built before the Republic of China. It must have a long history and preserve architectural environment and architectural style, with no big change on the location.

Professor Chen Zhihua (2001) of Tsinghua University considers that the ancient town should meet the following five characteristics: (1) long history; (2) fatalism high achievement; (3) standing as one with the nature; (4) excellent village planning; (5) having public garden; (6) having ancient academy and village school. However, these standards are clearly too strict and very few towns can meet these conditions.

Feng Jicai, president of Chinese Folk Literature and Art Association, has also defined ancient town. He believes that ancient town should meet the following requirements. Firstly, it should have a long history recorded in the village; Secondly,
it should be rich in historical and cultural relics, including tangible and intangible ones; Thirdly, it should maintain original village architecture instead of its residual; Fourthly, it should have distinctive local characteristic. But overall, these indicators are too general.

Chinese Ancient Town Conservation and Development Committee has defined ancient town from an academic point of view. They believe ancient towns are villages which have more than five or six hundred years history. These villages are mostly formed by a large family, and there are legends of family business ancestors, recording of family prosperity and decline and also the ancestral teachings of the deceased and family rules. Considering the location, these villages follow the ancient theory of geomancy and devote particular care to "choosing an auspicious place". In architectural layout, they mostly deem "unity of heaven and humanity" as the basic ideas. These villages also have good scenery, for they usually have rivers and mountains as natural barrier, facilitating survival, development and reproduction. Besides, with unique architectural style, these ancient towns have aesthetic value and appreciating value in cultural aspect.

In summary, the author believes that we should explore the definition of ancient town from multi-dimensional aspects. Therefore, ancient town could be defined as a special kind of village which is formed in a particular historical period, in specific context of natural environment and cultural background. It is a countryside settlement with agriculture as the main mode of economic activity. There are well-preserved historic features and plentiful cultural relics, historical sites and ancient buildings. These towns feature cultural or ethnic atmosphere which could fully reflect human living conditions, economic structures, productivities, production relations and other social conditions, and the traditional cultures, customs, moral values and other deep-seated cultural connotation of these areas could also be expressed.

**Research Status of Domestic Ancient Town Tourism**

It is in late 1980s when researchers started to pay attention to ancient town as a tourist resource, but it is till 1997 that ancient town began to be studied as a theme of tourism research. The entry of 21st century, has witnessed great attention in ancient town tourism and related research increases rapidly.

In order to overall understand research status of Chinese ancient town tourism, the author choosing "ancient town tourism " as key words, has searched related articles among Chinese Journal Full-text Database, China Excellent Master’s Theses
Full-text Database, Chinese Excellent Doctoral Dissertations Full-text Database, and Chinese Important Conference Papers Full-text Database in CNKI. Until December 6th, 2010, 111 literatures has been found. Among them, 87 articles come from Chinese Journal Full-text Database, 17 ones from China Excellent Master’s Theses Full-text Databas, 1 from Chinese Excellent Doctoral Dissertations Full-text Database, and 6 from Chinese Important Conference Papers Full-text Database.

Research Direction and Content of Chinese Ancient Town Tourism

The author classified these literatures of different directions about ancient town and finally divided them into the following 9 derections: ancient town tourism resources, tourism development and protection, tourism management, tourism impacts, stakeholders, tourist market, tourism image positioning, community participation and sustainable development.

Ancient Town Tourism Resource.

Research on ancient town tourism resource mainly involves the concept, distribution, features and value of ancient town tourism resource, et al..

Zhu Xiaoxiang (2005) systematically studied the concept, distribution, formation and development, features and value of ancient town tourism resources, and then evaluated ancient town tourism resources. Chen Chuanjin (2008) believed that the main characteristics of ancient town tourism resources were cultural connotation, residential function, linkage between villages, resource integrity and performance complexity. He divided the ancient town tourism resources into three categories, the main resources, subsidiary resources and peripheral support resources. And he has also established an evaluation system for each category above. Li Li and Xiao Lei (2009) considered that ancient town tourism resources have the characteristics of long history, isolation, uniqueness, integrity and vulnerability. They believed that these towns have the functions of studying and appreciating historical heritage, inheriting and experiencing local culture, developing culture and tourism and demonstrating cultural differences home and abroad at all times.

Ancient Town Tourism Development and Protection.

Since the development of tourism products is crucial for the development of tourist resort, ancient town tourism product development has been the focus of many scholars. In recent years, tourists are paying more attention to experience in tourism activities. The rise of tourism for the purpose of feelings and experiences show that tourist attaches more importance to personal experience in tourism. Therefor many
scholars have also put their focus on the perspective of experience when studying the ancient town tourism development.


Due to the different development subjects, there are a variety of models in ancient town tourism development. Feng Shuhua and Fang Zhiyuan (2004) put forward three tourism development models on rural settlement landscape, that is, the development model relying on the large and medium-sized cities, the development model relying on scenic spot and the development model relying on extractive tour routes.

Deng Meie, Zhen Wei and Wang Qian (2008) with other researchers, proposed three eco-tourism development models on ancient town, that is, the development model of leisure and sightseeing, the development model of landscape heritage conservation and ecological museum construction in ancient town, and the development model of folk experience and thematic culture development in ancient town. Zhang Haiying (2010) suggested three development models under key stakeholders of ancient town: the development model with local government as the main body——government investment management, the development model with foreign enterprises as the main body——enterprise leasing management, the development model with local residents as the main body——villagers collective management.

Tourism development is a double-edged sword. Ancient town tourism promotes local development, but may also damage local natural, cultural and ecological environment simultaneously. How to protect ancient town on the premise of tourism development? Scholars have provided advices from different perspectives.

utilization style protection, blocks and courtyard group protection, and collecting scattered ancient town to whole protection. Tan Hong (2010) proposed to construct seven security system of ancient town protection and development, that is, leading role of the government, department supervision and inspection, encouraging and punishing policy, public participation in action, academia counseling and guidance, regulation and constraining by law, and financing and investment market.

**Ancient Town Tourism Operation and Management.**

Due to differences in leader consciousness among different ancient towns, business models are vary from one to another. Huang Fang and Huan Weijun (2003), Wang Yanhua (2008), Bai Lu and Zhang Xiaohong (2010), all think there are the following ancient town business models: independent operation by the owner, individual contractual operation, enterprise contractual operation, villagers collective management, government investment management, et al.. And they have compared the characteristics, scope, advantages and disadvantages of these types.

Scholars also intend to use new management methods suitable for ancient town to manage and develop its resources. Wang Yong et al. (2006) studied the content and existing problems of ancient town management system, and put forward some corresponding countermeasures and suggestions. Jiang Bo (2007, 2008) proposed the role of using knowledge management system in ancient town tourism development and management, and analyze the advantage of knowledge management over traditional management mode. Zhou Caiping (2008) put forward the idea of reform on ancient town tourism management system.

**Ancient Town Tourism Impact.**

The development of ancient town tourism has made great influences on the social, cultural, economic, environmental and other aspects of the town to different degree. Based on analyzing the impact of tourism development on ancient town, many scholars have made researches on perception and attitude on tourism effect. Zhang Jinhe (2003), Wan Hui (2007), Wang Zhen (2008) and Hui Hong (2009,2010) have analyzed tourism perception and difference of ancient town residents, and discussed the influence factors for that.

With previous researches on analyzing residents’ perception of ancient town tourism impact as its base, classification of residents becomes one of the scholars’ research focuses. Huang Jie and Wu Zanke (2003), Zhang Xinran (2007) have divided the resident into three categories according to their tourism perceptions: enthusiastic supporters, contradictory supporters and indifferent neutrals. Liu Ximei (2008) and
some other supporters, by using hierarchical Cluster method have also divided residents of tourist places into three types: contradictory hater, neutrals and rational supporters, and they have detailed analysis the characteristics of each category.

**Ancient Town Tourism Stakeholders.**

The study of relevant stakeholders, not only can better grasp the market demand and develop marketable products, but also can provide a ground for the improvement of ancient town management. There are lots of stakeholders involved in the management system of ancient town. They determine and influence the protection and development of ancient town together.

Who are the ancient town stakeholders? Wang Li et al. (2006), believe that government, residents, tourism enterprises and tourists are the main stakeholders of ancient town currently. Wu Xianfu (2007, 2010) believes the stakeholders involved in ancient town tourism development can be divided into three categories, namely, stakeholders of ancient town heritage asset management, stakeholders of ancient town heritage tourism development and stakeholders with dual role or in the free state of ancient town protection and development. Li Fan and Cai Zhenyan (2007) have divided relations among different stakeholders into three categories, namely, close type, intermediate type and distanced type. Wang Yanhua (2008), Wu XianFu and Xie Xionghui (2009), by analyzing the interests pursuit of stakeholders of ancient town and the relations and contradictions among them, have put forward effective measures of controlling and constraining stakeholders from collaboration level.

**Ancient Town Tourist Market.**

Driven by market interest, ancient town tourist market have also become an academic research direction. Research on the characteristics of tourist market, can provide a scientific basis for establishing tourist market, formulating marketing strategy, and developing tourism products. Currently tourist market research of ancient town mainly focuses on demographic characteristics of tourist flow, spatial characteristics of tourist flow, time distribution of tourist flow, tourist motivation, and tourists’ behavior and perception, and so on.

Su Qin and Yin Le (2005), by analyzing the gender structure, age structure, cultural structure, family income level structure and occupational structure of Zhouzhuang tourist, and combining that with structural features and interest pursuit of tourist, then put forward a marketing strategy of future tourism products for Zhouzhuang. Guo Caixia (2008a, 2008b) has made exploratory research on potential tourist market, and has also analyzed the main influencing factors of ancient town
tourist market from the aspects of market structure characteristics, tourists' personal characteristics, tourists' decision-making features and tourism resources preference of tourist et al.. Liu Li and Lu lin (2006) have made investigation on basic characteristics of tourist, tourism features, tourist perception and other aspects in ancient town Tongli. They have also analyzed the difference in gender, age, education, occupation and other aspects of tourists.

Effectively improving the satisfaction of tourist and cultivating loyal visitors have a long-term and positive role both for optimally allocating ancient town resources and enhancing competitiveness of ancient town. Zhang Guomao (2009) referring to CCSI customer satisfaction model, has established an ancient town tourist satisfaction index model, and analyzed the main factors affecting tourist satisfaction. Zhang Anmin (2009) based on customer satisfaction index model, has constructed an antecedent structure model of ancient town tourist satisfaction and examined tourist expectations, tourist perceptions and visiting value impacts on tourist satisfaction.

**Ancient Town Tourism Image Positioning.**

Tourism image planning and positioning, with the consideration of various theories and actual situation of ancient town, is also one of the important research directions of ancient town tourism. Luo Wen Chen Guosheng and Zhao Yi (2000), Zhong Yufeng and Zhang Wenyi (2010), by using DI theory, have positioned the ancient town from the aspects of conceptual image, visual image and behavior image. Wang Naiju positioned the tourism image of ancient town Sanhe from context, history, geography, city four aspects.

Some scholars are devoted to the study of ancient town tourism image promotion. Li Zhenqing and Chen Heng (2007) by comprehensively analyzing visitors’ unique feeling and experience on landscape, ethnic customs, landform of ancient town Luodai after sightseeing, then put forward some countermeasures to improve its tourism image. Xiao Zili, Ren Wenju and Yang Juan (2008) based on the present situation and image positioning of ancient town Luocheng tourism image, had proposed the strategy of promoting its image.

In addition, Shu Wei and Sun Fuliang (2010) explore the related factors which influence the tourism brand image design of ancient town Huizhou. Yang Fanglin (2008) discuss tourism image positioning deviation problem which restricts Sichuan ancient town tourism and local economic development.

**Ancient Town Tourism Community Involvement.**

Community is the main undertaker of tourist activities in ancient town which
may determine whether the ancient town tourism management can proceed smoothly. However, community participation of each domestic ancient town is not optimistic. Currently various researches are mainly focused on the community involvement issues and corresponding countermeasure.

Liu Jinghui (2007) pointed out that the contradiction among tourism development and protection, government, tourism management department, tourists and local residents is increasingly fierce, and even some serious incidents have occurred. These have caused great influence on the development of local tourism. Liu Yan (2006) analyzed the present situation of community involvement in ancient town Ciqikou tourism, and suggested that, by establishing scientific interest-distribution mechanism and other means, the role of community should be strengthened in the ancient town tourism development. Tan Zhirong (2007), from the objective of establishing harmonious community, put forward specific countermeasures of community involvement. Chen Xiaoming (2009) summarized the current domestic mode of community involvement in tourism development as follows: (1) community involvement model based on the principle-agent theory; (2) stakeholders jointly participation model; (3) government-leading community involvement model; (4) community-leading involvement model.

**Ancient Town Tourism Sustainable Development.**

The development of ancient town tourism promotes local economic development and increases farmers' income and employment opportunities, but at the same time, ancient town also suffered unprecedented influences. Therefore, it is of vital importance to consider how to seek the balance between ancient town conservation and development, and achieve sustainable development of ancient town.

Chen Laisheng (2004) believes that in order to achieve sustainable development of Jiangnan ancient towns, the focus should be put on rural tourism motivation, protection and building of tourism environment in accordance with leisure and ecological requirements, paying attention to mining and displaying of traditional culture, mining their own superiority, and the improvement of service quality. Pan Yunwei, Jiang Yingchao and Hu Xing (2008) believed the ancient town should promote sustainable development of heritage protection by strengthening protection and management of ancient town heritage resources, establishing tourism development fund, expanding tourism products, and strengthening cooperation with neighboring town et al.. Zhang Mansheng, Zhu Chengqiang and Zhou Lifang (2009) considered that, for pursuing sustainable development, ancient towns should adhere to
the principle of scientific planning, government leading, rational development and conservation priority, and insist on protecting tourism resources through legislation.

**Conclusion and Prospect**

Through the above literature review about ancient town tourism, it can be seen that domestic scholars have paid great attention to research on ancient town tourism based on large quantities of case studies, they have made comprehensive studies on ancient town tourism from multiple perspectives and field, and have obtained some achievements. But the emergence of some deficiencies and new problems in ancient town tourism research still requires further exploration.

First, from the prospective of theoretical depth, a lot of researches on ancient town tourism stay in the status of situation description and effect evaluation. Lack of inductive theory leads relevant researches into a situation with obvious regionality and individual limitations. Apart from a few articles with quantitative research, a large amount of literatures still use qualitative analysis method.

Second, from the perspective of research objects, the towns selected by researchers mainly concentrates in eastern China, especially in Jiangnan and southern Anhui with its Hongcun watery town and Xidi as its representatives. The research on central and western China ancient town is relatively fewer in number. As more scattered ancient towns in our country are to be discovered and developed, some new cases should be concerned by researchers.

Third, from the perspective of research method, in recent years, sociology, behavioral and other disciplinary approaches attempt to be applied in ancient town tourism research. Though it is still immature, the trend has demonstrated that research method of ancient town tourism is in the process of developing. Since ancient town has historical, cultural, scientific, artistic and other multiple values, mature theory of various disciplines should be applied in its tourism research. It will be a great trend to introduce the methods of other disciplines into ancient town tourism research, conduct cross-disciplinary research, combine theoretical models with mathematical statistics and quantitative analysis method, and emphasize objectivity of conclusions and theoretical innovation.

Fourth, the theoretical research of ancient town tourism still needs to be constantly strengthened. In addition to hot problems like ancient town tourism development and protection, ancient town tourism impact, ancient town tourism sustainable development researches on ancient town tourist market, tourist behavior
model, operation and management, stakeholders, community involvement et al. aspects have emerged in recent years. Although these studies have just begun, and they only have small number, they have greatly expanded the field of ancient town tourism research. It can be expected that, with the development and in-depth of research, the theoretical research on ancient town tourism will be constantly strengthened, and its research fields will continue to be expanded.

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An three-dimensional Empirical Study on the Impact of The Cognitive Image on tourist satisfaction

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Abstract

The Destination Cognitive Image is based on the inherent feelings of tourists, and means the overall performance of views generated by destinations. In this paper, The Cognitive Image is divided into functional, mixed and psychological dimensions, and we explore its impact on tourist satisfaction and the overall image of destinations from these three dimensions. Meanwhile, we use tourists’ willingness of revisit and recommendation to explain tourist satisfaction since they can accurately reflect the true level of tourist satisfaction. The paper takes the tourists from Europe and the United States in Beijing as a case study, and makes full use of SEM combined with questionnaires to conduct an Empirical Study on the impact of the Cognitive Image on the overall image of destinations and tourists’ willingness of revisit as well as recommendation from three dimensions.

Key words: Cognitive image; Three-dimensional; Overall image; Willingness of Revisit and Recommendation; SEM

1. FOREWORD

As we know, the destination cognitive image is an important part of destinations’ development and construction, and the building of it is vital to improve destinations’ market influence and competitiveness. In recent years, the research on the destination cognitive Image has been one of the hottest issues in tourism academia. Li Leilei (2002) thought that the destination image is visitors’ an overall rational abstract of destinations’ history, sense of reality and information of future. In ZouTongqian’s (2002) opinion, destination image is the sum of a tourist’s impressions about tourism activities and tourist attraction features. Although the concept of destination image still doesn’t have a relatively uniform definition, it is generally believed that the image origins from the mental activity, and it is a reflection of subjective world to objective world. Frankly speaking, we hold the opinion that the tourism destination image, based on tourists’ inner psychological experience, is an overall performance of the views generated in tourists’ mind on the destination.

Although scholars at home and abroad made many studies about destination cognitive image, using different methods from different perspectives, the research about exploring cognitive image’s impact on tourist satisfaction and the overall image of destinations from three dimensions which contain functional, mixed and psychological dimensions is insufficient. As more and more European tourists choose Beijing as their travel destination, we use European tourists as a breakthrough, and the analysis of European tourists’ cognition to Beijing is of typical representative and operability. In this paper, we select Beijing, which is conducted to become an
international metropolis and a world-class tourist destination, as the research object, and analyze the constitution of destination cognitive image as well as its influence on visitors’ behaviors after traveling.

2. THE BASE OF RESEARCH

2.1 the dividing of three dimensions

Generally speaking, the image of destination can be considered from two aspects: tourists’ rational image and emotional image to destination. The destination cognitive image is tourists’ rational cognition about destination’s properties, characteristics and quality, which is an abstract of the image of destination. That is to say, it is tourists’ approval to the essential attributes of the tourism resources and market acceptance. So, we are prepared to make an empirical analysis from the destination cognitive image dimension to provide some strategic basis for relevant managers. Based on the destination attributes and psychological features, this paper divides the overall image into three dimensions: (1) functional dimension: mainly concerns materiality and measurable aspects, such as scenery, accommodation, transport, etc. (2) psychological dimension: with more abstract and intangible characteristics, such as atmosphere, friendly and so on. From the functional attribute to the psychological attribute, there is transitional attribute between them which is defined as mixed dimension.

2.2 The choice of indexes

On the one hand, since tourists’ willingness of revisit and recommendation mostly reflect the true level of satisfaction, it is reasonable to chosen them to measure tourist satisfaction. On the other hand, based on literature study at home and abroad as well as the use of the measurement method of Echtner and Ritchie, we determine the following 28 factors to analyze the three dimensions of destination cognitive image.

<table>
<thead>
<tr>
<th>dimension</th>
<th>index</th>
<th>dimension</th>
<th>index</th>
</tr>
</thead>
<tbody>
<tr>
<td>functional</td>
<td>the appropriate shopping facilities</td>
<td>mixed</td>
<td>Hygiene is good</td>
</tr>
<tr>
<td></td>
<td>Interesting places to visit</td>
<td></td>
<td>High urbanization</td>
</tr>
<tr>
<td></td>
<td>fascinating natural Scenic Spots</td>
<td>Not so crowded</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Very suitable to hold activities outdoors</td>
<td>Delicious food</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Good traffic condition</td>
<td></td>
<td>High-quality accommodation</td>
</tr>
<tr>
<td></td>
<td>Very easy to find appropriate hotel</td>
<td>High-quality restaurant</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Well-equipped sports facility</td>
<td></td>
<td>comfortable climate</td>
</tr>
<tr>
<td></td>
<td>Many places of interest / museums</td>
<td>convenient and fast to visit</td>
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</table>

Table 1 Dimensions and indexes of destination cognitive image
2.3 The goals of the research

In this paper, we explore the destination cognitive image’s impact on tourist satisfaction and the overall image of destination from functional dimension, mixed dimension and psychological dimension. To achieve these objectives of this article, the following issues need to be resolved: first, analyze how the three dimensions make effect on tourist satisfaction, including the willingness to revisit, and their willingness of recommendation. Second, explore which dimension makes the largest influence on the overall image. Third, we analyze the level of impact the overall image make on tourist satisfaction, including the willingness to revisit, and their willingness of recommendation.

2.4 Sample Selection

Using European and American inbound tourists who went to Beijing in April and May this year as sample, we collect the data we need by questionnaire survey. We made the survey in many famous spots, including the Forbidden City, Olympic Park, the Summer Palace, Tiananmen Square and so on. It took about 5 minutes to finish our each questionnaire, and if they have extremely high or extremely low satisfaction, we would make depth interviews with them. We use five-point scale as survey index, that is, 5 indicates "very support", 4 stands for "general support", 3 means "in the middle", 2 stands for "a little disagree", 1 represents "very disagree". 300 questionnaires were distributed during the period, 294 of which were returned. There were 290 effective questionnaires, and the effective rate was 90%.

3. EMPIRICAL STUDY

In the empirical study, we use professional statistical software (SPSS17.0) to make data analysis and processing, mainly including: descriptive analysis, reliability analysis, T test, degree of fitting test, regression analysis and so on.

3.1 Demographic characteristics of the social survey
In this section we use SPASS to analyze the social demographic characteristics of our study, and the results are as follows:

<table>
<thead>
<tr>
<th>variable</th>
<th>category</th>
<th>percent (%)</th>
<th>variable</th>
<th>category</th>
<th>percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>sex</td>
<td>male</td>
<td>54.8</td>
<td>Tour</td>
<td>conference/business</td>
<td>19.2</td>
</tr>
<tr>
<td></td>
<td>female</td>
<td>45.2</td>
<td>motivation</td>
<td>Visit relatives/friends</td>
<td>6.2</td>
</tr>
<tr>
<td>age</td>
<td>≥ 18</td>
<td>3</td>
<td>sightseeing/leisure</td>
<td>55.2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>19-29</td>
<td>38.1</td>
<td>Festival/celebration</td>
<td>4.0</td>
<td></td>
</tr>
<tr>
<td></td>
<td>30-49</td>
<td>30.5</td>
<td>Tour of religion</td>
<td>3.1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>50-64</td>
<td>25.2</td>
<td>work</td>
<td>3.7</td>
<td></td>
</tr>
<tr>
<td></td>
<td>≥ 65</td>
<td>3.2</td>
<td>else</td>
<td>8.6</td>
<td></td>
</tr>
<tr>
<td>Education level</td>
<td>≥ junior college</td>
<td>30.2</td>
<td>North America (54.1%)</td>
<td>US</td>
<td>44.9</td>
</tr>
<tr>
<td></td>
<td>college</td>
<td>40.4</td>
<td>Canada</td>
<td>8.3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>undergraduate</td>
<td>24.1</td>
<td>Mexico</td>
<td>0.9</td>
<td></td>
</tr>
<tr>
<td></td>
<td>master</td>
<td>5.3</td>
<td>Europe (45.9%)</td>
<td>Britain</td>
<td>9.7</td>
</tr>
<tr>
<td></td>
<td>≥ doctor</td>
<td>1.9</td>
<td>Germany</td>
<td>7.6</td>
<td></td>
</tr>
<tr>
<td>Monthly income</td>
<td>&lt; 2500</td>
<td>30.2</td>
<td>France</td>
<td>7.9</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2501-4500</td>
<td>25.1</td>
<td>Holland</td>
<td>6.4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4501-6500</td>
<td>13.1</td>
<td>Italy</td>
<td>2.6</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6501-8500</td>
<td>14.2</td>
<td>Other European countries</td>
<td>11.7</td>
<td></td>
</tr>
<tr>
<td></td>
<td>&gt; 8501</td>
<td>17.4</td>
<td></td>
<td></td>
<td></td>
</tr>
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</table>

### 3.2 Reliability Analysis

In order to ensure the internal consistency of each dimension, this article uses coefficient of internal consistency (Cronbach's $\alpha$) to test the reliability of our data. The larger the $\alpha$, the less the factor is affected by random errors. It would be better if Cronbach's $\alpha$ is higher than 0.7, but higher than 0.5 is still in the acceptable range if the number of measurable items is small. In the study, we calculate out the values of Cronbach's $\alpha$ of functional dimension, mixed dimension and psychological dimension successively are 0.818, 0.632 and 0.715, indicating that each dimension has a good internal consistency.

### 3.3 Degree of Fitting Test and T Test

To address the three issues raised earlier, we have to build regression models to analyze, including the regression analysis of the three dimensions between tourists’ willingness of revisit and recommendation, the regression analysis of the three dimensions and the overall image, as well as the regression analysis of the overall...
image and tourists’ willingness of revisit and recommendation. In order to measure these models’ reliability, we analyze each model’s R2 to test its degree of fitting. If R2 is very close to 1, it means the regression equation is well fitted. In our research, the results show that only the R2 of the model between the three dimensions and the overall image is relatively small (0.289), the other models’ R2 are above 0.6, that is to say, they are well fitted and can the variables could make good explanation.

In this empirical study, we exam whether the evaluation means obtained are significantly higher than the constant 3 through single-sample T test. The results show that the means of overall image, tourist satisfaction, willingness of revisit and recommendation are all higher than 3, of which, willingness of recommendation is the highest (4.38), followed by the tourist satisfaction (3.98), then the overall image (3.87) and revisit intention (3.31). This indicates that European and American tourists are generally satisfied with Beijing. However, as Beijing is more a sightseeing-oriented destination than a leisure-oriented destination, so the mean of willingness of revisit is very low.

3.4 results and analysis of equation models

The results and analysis of equation models are mainly oriented from the three issues raised in the research goals part. The first question: analyze how the three dimensions make effect on tourist satisfaction, including the willingness of revisit, and their willingness of recommendation. As the results show, psychological dimension’s influence on tourist satisfaction is significant (p<0.01), and is the greatest one (0.377), followed by mixed-dimension (0.271), while the functional dimension shows no significant effect. After dividing tourist satisfaction into willingness of revisit and willingness of recommendation, we find that psychological dimension’s influence on willingness of revisit still has significant effect (p<0.01), and obtains the first place (0.398), of which, "friendly resident "and "feel happy to live here" as well as "superior service " have the greatest degree of impact. These three degree values of explanation in order are 0.721, 0.674 and 0.668. However, the mixed dimension and functional dimension don’t show significant effect on willingness of revisit. The results show that it is nonmaterial psychological dimension rather than traditional resources of Beijing, such as accommodation, spots or shopping has the greatest impact on European and American tourists’ willingness of revisit. When it comes to willingness of recommendation, the three dimensions all show a significant impact on it (p <0.05), of which, the mixed dimension holds the greatest influence (0.258), followed by the functional dimension (0.198), and then psychological dimension (0.124). In the mixed dimension, “high-quality accommodation”, “delicious food "and "strong cultural atmosphere” have the greatest degree of influence and their values of explanation in order are 0.686, 0.606 and 0.605. What’s more, in the functional dimension, "abundant cultural activities ", "fascinating natural scenic spots "
and "many places of interest / museums" have the greatest degree of explanation. These mean that European and American tourists are more likely influenced by local high-quality services and facilities, fascinating historical culture, beautiful natural scenery and historical sites when they recommend Beijing to others after visiting.

For the second question, the result is that: in this model, the R2 of the three dimensions is 0.289, which is so small that functional, psychological and mixed-dimension can not well explain tourists’ cognition to the overall image of destinations. This may be due to the overall image is a separate three-dimensional image which is larger than the sum of cognitive image and emotional image. However, if considered separately, the overall image’s most effective variable is the functional dimension (0.313) which reaches to a significant level (p <0.01), followed by mixed dimensions (0.223) and then psychological dimension (0.210). Meanwhile, in the functional dimension, "the appropriate shopping facilities" and "places of interest / museums" as well as "abundant cultural activities" could highly explain it.

The third question: the level of the overall image’s impact on tourist satisfaction, including the willingness to revisit and recommend. Analysis showed that: there is a positive relation between the overall image and tourist satisfaction (0.415). If we divide tourist satisfaction into tourists willingness of revisit and recommendation, it could be found that the overall image of destinations has a significant effect on both of them (p<0.01), but its effect on recommendation (0.359) is higher than on revisit intentions (0.297).

4. DISCUSSION AND CONCLUSIONS

The paper takes tourists from Europe and the United States in Beijing as a case study, and makes full use of SEM combined with questionnaires as well to conduct an Empirical Study on the impact of the Cognitive Image on the overall image of destinations and tourists willingness of revisit as well as recommendation from three dimensions. Specific conclusions and recommendations are as follows: first, it is a key to enhance the overall image to increase the tourist satisfaction. Especially to the willingness of recommendation, the overall image of destinations to a large extent determines whether the tourists are willing to recommend to other tourists. Second, the functional facilities of Beijing have a great impact on the whole image of Beijing, in particular the abundant cultural activities, shopping facilities and places of interest are essential to build the overall image of Beijing. Therefore, to further enhance the overall image of Beijing, we should increase the protection of historical sites, and hold more cultural activities as well as set more appropriate shopping facilities, such as tourism shopping tax reimbursement policy. Third, if we want more visitors to recommend Beijing to other tourists, we should make great efforts in the mixed dimension, especially in "high quality of accommodation," "delicious food" and "strong cultural atmosphere" of these three factors. Fourth, psychological dimension has the greatest impact on both tourist satisfaction and willingness to revisit. In other words, that’s the feelings of tourists, such as the residents here are friendly or not, people feel happy.
here or not, the local service is excellent or not, can truly indicate whether visitors are satisfied or not and whether they want to revisit Beijing again.

**Reference**


Tourism crowding management at historic tourism sites

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ABSTRACT

The tourism crowding management aims at controlling crowding issues in sites and destinations, which can be a useful management tool in sustainability of tourism development. For the purpose of understanding tourism crowding management, the term crowding needs to be identified. The crowding definition refers to a psychological state derived from an individual’s subjective evaluation of carrying capacity, whether or not visitors feel crowded when they meet a particular number of others. Historic tourism sites share some common characteristics of other tourism sites whereas they have the specialties, such as the spatial distribution. Therefore, there is a need of a particular tourism crowding management framework for historic tourism sites. When conducting tourism crowding management at historic tourism sites, there can be two specified elements. First, the historic sites’ environment can influence visitors’ perception of crowding. Second, visitors to historic tourism sites have different personal characteristics and personality traits from the ones in other types of tourism sites. Visitors’ personal characteristics and personality traits can influence their crowding perception. Methodologies concerning tourism crowding management include zoning, stimulation modeling, and economic and operational management strategies, which can be used effectively for crowding issues at historic tourism sites. Conducting tourism crowding management definitely contributes to the sustainable tourism development at historic sites.

Key words: tourism crowding management, perceived crowding, historical tourism sites, sites’ environment, personal characteristics, personality traits

1. INTRODUCTION

The research of historic tourism sites is an important chapter in sustainable cultural tourism. The great challenge for sustainable cultural tourism is how to develop appropriate tourism management in cultural sites including historic sites that result in a site that is appealing to visitors, while at the same time maintaining the sustainable cultural environments. Sustainable tourism management has been used to oppose overuse of resources and facilities with the purpose of controlling negative impacts at sites (McKercher and Cros, 2002, pp. 171). The previous research in 1970s focused on environmental impacts at historic site. The researchers at that time strongly concerned about visitor impacts on the physical environment and ecological environment. The identified damage caused by mass tourism includes ploughing, hedge or stone wall removal, destruction or modification of habitat, destruction or modification of landscape,
visual impact, pollution, etc. These negative impacts had occurred in some European historic sites, such as Stonehenge in the UK (Herbert, et al., 1989, pp. 274-275). In the next few years, the research concerning impacts has been widen, including the environmental, social, cultural, psychological, economical and political considerations. This paper specifically discusses the psychological impact and its related tourism management needs.

The sustainable development of historic sites must confront the important issue of crowding that how visitors evaluate crowds at sites. If visitors evaluate that a site is crowded, the negative psychological impact would occur at the site; if visitors evaluate that a site is not crowded, the negative psychological impact would not occur at the site. The tourism crowding management can be used to control the crowding issues, and vice versa, crowding can be used as an indicator to management practices (Manning, et al., 1999). This paper will contribute to the tourism crowding management at historic tourism sites. This paper includes the theoretical and conceptual analysis in tourism crowding research, attempting to highlight a framework applied to tourism crowding management at historic sites.

2. LITERATURE REVIEW

2.1 Concept of Crowding

Crowding refers to a psychological state derived from an individual’s subjective evaluation of setting density for specific environments in the context of carrying capacity (Shelby & Heberlein, 1986, pp. 62-63). Psychological carrying capacity is related to different visitors’ perception and satisfaction for the destinations or sites. Therefore, crowding assessment can indicate visitors’ perception and satisfaction. Crowding problems appear when people feel crowded. People feel crowded while the number of others they meet (encounters) exceeds their acceptability. The relationship between encounters and crowding have been demonstrated and explained in terms of the normative theory (e.g. Kuss et al., 1990; Manning, 1999; Shelby & Heberlein, 1986). Other theories concerning crowding incorporate expectancy theory, stimulus-overload theory, social interference theory, etc.

2.2 Social Psychological Theories in Crowding

Shelby and Heberlein (1986) demonstrated the relationship between social psychological factors and crowding. The psychological factors include demographic variables like gender—women are more tolerant (Friedman et al., 1972; Jain, 1992), education—better educated visitors are less tolerant (Fleishman et al., 2004) and socio economic status—the higher status individuals are less tolerant (Hayduk, 1983). Further factors of influence on perceived crowding norms include time pressure (Schellinck, 1983), spatial arrangements (Oldham, 1988), the social environment (Rustemli, 1992), motives for the experience (Bellenger & Korgaonkar, 1980) and perceived control (Hui & Bateson, 1991). Particularly the psychological factors can be categorized into individual influences and environment influences (Fleishman et al., 2004).
Further, the individual influences are consist of personal characteristics concerning age, education and origin; and personality traits including attitudes, preference, motivation, past experience, expectation and crowding standards. The environment influences comprise social environment influences such as actual use level, attributes of “others”, similarity of visitors encountered, behavior of “others”, and size and type of groups; and physical environment influences related to environmental conditions, site characteristics, and season of visit. In the crowding research field, many studies have integrated some of the psychological factors, and in turn, developed the normative theory, expectancy theory, stimulus-overload theory, social interference theory, etc. These theories have been used at many different types of sites in the world to investigate whether crowding occurs.

2.2.1 The normative theory, expectancy theory, stimulus-overload theory, social interference theory, past experience theory – personality traits

The encounter – norm – crowding theory established a relationship between number of visitors and their crowding-related norms. This relationship has been useful to indicate visitors’ experience and to maintain visitors’ satisfaction in the sustainability perspective. Three terms, encounters, crowding and norms integrate together to demonstrate the relationship. Norms help define what people think behaviors or conditions should be. People have evaluative standards of acceptance of behaviors or conditions. Therefore, norms are a direct measure of visitors’ standards of perceptions. Encounters are related to the number of other people that an individual observes in a setting (cf. Vaske & Donnelly, 2002). In this theory, people fist describe encounter level experienced and then evaluate if an area is crowded. In other words, people feel crowded when the encounter level exceeds their norms of acceptance of the conditions. The relationship between encounters and crowding is mediated by people’s norms. This normative theory has been used in many studies in recreational and other sites. Most of the studies reported a positive relationship that as number of encounters increases, people are more likely to evaluate their experience as crowded. When people reported more encounters than their norms, they felt “very crowded”, whereas those who reported less encounters than their norms felt “not at all crowded”, and when encounters exceeded their norm, they felt “slightly” or “moderately” crowded (cf. Vaske & Donnelly, 2002).

Manning and his colleagues further illustrate the normative theory by the “hypothetical social norm curve” (Manning, et al., 1999). The different points along the norm curve represent tourists’ acceptable responses to encounters. At the highest point of the curve, the optimal or preferred condition means a very positive attitude to encounters. The encounters are very acceptable. The minimum acceptable condition is the point where the norm curve meets the zero point of the acceptability scale. The points below the zero point represent unacceptable conditions. This portion of the curve implies that tourists cannot accept such numbers of encounters. In this model, the researchers employed the evaluative dimension “acceptability” to assess crowding. There are many other evaluative dimensions which can be used to measure
crowding, including “preference”, “desirability”, “pleasantness”, “ideal”, “favourableness”, “acceptability”, “satisfaction”, “okay”, and “tolerance” (e. g. Hammitt & Rutlin, 1995; Manning et al., 1999). In tourism crowding management, tourism managers can depend on different evaluation dimensions. For example, management based on preference-related norms may result in high quality experiences but lower number of visitors; management based on acceptability or tolerance may lead to high visitor numbers but low quality experiences.

Expectancy, stimulus overload and social interference theories have been adopted to explain crowding in the research area. Expectancy is defined as a temporary belief held by a person to undertake a certain act and a certain result will follow the certain act. People usually travel with particular expectations such as peace, social interaction and status (Pearce & Lee, 2005). Certain expectations stem from individual and circumstantial factors such as individual’s experience, the degree of communication with others, situational variables, mass media, and personality. The previous research has demonstrated that individuals’ expectations can influence the relationship between encounters and crowding. In particular, expectancy theory applied to crowding predicts that when visitors see more number of encounters as they expect, crowding will increase. Conversely when visitors see fewer or the same number of encounters as they expect, perceived crowding levels tend to be low (Vaske & Donnelly, 2002). For example, Wickham and Kerstetter (2000) found that visitors who had the expectation of place attachment can actually reduce an individual’s perception of crowding. That is to say, people who expect to go shopping, attend a concert, or go to festivals are more likely to enjoy or desire crowds, in contrast to other visitors who may expect to seek solitary activities and avoid crowds. Anderson et al. (1998) also reported that their respondents had positive attitudes to the presence of other people. Festival participants did not experience feeling crowded, because they had the expectancy of meeting others. This is consistent with the view that one of their motivations for attending the festival is to socialize with friends, families or other people. Vaske et al. (1994) suggested that a useful way to manage crowding is by building realistic expectations among the users.

The stimulus-overload theory indicates that people feel crowded when they are overwhelmed by the presence of other visitors or when they lose the control of the condition of the physical environment at an area (Bell et al., 1990). In particular, when stimulus overload occurs, people try to handle their uncomfortable feeling with various strategies. If these strategies are successful, they can minimize or eliminate the negative effects of overload; conversely, if these strategies do not work, crowding is experienced. Therefore, crowding derives from the stimuli which cannot be minimized by personal strategies (Andereck & Becker, 1993).

The social interference theory indicates that crowding occurs because the density interferes with a visitor’s activities or goals. Visitors always have particular goals or motivations in their trips such as experience solitude, stress release, or social interaction. Perceived crowding
happens when such goals are disturbed by the density of other people’s behavior. The density-related disturbance can be further explained by the stimulus-overload theory (Bell et al., 1990).

The past experience theory explains the visitors who have different experience perceive crowding differently. For example, Bryon and Neuts (2009) reported that there was a negative relationship between perceived crowding and travel experience. In other words, experienced visitors are more likely to accept numbers of encounters. This finding was also demonstrated in the research by Jin and Pearce (2009). Visitors who had more travelling experience could be more tolerated to others. However, in a case study by Inglis et al. (1999), the researchers found that experienced scuba divers preferred silent scenes without people, while less experienced visitors such as new comers could accept the presence of people. Therefore, the relationship between past experience and crowding is not static. Other factors such as social environment or personality may influence the relationship. Studies on the past experience and crowding need to involve the consideration of visitors’ personal characteristics and sites’ environment or conditions.

2.2.2 Personal characteristics influence theory

Crowding perceptions can be varied due to each visitor’s personal characteristics such as age, education, ethnic or racial background. Fleishman et al. (2004) reported that younger visitors who were better educated and/or of European and American origin, had less tolerance to crowding than those who were older and/or of Asian-African origin. This finding demonstrated that visitors’ similarity in terms of educational and ethnic background tended to lessen crowding perception, while demographic difference in age and education increased crowding perception. Cohen (1992) demonstrated that younger people were likely to require more physical space for their activities than older participants. Older visitors were commonly supposed to feel more comfortable in the presence of other people in public areas. Thus older adults might be more tolerant of crowding. Studies linked to assessing the relationship between origin and crowding have been undertaken. For example, Doorne (2000) identified differences in perceptions of crowding between various nationality groups. Visitors from North Asia (Korea and Japan) registered a higher tolerance of crowding compared to Australian visitors. In another study conducted by Yagi and Pearce (2007), Japanese preferred seeing either a larger number of people or moderate number of people. Conversely, Westerners preferred seeing a small number of people or nobody.

2.2.3 Environment influence theory

The environment influence includes social environment influence and physical environment influence. The research on social environment influence on crowding perceptions is consistent with individualism/collectivism. The individualism/collectivism dimension focuses on relationship between the individual and the group. Individualism believes that the individual
most important unit. It encourages people taking care of themselves; making decisions based on individual needs; and cultivating an “I” mentality. By contrast, collectivism defines a situation where the group is most important unit. It encourages primary loyalty to group and decision-making based on what is best for the group plus a dependence on organizations and institutions; altogether a “we” mentality (Hofstede, 2001). In the crowding literature, findings in studies suggest that individuals of similar cultural and ethnic groups may perceive the environment similarly. For example, research has suggested that individuals of Asian and African origin have better ability to deal with noise and crowding than Europeans and white North Americans (Gillis et al., 1989). The Asian-African visitors represent the group with collectivism. These visitors take activities and make their decisions largely dependent on group considerations. The Asian-African visitors are less sensitive to many people, resulting in reduced crowding perceptions. Differently, Europeans and white North Americans fit more within a framework of individualism. These visitors emphasize their personal needs. They are arguably less tolerant of others, leading to more sensitive to crowding. However, in a recent research by Jin and Pearce (2009), a different finding has been revealed that Europeans and North Americans have more tolerance of disturbance generated by others than Asian visitors because they have more experience to cope with the crowding situation. This finding indicates that visitors’ personal characteristics or personal traits can influence their social generated perception such as individualism/collectivism.

The research by Yagi and Pearce (2007) focused on the similarity of visitors encountered. The researchers explored whether or not visitors preferred to mix with familiar strangers of their own nationality. The results showed that Japanese preferred to see the Caucasians. Westerners preferred seeing both Caucasians and Asians. In addition, age has been demonstrated as another factor in the complex of similarity affecting visitors’ crowding perceptions. Visitors of the same age group like to choose the same area, the same facilities, the same attractive sites and trails, encounters of the same age group may be regarded as potential “competitors” and uncomfortable feelings, increasing the sense of crowding (Cohen, 1992).

The previous research also indicates that crowding may vary across different kinds of physical environment or conditions. For example, uncomfortable crowded conditions may negatively influence the quality of participants’ experience and their activities (Young, 1995). Visitors at backcountry or remote sites rated encounters as less acceptable and possessed greater agreement regarding acceptable encounter levels than visitors at the frontcountry sites (Needham et al., 2004). Buckley (2002) reported that the shape of the break, swell, tide and wind conditions can be factors to influence visitors’ crowding perception in the context of surfing tourism activities. In the case of restaurants, one study found that when consumers perceived a restaurant as very crowded, they thought that the restaurant supplied high quality food, had a good reputation and was likely to have low food prices (Tse et al., 2002). On the contrary, in the case of a restaurant with few occupants, the customer attributed the quietness to low food quality, high food prices and poor reputation. The implication is that creating a favorable impression of
high food quality, low food price and good reputation is crucial to control crowding (Tse et al., 2002).

2.3 Approaches to Assess Crowding

The approaches have been used to assess crowding include a numerical approach, a visual approach and a verbal protocol (e.g. Manning et al., 1999; Manning, Lawson et al., 2002; Manning, Wang et al., 2002). A numerical approach utilizes long and short measurement versions. For the long measurement version, respondents are asked to evaluate a range of encounters (0, 5, 10, 15, etc.) with other groups per day in a defined area (Manning et al., 1999). For the short measurement, respondents are asked to report the maximum acceptable number of encounters with other groups per day. As for a visual approach, visitors are asked to evaluate the evaluative dimensions (i.e. acceptability, tolerance and preference) by using computer-edited photographs which were used for a principal place showing a range of visitor use levels in questionnaires (Manning, Wang et al., 2002). The visual approach also involves long and short versions. The long version asks respondents to evaluate each example in a series of photographs. The short version asks respondents to select the photograph which illustrates the highest use level of acceptability or preference. In addition, questionnaires can include two question formats, the closed-ended question format and the open-ended question format. Closed-ended questions ask respondents to rate the acceptability of each example in a series of photographs by using a nine-point response scale across the range “very acceptable” (+4) and “very unacceptable” (−4) (e.g. Heberlein & Vaske, 1977; Manning et al., 1999; Manning, Lawson et al., 2002; Manning, Wang et al., 2002; Needham et al., 2004). Open-ended questions ask respondents questions such as “Which photograph shows the number of people that would be so unacceptable that you would no longer visit this site?” (cf. Manning, et al., 1999). A verbal protocol can be used in conjunction with the visual approach (Manning et al., 2005). Visitors are asked to rate study photographs, and additionally, they are required to verbalize everything they are thinking about. A coding scheme can be used to categorize visitors’ statements.

2.4 Management Practice at Tourist Sites in Crowding Literature

The management practice in monitoring or controlling crowding include zoning, economic strategies and operational strategies. Zoning is useful to limit use, encourage dispersal, control and eliminate conflicts, and keep sensitive areas free from use. Most valuable and vulnerable zones permit entry only to authorized scientific teams. Highly sensitive zones permit only visits in small groups. Considerable natural interest zones allow some traditional and tourist activities, but car access is limited. Mild development and buffer zones, where tourism and visitor facilities are provided, allow car access and parking and compatible activities (cf. Coccossis & Mexa, 2004, pp.94). The management objectives for each zone can employ different indicators and standards quality. For example, for the zone characterized by natural features, a standard of quality near the “preference” end of the range emphasized solitude
opportunities for visitors. For the zone characterized by the visitor services and park facilities, a standard of quality near the “acceptability” or “tolerance” end of the range emphasized social experience opportunities for visitors. However, in terms of the sustainable value, an appropriate standard quality and a socially acceptable standard of quality is needed to be created for all zones.

Concentration/dispersion can be the mechanisms derived from zoning to manage tourist flows. Dispersion can relieve the pressures exerted by the increased number of visitors (Glasson et al., 1995). It is a way to transfer crowding from overcrowded places to undercrowded places. Concentration mechanism can be used while locals oppose to dispersion of visitors because they fear losing the benefits they possess or anticipate.

The economic strategies to manage crowding adopted are the pricing and tourist tax (Coccossis & Mexa, 2004). The pricing and tourist tax strategies being used include regulation for ticket price, regulations and fines for inappropriate behavior, and charges for the discouraged activities such as private cars. Pricing is also employed to control the seasonality problem. Pricing is often used to lower rates for tickets and accommodation for periods in the low season while applying higher prices for these services in the peak season. It means that price is manipulated to control tourist flows in order to avoid crowding.

Organizational strategies involve queuing, reservation and booking system, information management, education, market control and targeting of visitors, and many incentive schemes (Coccossis & Mexa, 2004).

Visitors tend to dislike long periods of waiting. When visitors feel that the waiting time for service is too long, and in turn, more and more people come to stand in the queue, the perception of crowding will occur (Hensley and Sulek, 2007). To make waiting time pass quickly, methods to distract attention to time can be useful, such as providing waiting in line visitors with performances, visual information or other entertainments. Distracting people from the passage of time makes them less aware of its duration (Butcher and Heffernan, 2006). Additionally, tourists may feel uncomfortable in a queue if the waiting area is too hot or cold, too noisy or too crowded (Pearce, 1989). In dealing with the uncomfortable situations, it is necessary to provide shelter, resting opportunities and possibly in the longer queues drinking fountains and the access to toilet facilities. Reservation and booking system can also be useful for lessening waiting time and subsequently crowding will be controlled (Ferreira & Harmse, 1999).

The educational approach can take effect in visitors’ knowledge, attitudes, behavior, and planning perspectives. For example, to improve the efficiency of message content and message delivery in the educational efforts is very important to control tourist flowing and crowding as well as satisfying visitors. In addition, awareness of audience characteristics was regarded as important to decide the educational content and communication of messages, so that visitors may be easier to stay with others (Marion and Reid, 2007).
Market control allows attractions to target and control their market segments (Curtis, 1998). For example, in Venice the measurement of crowding was based on the preference of overnight visitors against excursionists with the purpose of limiting the number of visitors (Borg & Costa, 1995). The huge number of excursionists in Venice especially in the peak season caused the environmental and social problems rather than contributing to the local economy.

Incentive schemes distribute tourism demand over time and space thus few unfavorable tourism activities occur towards sites resources and visitors. For example, environmental practices and codes of practice can be conducted at sites in order to optimize employees’ service and visitors’ behavior. Then visitors’ positive perception of sites’ environment would offset the negative feeling of crowding (Coccossis & Mexa, 2004).

3. A FRAMEWORK OF TOURISM CROWDING MANAGEMENT AT HISTORIC SITES

Historic sites have become an important component in tourism destinations. Many tourism management approaches have been used at historic sites to maintain sustainability, such as historic preservation approach (Girard and Nijkamp, 2009), conservation approach (Mckercher and Cros, 2002), and visitor management (Coccossis & Mexa, 2004). These approaches are effective in restricting the excessive visitor use, maintaining historic property, and promoting visitors’ experience. Tourism crowding management is an approach to specify the equilibrium between visitor use and visitors’ experience. Therefore the implementation of tourism crowding management definitely contributes to the sustainable development at historic sites.

3.1 Crowding at Historic Sites

Based on the crowding related theories, studies on crowding include visitors’ evaluation of the encounters within a certain time and place and the considerations of individual influences and environmental influences. Thus it is crucial to specify the features of historic sites which can typically influence visitors’ perception of crowding. However, as visitors at historic sites are characterized by diversified age, gender, education, motivation, satisfaction, etc., it is hard to classify visitors’ perception of crowding. The only specified groups consist of the higher socioeconomic visitors and the higher educated visitors who are more likely to be appealed to these sites (Urry, 1990). Individuals’ crowding perception can be varied at different historic sites.

The historic sites, different from the natural sites, most of them are man-made art galleries, history museums, history heritage, etc. There is the particular space layout or spatial distribution at each historic site. The spatial distribution can be regarded as a physical environment influence of crowding. Among the different areas at historic sites, crowding problems are more likely to occur in exhibition rooms and rest rooms because there is the limited space of these areas compare to the broad space of squares and lobby. Visitors have more
chances to meet others and disturbance from others in exhibition rooms and rest rooms. In addition, staying longer in the exhibition rooms and waiting or queuing in the rest rooms heightens visitors’ perception of crowding (Jin and Pearce, 2009). The areas involving limited space where visitors tend to be blocked or disturbed by others can be regarded as the sensitive places at historic sites. At the sensitive places, visitors are more likely to have crowding perception, especially those are less tolerant, those hold expectation or motivation of silence, those have the personal characteristic of solitude, and those are characterized by individualism.

Apart from the influences of sites’ characteristics and conditions, season of visit is also a factor involved in the external variables to cause crowding perception. When huge numbers of visitors like to pour into a historic site in a certain season, crowding will occur in the particular period of time (Jin and Pearce, 2009). Weather, special occasion or event, holiday leave and learnt experience constitute the reasons of seasonality which may lead to crowding. For example, the Golden Week holidays in China have induced the problem of crowding at historic sites.

Many visitors to historic sites participate in group travel in particular itineraries. The inappropriate design and distribution of travel itinerary can be another reason to cause crowding in terms of the social environment influence. Travel itineraries can be categorized into groups by different standards. By the standard of distance, travel itineraries comprise short-distance, mid-distance, and long-distance itineraries. By the standard of time allowed, travel itineraries include one-day, two-day, three-day, and more than three days itineraries. By the standard of nature, travel itineraries are grouped into normal itinerary and special or professional itinerary. By the standard of scope, travel itineraries can be leveled into international, national, and regional itineraries. By the standard of spatial arrangement, travel itineraries include line between two points tours, single-through tours, annular ring through style tours, single-hub style tours, multi-hub style tours, and distribution network tours (Chen, 2005). When large groups encounter one another at the same historic site at the same time, visitors may have perception of crowding because they do not expect to meet a huge number of others or they could not cope with the crowded situation (Coccossis & Mexa, 2004). A case study in China demonstrated this point that the inappropriate itinerary can cause crowding at historic sites. Visitors in groups poured into Huaqing Hot Spring in two hours in mornings, resulting in crowding perception of individual and thus these two hours could be considered as the sensitive time points at this site.

The third reason is tour guides involved in the social environment influence. At historic sites, many visitors need tour guides to do interpretation in the exhibition rooms. Tour guides speaking aloud can be regarded as noise by individuals. In addition, if tour guides lead their groups to stay at a certain place for a long time, and thus their activities would disturb individuals who want to take the similar activity at the same place (Jin and Pearce, 2009). The conflicts of tour guides and individuals appear because tour guides act by the standard of collectivism while individuals act in consistent with individualism. Tour guides need to take care of their group members, making decisions based on group needs. Therefore they have to speak
aloud to ensure each group member to hear from them; and they have to stay at a certain place longer to make sure each group member following them. In contrast, individuals are concerned with solving their personal problems. Thus tour guides and their groups can be considered as the blockage or disturbance of individuals’ personal activities.

Although a variety of visitors have become the majority to historic sites, however, historic sites appeal more to the individuals in higher socioeconomic status/higher education than the individuals in lower socioeconomic status/lower education. The historic sites require a certain level of cultural/aesthetic knowledge or taste in order to be enjoyed. In contrast, national parks and theme parks are more inclined to appeal sensation/pleasure seekers, requiring little cultural/aesthetic knowledge or taste to be enjoyed (Kim, et al., 2007). Therefore, socioeconomic status/education level has become an effective indicator for tourism crowding management at historic sites. According to Hayduk (1983) and Fleishman et al. (2004), the higher status/better educated individuals are less tolerant. In dealing with tourism management, people with higher socioeconomic status/better educated can be a particular market requiring managerial attention. Complementally, the common indicators demonstrated in the previous study, including age, education, origin, attitudes, preference, motivation, past experience, expectation and norms, can also effectively predict visitors’ crowding perception. A historic site can specify specific indicators based on its target tourist markets.

3.2 Management of Crowding at Historic Sites

As analyzed earlier, physical environment and social environment influences visitors’ perception of crowding. The improvement of conditions, zoning, the economic strategies and the organizational strategies, are effective methods in managing environment in order to lesson crowding. The economic and organizational strategies, especially the educational approach, are also the methods to manage individuals with specialized characteristics and personality in order to lessen the effect of the crowding. In addition, the promotion of authenticity experience is recognized as an effective method in terms of individual influence on crowding in this paper.

At historic sites, the methods to improve conditions include ubiquitous computing, tangible user interaction, social media, three-dimensional graphics, game design, social interaction, etc. For example, increasing the interpretive devices, ranging from tour guides’ interpretation, stories telling, to multimedia use, may create a more pluralistic museum experience (Salgado, 2009). The varied interpretive devices could effectively distribute visitors in exhibition rooms, and additionally, a more pluralistic experience distract visitors’ attention from crowded people thus crowding perception will be controlled. Simultaneously, the better environment of sites, such as better toilet environment, better exhibition environment, and better ways environment, can reduce visitors’ perception of crowding.
As sensitive places and/or sensitive time points exist at historic sites, zoning is a useful mechanism in terms of tourism crowding management. The zoning system includes seasonal closures, site duplication and limits on visitor numbers (Buckley, 1998). Many historic sites have used zoning to control tourist flows in order to avoid crowding perception. For example, zoning has been adopted as a mechanism at the Terracotta Army in the peak season. Visitors’ entry in the focused exhibition room has been strictly controlled that the repeated visitation is not allowed. Safety guides and police have been employed to distribute tourist flows in certain pathways. Visitors have to come and go in different directions in certain ways. Buses used by large groups are not allowed to park inside of the site. Only limited numbers of private cars are permitted to park at the specified location. The special physical arrangements can minimize visitors’ impacts on environment, and vice versa, reduce environment impact on visitors’ perception, including building viewing platforms, distributing tourist flows in certain pathways, limiting car parks and restricting the availability of facilities and service.

The commonly used economic strategies and the organizational strategies are also effective in managing environment influences on crowding at historic sites. E-tax is very useful for pollution control while pricing is useful for limiting the number of visitors, distributing tourist flows, and reducing the time of entry. Many historic sites have different options of ticket price such as group ticket. Groups only needs to buy one ticket by a certain price, so the time of group entry can be reduced. Crowding in entrance hall can be avoided. Charge at sensitive locations is another pricing mechanism to limit crowding. Increasing or decreasing ticket price in different seasons and/or time periods is the way to concentrate/disperse visitors. Then sensitive time points will be disappeared.

Involved in the organizational strategies, reservation and booking system as well as incentive schemes are particular mechanisms to enhance the efficient use of time and space, leading to the positive feeling or experience of visitors. Thus the negative perception of crowding can be offset more or less. Market control can be a mechanism to be used at well-known historic sites. There is always the large number of visitors at these sites because of the high reputation. The popular/famous historic sites are considered as the must-see sites by visitors. To control the crowding, managers at the well-known historic sites must make selection of particular tourist markets as their management target. It means that the management practice at the site is developed to satisfy the particular tourist markets, making sure visitors involved in these markets to avoid crowding.

Many economic and organization strategies including pricing and incentive schemes can take effect in influencing visitors’ experience, perception, attitudes, standards and expectations. However, the most useful mechanisms are made up of the promotion of authenticity and education.
To develop authenticity is a necessary mechanism in dealing with crowding at historic sites. The concept authenticity has been linked to many factors involved in the psychological perspective. The authenticity is a predictor to motivation (Dann, 1981), in other words, authenticity is a mediator of visitor cultural motivation and visitors’ intended behaviors. Authenticity is also conceived as a factor affecting visitors’ loyalty and satisfaction. Therefore site managers need to manage and promote visitors’ authentic value. At historic sites in terms of tourism crowding management, the focus is the study of higher socioeconomic/better educated individuals’ authentic value. For this purpose, there must be exhibited objects presented in a way that inspires and pleases the higher socioeconomic/better educated individuals. Nevertheless, higher socioeconomic/better educated individuals are not the only tourist market at historic sites. Visitors characterized by different attributes have their personal goals and values, thus managers must stand on the visitor standpoint and consequently offer various interesting elements which satisfy their needs and expectations, subsequently visitors will have the authentic value. Consequently, the negative feeling involving crowding may be ignored by visitors.

As demonstrated earlier, education is the mechanism to convey message which can influence visitors’ knowledge, attitudes and behavior in order to limit the crowding affect. The education mechanism can include information brochure, advertising, notice, seminars, communication of messages from tourism industry, etc. If the education conducted by historic sites, visitors will have the knowledge of the crowded situation, inducing their expectation of huge numbers of groups. If there is no education conducted, visitors will not have the knowledge of crowded situation, instead, they may have the expectation of silence. Suddenly to meet huge number of others that the situation is different from the expectation, visitors will have perception of crowding, and even worse, their crowding perception may be intensified.

3.3 A Framework of Tourism Crowding Management at Historic Sites

Based on the analysis of crowding and its management methodology, the practice of tourism crowding management at historic sites can include four steps in sequence: 1) identification of determinants of crowding by theoretical modeling; 2) investigation of crowding perception by the selected approaches; 3) demonstration of crowding occurrence; and 4) management of crowding by the appropriate strategies. The four steps integrated as a framework are useful for tourism crowding at historic sites. Figure 1 further illustrates the components involved in the framework.
Figure 1 A framework of tourism crowding management at historic sites

In this figure, in the first step, determinants of crowding need to be recognized. The determinants of crowding include physical environment, social environment, personal characteristics and personality traits. These four groups of determinants have been linked to crowding based on the theoretical modeling, such as the normative theory, expectancy theory, stimulus-overload theory, social interference theory, past experience theory, personal characteristics influence theory, and environment influence theory. These theories have been used to demonstrate the relationship between crowding and determinants. In developing the
tourism crowding management at a historic site, site managers need to select what determinants they want to use to study crowding issues at the very beginning. In next step two, approaches including a numerical approach and a visual approach can be used to identify whether crowding has occurred at the historic site. Then in step three, crowding-related issues should be identified. If any of the issues, involving sensitive areas, seasonality, sensitive time points, conflicts, or visitors feeling crowded, are demonstrated at the historic site, it means that crowding has occurred. These crowding-related issues are caused by the determinants. Different determinants may lead to different crowding-related issues. Finally in step four, appropriate management strategies need to be selected by site managers to control or resolve the crowding-related issues. The main useful strategies which have been demonstrated include the improvement of conditions, zoning, the promotion of authenticity, the economic strategies and the organizational strategies. In reality, different strategies can be adopted with the consideration of management objectives. For example, if site managers incline to limit the volume tourist markets, the economic strategies will take important effect; if site managers tend to enhance the volume tourist markets, the promotion of authenticity will be a better choice to reduce the negative impact of crowding.

4. CONCLUSION AND IMPLICATION

Tourism crowding management framework contributes to the development of sustainability at historic sites for when crowding-related issues are avoided, visitors’ satisfaction can be promoted and sites’ environment can be protected. Therefore, tourism crowding management can be regarded as a critical part of a planning process at historic sites. Figure 2 outline the main steps of a planning process, which could be linked to the tourism crowding management framework.
When tourism managers develop management plan for a historic site, tourism crowding management framework must be involved. This framework consists of objectives, determinants and strategies in regard to historic site development on the basis of the site’s distinctive characteristics and features as well as tourist activities. Analysis of the site’s environment and tourist flows and activities can indicate the bottlenecks and constraints in the process of tourism development. At historic sites, the possible bottlenecks and constraints involve the spatial distribution, season of visit, itinerary, tour guides, personal characteristics and personality traits. These bottlenecks and constraints may lead to crowding problems. Therefore, crowding control...
must be set as a particular objective in the whole planning process. The next step is to use the alternative approaches to assess whether crowding occurs. When the possible bottlenecks and constraints are demonstrated as triggers of negative impacts, crowding occurs. Then appropriate management strategies are used to control the crowding.

The process of implementing tourism crowding management needs contribution and cooperation of departments within a historic site and organizations outside of a historic site. All the stakeholders allocated on the supply-chain providing tourism product and service for visitors play a role in influencing visitors’ expectation, image, perception and experience, and in turn, influencing visitors’ crowding perception. Thus an effective implementation of tourism crowding management requires the recommendations and participation of responsible and professional people and organizations.

Particularly, monitoring and evaluation is an essential component of tourism crowding management, providing feedback. The monitoring and evaluation could help a historic site to discover problems during the implementation process. Modification may be needed to ensure the objectives to be achieved. Historic sites can conduct tourism crowding management in both short-term and long-term planning for tourism development. Nevertheless, as visitors’ crowding perception is not static because of the varying determinants, monitoring would be crucial in the process.

Lastly, the tourism crowding management framework developed in this paper may indeed be significant on an international scale, as it certainly includes crowding-related theories, approaches and management methodologies. However, as historic sites have different physical and social environment, flows, activities, and tourist markets, the determinants of crowding would be varied. Further research may discover and demonstrate different determinants in research field of crowding. Moreover, management strategies can be further developed to resolve the future crowding-related issues.

REFERENCE


ABSTRACT

Rural economy has to face various economic challenges. Globalization has shrunk the world into a dependency relation and the rural sector is trying to keep pace with the challenges of economic growth. This paper focuses on the economic opportunities available through multi tourism in the Konkan region of Maharashtra, which will help the region to increase its employment and income generation. To achieve higher and sustainable economic growth with emphasis on balanced regional development through greater public and private investment in tourism sector. Multi tourism will also contribute towards rural development by improving the standard of living of the local people, promote greater education, build up social and cultural values. The state of Maharashtra stretches over 307,690 sq.km. with an estimated population of 109.7 million in March 2009. The state has 35 districts with Mumbai as the capital city. In Maharashtra, Konkan region is a coastal strip of land bounded by Sahyadri hills on the east and Arabian sea on the west. Konkan district has four districts and is gifted with a necklace of 53 beaches, mountains, backwaters, hill stations, 25 historical forts, 20 temples, lush green and clean districts and small towns and sea food cuisine Branding multi tourism will attract inflow of tourists throughout the year, the government must provide rural infrastructure, and encourage the private sector to promote rural tourism. The paper categorises rural area into a range of tourist products in Konkan region which can be effectively marketed. The study analyses how different types tourist products influence the developmental possibilities in Konkan and thus put Konkan on the global tourist map.

Keywords: Economic growth, employment generation, income generation, investment, rural development.

Introduction

Rural tourism is multi faceted. It is an economic activity which is very popular in economically developed nations known as countryside tourism. In India tourism as an economic activity, gained its popularity and promotion in the decade of 1990s. Today India is an economy which offers tourism under a wide range of categories like heritage tourism, cultural tourism, adventure tourism, medical tourism, spiritual tourism, beach tourism and rural tourism. Rural tourism is a new concept in India, increasing number of people are searching and preferring non urban tourist spots. Rural tourism includes agro, farm, adventure, and eco tourism. In order to encourage farmers to establish small and viable business such as agri tourism in rural India, Agri tourism Development Corporation (ATDC) has formed guidance assistance committee to render advice and technical know how.
Agri and Rural Tourism opportunity in India: Farm/agri tourism if developed along unique indigenous lines could have a multiplier effect and high revenue capital ratio. Every 10 lakhs additional tourist, will translate into Rs 1000 crore in revenue. Every additional Rs 10 lakhs invested can create 47.5 direct jobs and each direct job can create 11 indirect jobs, as claimed by ATDC.

Market: 310 million Domestic Tourists.

Successful Pilot Agri and Rural Tourism Project in Maharashtra: Agricultural Development Trust, Village Malegoan khurd, taluka Baramati district Pune (started in OCT 2005) up till now, more than 4300 tourist from urban cities have experienced the farm holidays and enjoyed in this agri tourism center.

ATDC’s Mission: “Is to promote agriculture tourism to achieve income, employment and economic stability in rural communities in India help boosting a range of activities, services and amenities, provided by farmers and rural people to attract urban tourists to their area thus providing opportunity to urban people to get back to the rural roots”. Rural tourism has positive economic impact on the rural economy which outweighs the negative effects. Adequate support from the government in the form of open sky policies, infrastructure improvement, increase in tourism by middle class, rural and multi tourism thus appears a viable option to develop Konkan region. For success of rural and multi tourism in Konkan region regular capacity building programmes involving local people as stakeholders, teaching them simple marketing of tourism by retaining the authenticity of the rural life will add to the income generation of the people. The people of konkan have preserved their culture, tradition, heritage and the environment. Konkan is famous for its alphonso mangoes. The Konkan region in a mere vicinity of 60 to 70 km. has the best natural and scenic beauty to offer to the tourists. Tourist arrivals to Konkan are majorly restricted from Mumbai, Pune and western coast of Maharashtra, there is an immediate need to promote it globally. The market for rural tourism in India is worth Rs. 4,300 crores per annum. As per the World Travel and Tourism Competitiveness report (WTTC), 2007, the travel and tourism industry has contributed 5.5% to India’s Gross Domestic Product (GDP), 2.3% to India’s employment. India is ranked as the 11th best tourist attractive economy. There is considerable government presence in the travel and tourism industry. Each state has a tourism corporation, which typically runs a chain of hotels and operates package tours, while the central government runs the Indian Tourism Development Corporation. In Maharashtra there is Maharashtra Tourism Development Corporation (MTDC). According to Maharashtra State Development Report 2007-08, the foreign tourist arrivals in Maharashtra has steadily increased from 0.88 million in 1995 to 1.07 million in 2000, indicating a compounded growth of 4.1% in the five year period.

<table>
<thead>
<tr>
<th>Year</th>
<th>Domestic tourists</th>
<th>Foreign tourists</th>
<th>Total number of tourists</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>192.27</td>
<td>19.33</td>
<td>211.6</td>
</tr>
<tr>
<td>2008</td>
<td>205.33</td>
<td>20.57</td>
<td>225.9</td>
</tr>
<tr>
<td>2009</td>
<td>237.39</td>
<td>19.99</td>
<td>257.38</td>
</tr>
</tbody>
</table>

The handbook of India Tourism Statistics 2009, published by Ministry of Tourism, Government of India (GOI), has published the data of foreign tourist visits in 2009, for the top five states/union territories.

Table: 2
Foreign tourist visits and percentage share of top five states/UT in India in 2009.

<table>
<thead>
<tr>
<th>State/UT</th>
<th>Foreign tourists (numbers in million)</th>
<th>Percentage share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tamil Nadu</td>
<td>2.37</td>
<td>17.3</td>
</tr>
<tr>
<td>Maharashtra</td>
<td>2.00</td>
<td>14.6</td>
</tr>
<tr>
<td>Delhi</td>
<td>1.96</td>
<td>14.3</td>
</tr>
<tr>
<td>Uttar Pradesh</td>
<td>1.53</td>
<td>11.2</td>
</tr>
<tr>
<td>West Bengal</td>
<td>1.18</td>
<td>8.6</td>
</tr>
</tbody>
</table>

Definition

Tourism that promotes the rural lifestyle, art, culture, and local heritage locations, benefiting the local community economically and socially enabling them interaction between the tourists and locals for enriching tourism experience is defined as rural tourism.
According to European Union sources rural tourism is “wish to give visitors personalized contact, a taste of physical and human environment of the countryside and as far as possible, allow them to participate in activities, traditions and lifestyles of local people”.

**Forms of Rural tourism in Konkan belt:**

**Agro tourism:** It is farm tourism and organizations working on agricultural land or creating an agricultural plant for the leisure and entertainment of visitors, thus generating income to farmers directly. As per the American Farm Bureau Federation (2004), “Agro tourism refers to an enterprise at a working farm, ranch or agricultural plant conducted for the enjoyment of visitors that generates income for the owner. Agriculture tourism refers to the act of visiting a working farm or any horticultural or agricultural operation for the purpose of enjoyment, education or active involvement in the activities of the farm or operation that adds to the economic viability of the site”. This type of tourism is practiced in Dodamarg region, in Dingne in Osargoan and other villages of Sindhudurg District.

**Sports and Water tourism:** it refers to the use of available natural environment for generation of income and employment to locals by marketing rafting, snorkeling, houseboat tourism, underwater coral viewing, dolphin shows. This kind of product enjoyment can be experienced at Tarkarli in Malvan district.

**Cultural tourism:** This kind of tourism highlights the distinct social culture, and diverse customs of the local community. Rural festivals and fairs are promoted to attract the inflow of tourists. The Angnewadi jatra, Chivala beach festival at Malwan are famous examples of such tourism.

**Ecotourism:** Ecotourism is for nature lovers, a travel to places of flora, fauna and horticulture. It also includes visit and stay in mountains and forests in tents or camping in groups. This leisure can be enjoyed at Amboli hillstation and Dodamarg. Tourists can enjoy the hilly mountain ranges, water fall at Amboli and flora, fauna and birds at Dodamarg.

**Beach tourism:** The Konkan belt is gifted with a long coastline thereby enabling the promotion of beach tourism in Ganpatipule, Vengurla, Malvan, Tarkarli, Chivla, Dapoli, Kashid, Diveagar. The beaches are clear and clean with nature’s best scenic beauty. Boat rides and coconut plantations are added attractions. The other famous beaches stretch from the coastline of Mumbai down till the end of Sindhudurg district.

**Fort and Heritage tourism:** This tourism enables the tourists to study the historical set up and the importance of retaining heritage for sustainable tourism in future. The forts of Sindhudurg, Vijaydurg, Jaigad, Malvan quilla speak volumes of battles fought in 17th century. The forts of Murud Janjira, Elephanta caves, Ratnagiri fort, Raigad, Torna, Sinhaghad. The other forts in Maharashtra that are on the same route are Pratapgad, Purandhar forts.

**Pilgrim tourism:** Pilgrim tourism sites include visit to temples based on various festivals. Konkan region has many temples which are visited by tourists, the more famous being Ganapatipule, Kunkeshwar, Bharadidevi, Rediganapat, Vetoba prasanna temples. The above mentioned areas of tourism need to be focused on to develop the region.
Review of Literature:

Hory Sankar Mukerjee, in his research paper on ‘Branding Rural Tourism for Sustainable Economic Development’ 2008 explains rural tourism to be marketed throughout the year, for which he defines a brand strategy based on a unique brand ambassador to promote tourism, themed product development, and appropriate advertising. He also has stressed on building a strong brand image.

Piali Halder, in his paper ‘Rural Tourism-Challenges and Opportunities’ 2008, has probed the impact of such tourism in shaping up a society with positive economic benefits. The role of the government and private sector is highlighted. His focus is to develop rural tourism for a win-win situation for rural communities.

P S Sarath Chandra, in his article ‘Eco/Agro-tourism: An Alternative to Rural Prosperity in India’ 2008, has expressed that India is perhaps the only country that has multi tourism product to offer, hence issues like infrastructure, quick clearance of projects must be dealt with urgency.

Objectives:

• To analyze the scope of income and employment generation.
• The scope for desired areas for investments and there by growth.
• Konkan development challenges.

Scope and methodology:

The scope of the study is limited to examine the benefits and applicability of rural and multi tourism development in the Konkan belt of Maharashtra. The present study is based on primary and secondary data. The data is furnished from interviews, reports, related research papers, Government of Maharashtra Tourism report-2006. Some data is also furnished from websites, and newspapers.

Income and Employment

As the travel and tourism industry is a highly manpower intensive sector, there exists a direct correlation between the growth of tourists activities and employment numbers. Mumbai is the hub for tourist arrivals. Mumbai registered an all time surge in arrival of foreign tourists with a 21.19% growth from 1995 to 2004

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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourist arrivals</td>
<td>6.15</td>
<td>6.66</td>
<td>6.95</td>
<td>6.89</td>
<td>7.07</td>
<td>7.57</td>
<td>7.69</td>
<td>7.49</td>
<td>8.13</td>
<td>9.86</td>
</tr>
<tr>
<td>Percentage Change</td>
<td>5.62</td>
<td>8.27</td>
<td>4.39</td>
<td>-0.81</td>
<td>2.55</td>
<td>1.52</td>
<td>1.52</td>
<td>-2.63</td>
<td>8.63</td>
<td>21.19</td>
</tr>
</tbody>
</table>

Source: Ministry of Tourism, GOI

Table no. 3. reflects the number of tourist arrivals in the city of Mumbai. It is interesting to note that Mumbai is a connectivity point for tourists to tour other destinations in India and annually about just one lakh of them tour the Konkan region. The world famous Ajanta and Ellora heritage monuments has attracted a large inflow of tourists in the last decade. The inflow of
tourists according to the estimates of the Tourism Working Group of Maharashtra Tourism Development Corporation (MTDC) has generated direct employability for 8000 people in and around Aurangabad in airlines sector, as travel agents, tour taxi drivers, hotel employees, and as handicraft vendors. The incredible India campaign has given a new dimension to the marketing of tourism of India. Ajanta and Ellora caves has seen a steady stream of increase in domestic and foreign visitors, over the past decade. Aurangabad is one of the fastest growing tier-I I city due to tourism development. In addition to income and employment the city has seen the growth of relevant educational institutes, courses vocational, developmental etc to provide world class facilities to the customers. This is the kind of developmental initiation Konkan region needs. The focus of this paper is by promoting rural culture generating employment and income is possible. Tourism in Konkan is viewed as a major revenue generator, which will boost the allied and dependant areas like hotels, tourist guides, and handicraft stores. An entire package of rural, agro, beach and other sightseeing tours can be successfully marketed to the tourists. The idea of rural/agro-tourism is a big hit in Konkan. People have more disposable income and when it comes to travelling, the fast-paced lifestyle limits them to undertake long journey. People rely and enjoy natural surroundings, there are many who like to spend a holiday on farms, away from the hurly-burly of the city. Many tourists also think that farms should become authentic rural resorts closer to nature. To attract tourists in low investment products by involving local people is possible with the help of rural/agro-tourism. Every village in Konkan is a good tourist center. There is good attraction among tourists regarding Malvani sea food, fresh fruits, and culture. Cleanliness, safety and affectionate minds are the main characteristics of the people in Konkan. Farmers can spend their leisure time in farming activities such as tree plantation, scented plants, bamboo plantation, preservation of mango, cashew, coconut, areca trees, clove, cinnamon, nutmeg, black pepper etc. Through celebration of rural tourism and arrangement of week end tours and agro- tours, farmers can improve their income and promote hospitality. By way of agricultural tourism farmers would be encouraged to host those tourists keen spend some leisure time with their families in rural surroundings. The idea of agro-tourism is sound and unusual but farmers can certainly be involved in this tourism activity. Many farmers have been hosting people at their farms for few days, initially it started as a social activity, but it has now become a regular feature. For example Girish Kathikar,- a farmer, in Navargaon village, in Ramtek taluka, provides a good example in agro-tourism by using his farm of 45 acers. The accommodation and stay per day is at a cost of Rs. 300. Major tourist traffic is from Mumbai and Pune. His marketing strategy is through the tourists who have enjoyed hospitality at his hands. He has grown Soya bean, chilly and marigold on his farm. People come to visit his farm, spend some leisure time and try to get firsthand knowledge of agricultural activity. In addition to this, the farmer can provide them a taste of ethnic cuisine and in a way promote agro- tourism. Tourists can also enjoy natural surroundings i.e. trilling of birds, greenery and water streams with fresh coconut water, village deities and livelihood, rural life, tour by bullock-cart, Malvani cuisine, night journey and horticulture. Tourists can take deep interest in swimming in ponds, folk dances of Koli and Dhangar community etc. Tourists can purchase fresh agro-products at reasonable prices. To succeed in agro-tourism, farmers must be aware of different languages, first aid facilities, and habits of good conduct, knowledge of nature which will turn into oral publicity for making agro-tourism successful and beneficial. Agro-tourism has increased the scope of employment opportunities and income for the farmers in Konkan area.
In smaller known place called Dingne, Mr. Bandekar an active local socialist hosts agro tourism, since December 2010 till to date around 1500 tourists visited and enjoyed the flavour of rural tourism. The inflow of tourists has generated incomes to women who cater to food needs of the visitors, the other benefit being women do not have to travel distances in search of employment. Mr. Bandekar in his efforts to popularize Konkan tourism publishes a local magazine called *Enjoy Sindhudurg*.

Under the Swarnajayanti Gram Swarozgar Yojana (SGSY) in the Sindhudurg district 100 youth falling under the below poverty line (BPL) families were selected for providing them training as tourists guide. A batch of 40 such students by the end of February 2011 have undergone and completed the training in three months. They hold the status of a certified tourist guide, and to help these guides to get gainful employment website address of tour operators in Mumbai and in other areas will be given. The tour operators were also requested by the district collector of Sindhudurg district to give the new guides employment opportunities. The need of the hour requires such efforts to fill the gap in the interiors of the state where lack of personal development opportunities is weak.

A primary survey conducted by Mr. Prabhakar Save of, Save nurseries reflects tremendous scope for rural/agro tourism. The table given below reflects the three year average (2006-07, 2007-08 and 2008-09) of tourists visiting selected villages in the Konkan region. The agro tourism industry in this region has contributed to rise in the incomes of the local people. An average visitor spends approximately Rs. 250 on food and Rs. 300 on accommodation. Publicity and marketing is via tourists

**Actual number of tourists visiting villages in Konkan region for rural/agro tourism.** (average for three years)

Source: Village Tourism and Facilities, Prabhakar Save Director, Save Nurseries.
Investment:

Investment in regional infrastructure is the key to the development of tourism industry. Village destinations are in far flung areas and reaching them is the greatest challenge. The Konkan region though has rail and road connectivity, it was only after the operation of Konkan railway that popularity of Konkan tourism took off. Every small and large tour operators have special Konkan tours organized by them, and the number of tourists touring even remote villages has increased. In this regard the government has to play an important role in providing facilities namely roads, electricity, and telecommunication to rural areas.

The action plan for Maharashtra Tourism 2001-2021, has proposed to provide road connectivity to every village consisting of a minimum population of 1500 people. The plan is to also develop a 660km. coastal highway from Bordi in Gujarat to the Konkan coast. In this ambitious project 100km. of development is open for private sector to participate. A major difficult task in this project is around 20 spots will need a bypass arrangement. For the development of Sindhudurg Tourism, the 12th finance commission has sanctioned Rs.72 crores. According to information provided by local political leader in Sidhudurg district the funds sanctioned will utilized to develop various projects in the following manner:

Table:3

<table>
<thead>
<tr>
<th>Name of the Project.</th>
<th>Amount Sanctioned by the tourism ministry.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Malvan Scuba diving centre</td>
<td>Rs. 6 crore.</td>
</tr>
<tr>
<td>Kunkeshwar Coastal development</td>
<td>Rs. 5 crore</td>
</tr>
<tr>
<td>Public toilets</td>
<td>Rs. 10 crores.</td>
</tr>
<tr>
<td>Vengurla &amp; Sawantwadi tourism development</td>
<td>Rs. 6 crore</td>
</tr>
<tr>
<td>Angnewadi roadways development</td>
<td>Rs. 2 crore</td>
</tr>
<tr>
<td>Mithbav tourist resort construction</td>
<td>Rs 15 crore</td>
</tr>
<tr>
<td>Mithbav roadways development.</td>
<td>Rs. 50 lakhs.</td>
</tr>
<tr>
<td>Vengurla beach coastal route development</td>
<td>Rs. 10 lakhs.</td>
</tr>
<tr>
<td>Kunkeshwar coastal route development</td>
<td>Rs. 50 lakhs</td>
</tr>
<tr>
<td>Sindhudurg fort restoration &amp; electricity provision, and Vijaydurg fort restoration.</td>
<td>Rs 7 crore &amp; Rs 50 lakhs.</td>
</tr>
<tr>
<td>Amboli Tourist Information Centre &amp; small hotels</td>
<td>Rs.50 lakhs</td>
</tr>
<tr>
<td>Amboli waterfall &amp; hillstation beautification</td>
<td>Rs.1 crore &amp; 90 lakhs.</td>
</tr>
<tr>
<td>Tarkarli-Devle-Navatharwadi alternative road service development</td>
<td>Rs.73 lakhs</td>
</tr>
<tr>
<td>Tarkarli spiritual &amp; spa development project</td>
<td>Rs. 2 crore</td>
</tr>
</tbody>
</table>
Toilets near Malvan dock | Rs. 15 lakhs
---|---
Sindhudurg fort & floating jettys | Rs.30 lakhs.

Source: Enjoy Sindhudurg magazine, February 2011.

Investments in these projects by the government will not only give a boost to private sector participation but also generate income and employment opportunities as well as promote economic growth and development.

**Foreign Direct Investment (FDI):** Government of India has allowed for 100% FDI in hotels and tourism sector. However there exists a wide gap between the demand and supply of hotel rooms and other tourism infrastructure to match global standards. The current gap is only likely to widen further as the economy liberalises. Multitude taxes that exists need to brought down.

For the promotion of water tourism or ‘sagari paryatan’, the city of Mumbai has about 143 privately owned yachts, but the city does not have a docking facility. The state government has allotted the task to Maharashtra State Road Development Corporation (MSRDC) for preparing and building a ‘marina’ for parking, refueling, washing and repair facilities for the boats. India’s first ‘marina’ has been operational in Cochin, in the state of Kerala since April 2010. The idea of developing such ‘marina’ in Konkan will encourage cruise/water tourism. The Maharashtra Tourism Development Corporation (MTDC) has commissioned houseboat tourism in Tarkarli. The cost of traveling in the air-conditioned boats for a ten hour journey is Rs. 6500. The distance covered is 25 km. The bookings are available online. Similarly the MTDC has also developed snorkeling project in Tarkarli. It offers magnificent view of underwater life, along with scuba diving. 25 local people have been trained under this project to cater the tourists. It is perhaps the only such kind of facility available in India outside Andaman and Nicobar isles.

**Challenges:**

The biggest challenge facing Konkan region is to create capacity building, generate sustainable level of visitor numbers and revenue, without loosing traditional community assets.

- Rural/agro tourism is an inexpensive gateway. The cost of food, accommodation, recreation in villages is less costly than in popular and urban tourist sports. The need is to preserve this cost-effectiveness.
- Urban lifestyle has made life stressful; the health conscious urban population is in search of pro nature spots and areas as solutions. The Konkan region has this potential to reach out to the needs of tourists.
- Urban lifestyle has made life stressful; the health conscious urban population is in search of pro nature spots and areas as solutions. The Konkan region has this potential to reach out to the needs of tourists.
- Market that facilities and products with a global touch. A three star beach resort at Diveaghar in the Raigad district markets a single hotel room for Rs.2500 for 24 hours. The other hotel/resort owners rent out the hotel rooms at Rs.700 to Rs. 800 for 24 hours. Inspite of this disparity tourists prefer to occupy the three star rated resort. The reason given by the visitors was cleanliness, a ready attendant always available, modern
amenities in the hotel rooms, a tea/coffee maker in every room and every tourist member is welcomed by a basket of fresh local fruits.

- Need to tap international tourists. Director, of Sachin Tours and Travels is of the opinion that Konkan is as beautiful a place as Kerala, Sri Lanka, Mauritius. Their tour agency is now operating special Konkan tours for foreign tourists. In 2010 they successfully routed about 250 foreign tourists to Konkan belt. Domestic tourists yet prefer other domestic destinations than visit Konkan. The required efforts is to fulfill maximum needs of the tourists, the tourists visiting Konkan will rise.
- The role of government and private sector is to create a strategic alliance with Maharashtra Tourism Development Corporation (MTDC), tour operators, and even foreign embassies, with hotel industry, local publicity organize fairs and exhibitions.
- Information technology plays a very important role, developing a web portal which covers all information a tourist desires about Konkan must be made available. To promote tourism very soon a website on Sindhudurg tourism is to be launched www.sidhudurg.Paryatan.com sindhudurg.adventure@gmail.com other such websites include kokanclub@rediffmail.com www.globalkokan.com kokan_bhumi@rediffmail.com are already promoting Konkan tourism.
- Accommodation that is safe and hygienic is a must requirement for rural/agro tourism. Urban and foreign tourists are in search of minimum basic facilities like availability of drinking water, toilets and clean accommodations. The towns and small rural areas boast of cleanliness but accommodations during peak seasons, during Konkan festival seasons is difficult to obtain. The scope for hotel industry is vast, but care should be taken so as not to damage the nature and environment of Konkan region. Development of such projects need to employ local labour so that employment opportunities and revenue generation will reach the local households.
- The entry of a tourist must not be seen with the view point of earning money. Astronomical price rates for food, handicrafts, local travel, undesired exploitation discourage the tourist visiting the tourist spots.
- Modern types of buses and vehicles should be introduced. Procedural delays in clearing projects must be avoided. Completion of Chippi Airport project will see a larger influx of domestic and foreign tourists.
- There is popular demand for tax holiday in the need to develop Konkan region. The question that arises, is who will benefit in final round by tax holiday, if the answer is the local people then it is a satisfactory move. But if the urban entrepreneurs take away the benefit it would give rise to problems. Similarly strict laws require to be introduced against environmental damage.
- To develop human resource there is an urgent need to establish and impart knowledge of hotel management and hospitality, catering colleges, and other vocational training institutes related to tourism development.
- Positive impact of tourism growth will contribute revenue to the exchequer, increase environmental awareness among local people, improve environmental management and planning. Negative impact would arise out of uncontrolled tourism, depletion of resources, pressure on land for setting up hotels, and pollution.
- Market the various fruits, cashew nuts, and other agro-based products.
- The upcoming Jaitapur nuclear power plant needs to be established only after following all the safety norms.
Conclusions and recommendations:

Konkan region as a tourist destination cannot afford to loose out to other competitive destinations. There is a need to rationalize taxes, provide for single window clearances at local, state and central government levels to reduce procedural delays in starting the projects. The early construction of airport, uninterrupted electricity supply, and effective marketing offers a key to tourism and regional economic growth. Finally Konkan tourism is to enable people to enjoy and learn about the natural, historical, cultural characteristics while preserving the integrity of environmental sites and stimulate economic development opportunities so that the region occupies a niche in global tourism market.

References:

13. Article in Hindustan Times, 4 april 2011.
Abstract:

Ecotourism has been identified as an important means of gaining economic benefits through the preservation of natural resources. The scope of developing ecotourism in specific areas depends on political stability, commitment of host governments and communities to ecotourism, tour operators, the range of accommodation, infrastructure, and other facilities, in addition to the demand for ecotourism. The Indian government has recognised the importance of ecotourism and has mentioned ecotourism in its tourism policy but unfortunately forgotten it in budgetary allocation. The government is a little unclear about what ecotourism is and only mentions amusement parks and spas as ecotourism. There is no mention of community participation which is the core of ecotourism. But fortunately a few individual States in India, such as Karnataka, Kerala, Madhya Pradesh, Sikkim, and Himachal Pradesh have come out guidelines for ecotourism of their regions. Karnataka has an enviable position of being endowed with a variety of unspoiled natural environments. Spectacular waterfalls, wild life sanctuaries, tropical evergreen forests, beaches, steep rocky ledges and deep valleys are abounding in Karnataka. It has 4500 species of flowering plants, 600 species of birds, 160 species of mammals, 160 species of reptiles, 25% of elephant population, 10% of tiger population and 14 heavy rainfall stations. The State of Karnataka also has a rich built environment (cultural heritage-palaces, forts, temples and mosques) but in the recent past the coastal environment and national parks are threatened by the activities of hotel lobbies violating existing legislation. Apart from causing damage to the fragile environment it has resulted in loss of pasture lands, loss of medicinal plants, loss of habitat and loss of flora and fauna. Developing and implementing a proper ecotourism policy today is the most important test of Karnataka's tourism. The present paper will be an attempt to highlight the importance of sustainable tourism development that will ensure that ecotourism circuits will pump back money into the local economies. Comments: I am an Associate Professor in History, Bangalore University. I have authored two books on tourism. I would
like very much to share my work on Karnataka Tourism at this Forum in Singapore. I look forward to hearing positively from you.

**Issues and concerns of Ecotourism in Karnataka, India**

Many developing countries have in the past been ruined due to reckless destruction of forests and abuse of land for agricultural use. In India, however, man, induced by his fundamental culture, (folk culture) and through two of his most popular manifestations namely non-violence and vegetarian habits, remained more as an admirer of “mother Nature” and by his consciousness and responsibility worshipped trees and dedicated patches of forest to some deity and protected and preserved them as sacred groves and had thus fulfilled his obligations consciously or unconsciously for posterity. Such forest patches though somewhat degraded today still support rich biodiversity. But during the British rule, through the contract and logging system had cut down most of the large and mature trees for timber by handing over the management to the forest department. After independence also there was a colossal destruction of forest lands and together with it the habitats of endemic species of animals and birds were disturbed. It is the erosion of traditional knowledge and of value systems that has further resulted in producing an unsustainable condition in maintaining the agro-eco systems and natural forest eco-systems of protected areas.

It was realised rather late that the local village and tribal people could plant trees and protect them better than any policy or legislation that could save the denudation of forest trees. They hold a symbiotic relationship with nature and wildlife and cannot by separated as they always co-existed. (Hosetti, 2007)

Ecotourism holds a key to achieving this objective. It means making as little environmental impact as possible and helping to sustain the indigenous population thereby encouraging the conservation of wildlife and habitats when visiting a place. This is a responsible form of tourism and tourism development, which encourages going back to natural products in every aspect of life.

So what is Ecotourism?
Ecotourism has come to be defined as “responsible travel to natural areas which conserves the environment and improves the welfare of the local people”. A walk through the rainforest in not ecotourism unless that particular walk somehow benefits that environment and the people who live there. A rafting trip is ecotourism only if it raises awareness and funds to help protect the watershed.

It is also the key to sustainable ecological development. Ecotourism is conceptualised as a programme that is nature based, ecologically sustainable, where education and interpretation is a major component and where local people are benefited. Since the time the term was introduced, it has become a buzzword in the lexicon of practitioners, academics, industry and the consumer. However it has come to be graded and interpreted depending on the purpose and the user.

Today Eco-tourism as advertised in India is technically only “Nature Tourism”. It was born out of a need to practice nature tourism sustainably. Nature tourism and Adventure tourism is often referred to and is confused to be Ecotourism. No doubt the primary focus of nature tourism is on experiencing natural areas and its varied activities include hunting, fishing, photography, bird watching and trekking.

For the travel and tourism industry, ecotourism is the fastest growing ‘market segment’, generally equated with nature tourism. Interpreted merely as a product, however, it may be ecologically based but not ecologically sound, responsible or sustainable. To incorporate these vital characteristics ecotourism must adhere to three essential principles:—a) it must have a two-way link between itself and environmentally conservation; b) it must pay regard to local needs and improve local welfare; and c) it has to consider not only the interests of tourism enterprises and organisations, but also visitor satisfaction, the needs of tourists.

(M.L.Narasaiah, 2003)

Ecotourism is part of the general growth in tourism and reflects increased environmental awareness and the desire for more authentic natural and cultural experiences. Even though ecotourism market appears to be financially attractive, ecotourism products are characterised by high risk owing to marked seasonality, large staff to client ratios and need for specialised marketing.

Areas and sites opened for ecotourism may eventually lead to mass tourism and a range of negative impacts. With the spate of tourist activities at natural sites and wildlife sanctuaries,
there develops some long term concerns. The concern is that unplanned and unregulated tourism growth in natural areas can lead to pronounced negative environmental and cultural impacts. It is argued that visitation to environmentally fragile areas, often during sensitive periods can effect key processes such as breeding and regeneration. Since independence the Government of India has passed legislation such as The Wildlife Protection Act, 1972; The Forest Conservation Act, 1980; and The Environment Protection Act, 1986. (Mukesh Ranga et al, 2004). But its implementation has not been properly monitored and therefore not been effective.

In the absence of adequate participation in planning and management, local communities often bear the costs of tourism development and protected area management, gaining little or nothing in the way of income generation opportunities and suffering from restricted access to resources. Conversely it is argued that ecotourism can generate revenues for national governments that can be reinvested in conservation. The challenge is in developing strategies that help create enabling policy frameworks, support and link the various scales and types of operation that are necessary for successful ecotourism.

India is a country with a rich and renowned cultural heritage. Yet, the potential of ecotourism to help conserve these resources and assist in economic development remains largely untapped both in terms of the domestic and international tourism market.

The scope of developing ecotourism in specific areas depends on political stability, commitment of host governments and communities to ecotourism, tour operators, and the range of accommodation, infrastructure, and other facilities, in addition to the demand for ecotourism. The Indian government has recognised the importance of ecotourism and has mentioned ecotourism in its tourism policy but unfortunately forgotten it in budgetary allocation. The government is a little unclear about what ecotourism is and only mentions amusement parks and spas as ecotourism. There is no mention of community participation which is the core of ecotourism. But fortunately a few individual States in India, such as Karnataka, Kerala, Madhya Pradesh, Sikkim, and Himachal Pradesh have come out guidelines for ecotourism of their regions.

There are activities at various levels that assure the future of ecotourism in India, but there is clearly some way to go before ecotourism is fully integrated into public and private sector strategies and activities. Both the ministries of tourism and the ministry of environment and forests have responded to the developments in the field of ecotourism with policy initiatives.
The former has issued policy and guidelines on ecotourism in July 1998. These guidelines were evolved after analyzing various documents and papers available on the subject including the guidelines for the development of National parks and protected areas for Tourism of the WTO; PATA Code for environmentally Responsible Tourism; guidelines of Ecotourism Society and the Himalayan Codes of Conduct drawn by the Himalayan Tourism Advisory Board. (Ratandeep Singh, 2003)

State govts have also taken initiatives to promote ecotourism.

India the land of tigers is today facing a situation of the tiger population drastically reducing. The main threat to them is forest destruction and poaching. Their habitats are slowly shrinking due to human encroachment in the form of buildings, factories, roads and mines. Protection to tigers means protection to high dense forests where they lived and survive. Rapidly growing human population, largely living in poverty and in need of using natural resources to a greater extent, has threatened the protection of national parks and sanctuaries in India. The local people who once enjoyed free access to these areas now no longer have legal access. As a result, illegal activities such as hunting and poaching have intensified and there are more cases of confrontation between park officials and local people. A humane ecological approach is what is needed to protect these parks.

The future of protected areas depends largely on the conditions and standards of living of the local people. As long as they remain poor they will not appreciate the aesthetic values of conservation. Programmes based on revenue generated by or through national parks and sanctuaries have positive impacts on the local people, which not only offer employment opportunities by also develop in them positive feelings towards national parks. The locals should benefit from nature conservation through their active participation in attaining its objectives, so as to strike and maintain a balance between the protection mandate of their park and also meeting their requirements of livelihood well above the poverty line. The wildlife managers are trying to achieve this balance through ecotourism. Drastic change has been introduced in the tourism policy of different States to include ecotourism, making way for involving local people in wildlife tourism.

Ecotourism and Conservation movements today are attempting to rekindle the love and respect for nature. We have to demonstrate that we care to preserve the wealth of forests, water and wildlife before we expect tourists coming from far off regions to protect our precious natural resources and wildlife.
Karnataka has an enviable position of being endowed with a variety of unspoiled natural environments. The state is endowed with a great diversity of climate, topography (such as high mountains, plateaus, residual hills and coastal plains) and soils. It consists of a plateau which has an elevation of 600-900 metres above mean sea level. It has some tall peaks like Mullayyanna Giri (1925m), Baba Budangiri (1894m) and Kudremukh (1895m).

Spectacular waterfalls, wild life sanctuaries, verdant tropical evergreen forests, beaches, steep rocky ledges and deep valleys are abounding in Karnataka. It has a sea coast with a rich aquatic biodiversity and mangrove swamps at the mouths of estuaries. It has four heavy rainfall stations of more than 500cm at Agumbe, Bhagamandala, Pullingoth and Makut.

It has 4500 species of flowering plants, 600 species of birds, 160 species of mammals, 160 species of reptiles, 25% of elephant population, and 10% of tiger population. The State has 5 national parks and 21 wildlife sanctuaries. The State of Karnataka also has a rich built environment (cultural heritage-palaces, forts, temples and mosques) but in the recent past the coastal environment and national parks are threatened by the activities of hotel lobbies violating existing legislation. Apart from causing damage to the fragile environment it has resulted in loss of pasture lands, loss of medicinal plants, loss of habitat and loss of flora and fauna. Developing and implementing a proper ecotourism policy today is the most important test of Karnataka's tourism.

The Western Ghats which cover about 60% of the forest area of Karnataka is one of the 25 Bio-Diversity hotspots of the world and forms an important ecosystem. Forests play an important role in the socio-economic scenario of the State. This role is all the important in Karnataka, because it has predominantly agriculture based rural economy. Forests help in maintaining a stable environment conducive to sustained development of agriculture. Karnataka has adapted the Joint Forest Planning and Management programme to involve local people in Protection, Planning and Management of forests. More than 3700 village forest committees have been established covering 2.5 lakh hectares of degraded forests. As part of the participatory approach, many entry point activities that are both individual and community oriented like biogas plants, smokeless chulas and distribution of bamboo have been initiated. In addition Forest Development Agencies have been constituted to consolidate and strengthen the on-going JFPM programme through afforestation and eco development. The forest-dependent tribal people have been provided special concessions in collection of minor forest produce from the forest areas.
The Sacred groves which are segments of the landscape, containing trees and other forms of biodiversity and geographical features that are delimited and protected by human societies because it is believed that to keep them in a relatively undisturbed state is an expression of important relationship to the divine or to nature. They represent the first major effort by the local communities in conserving biodiversity. Since these patches have remained undisturbed since long, they appear as isolated fragments of a dense forest. Tree worship was prevalent in ancient Greece and Italy. They were also found in Europe, North America, East Africa and some Arab countries.

In Karnataka these sacred groves are found all along the Western Ghats in Kodagu district and also in Uttar Kannada district. By and large they still continue to exist in Kodagu but in the case of Uttar Kannada district, “Kans” as the Sacred Groves are known, has proliferated though in stages of degradation. The people here lost the rights over the Sacred Groves as early as 1800 during British rule. In Kodagu they are called Devarakadus. These Devarakadus are a unique concept in nature conservation with people’s participation and management. They are sacred forests assigned to a particular deity and each Devarakadu has a temple committee to manage the sacred temple affairs. A model size of Devarakadu is about 5 acres and Kodagu had around 1214 such Devarakadus. But sadly these sacred groves have reduced drastically by more than 50% in the period between 1905-1985. The degeneration is not uniform, as some areas are totally neglected and in others slightly protected. (Chengappa et al, 2007)

Surveys conducted by the Department of Ecology, Environment and Forests, Government of Karnataka, in the early 1990s found that 45% of the sacred groves has been reduced to less than one acre. This was because the influential people have encroached Sacred Grove lands and converted them to coffee plantations. Since 1956 the Sacred Groves were declared “Paisari” land and de-notified for plantation and housing.

The increasing influence of Hinduism had also led to construction of large and imposing temples within the Sacred Groves and they were thus forcibly reduced to temple groves. More importance began to be given to the temple alone. And from temple groves to only a temple is just a step away.

In a bid to revive the tradition of sacred groves in Kodagu, a Devarakadu Thakka Mukhyasthra Vedike (Sacred grove Federation) was formed in 2002 and it has been the attempt of this federation to draw programmes from traditional management practices and
fuse it with State Forest and management policies. Unfortunately it has not been authenticated by the State government. (State of Environment Report)

Another fragile area that has been affected due to uncontrolled tourism is the Coastal Environment. Uncontrolled Coastal tourism has led to loss of bio-diversity, erosion of sand dunes, decline of fish catch and siltation. There has been the terrible pollution of backwaters and also the impact felt on the fisheries wealth. Sand mining and infrastructure development has led to increasing pressure on environment.

In the name of Ecotourism the coastal regions of Karnataka has been damaged. At Devbagh the construction of a hotel complex on the beach is in violation of the Coastal Regulation Zone, but not much has been done to remedy such violation due to the influential hotel lobby.

At yet another coastal stretch, in Mangalore, a few residential dwellings have also been built in violation of the Coastal Regulation Zone. What makes it worse is that the government has been collecting property tax on these residential dwellings and so it is obvious that the concerned authorities who very much aware of the violation and yet choose to turn a blind eye. (Vijayalakshmi.K.S, 2005)

In another case there has been raging a long standing conflict between the natural inhabitants of the Nagarahole National Park, the Adivasis and the forest authorities. The Karnataka government has leased out 56.41 acres of forest land to the Gateway Hotels, a division of the Taj Group of Hotels for 18 years to launch a Rupees 40 crore hotel project inside the National Park. In the legal battle, the High court in April 1997 declared that the ‘assignment of a portion of forest land was in violation of Wildlife Protection Act, 1972. The Central government directed the State government to reclaim the land leased out to Taj Group within 45 days. Some damage control measures were taken in time.

Another matter of concern is the loss of habitat especially for the bird population. Let alone the rare birds that are fast disappearing and soon may be extinct, the more common sight of the house sparrows is no longer a common sight. It may soon become extinct even though attention is being paid to the dwindling numbers of the once-ubiquitous House Sparrow. It is the ability of the bird to adapt to and make the most of its proximity to humans that has perhaps been its strength and it is failing today (Deccan Herald, 11 March 2011).
A thorough system to monitor the impact of tourism on ecology is very vital. And then it should be followed by developing excellent policies of Ecotourism and the proper implementation of these policies in an efficient way. That alone will be the test of any State’s commitment to ecotourism.

Karnataka government has been recently talking of improving tourism prospects in the State with a thrust on Green Police in all major tourism destinations.

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Guanxi and Relationship Marketing- Minshuku in Taiwan
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Abstract
In hospitality industry, relationship marketing has been deemed as not only the prerequisite but already the fundamental condition to create loyal customers. By customers’ perceived trust and commitment, the firm establishes, develops, and maintains good relationship with customers and looks forward their return. On the other hand, the concept of Guanxi, claimed as the Chinese version of relationship marketing, has been proposed by academics and practitioners in recent years as the key determinant for successful business in China. In stereotype, referring to Guanxi means someone emphasizes affect, reciprocity, and even face, but in reality, having good Guanxi represents someone with well-built personal networks and proficient communicative ability. These traits are exactly the characters of minshuku in Taiwan, similar to B&B or home stay in the West. When Taiwanese wants to have a vacation domestically, most of them will consider the minshuku but high-class hotels. The host of minshuku is usually quite familiar with local customs and practices, and can guide or bring customers in person to experience his or her favorite or recommended food stalls, restaurants, and featured shops, most of whose owners are often friends of the host, or other historical building and sightseeing places, where customers sometimes can not find out from travel brochures. Customers can totally rely on the host and feel secure and warm like living in their relatives’ home. On the premise that relationship marketing is the critical factor to manage a hotel, in this study, we want to find out the role of Guanxi in the minshuku. Whether keeping good Guanxi is complementary to relationship marketing, both of them being related to long-term orientation, or is just another access toward customer’s trust and commitment. By contrast, the hotel in Taiwan, facing such competition from the minshuku, may consider how to keep good Guanxi with its customers without blurring its position and advantages.

Introduction
Minshuku in Japanese is the equivalent of a bed and breakfast (Japan National Tourist Office, 1995). No matter due to nostalgia of old generation toward Japanese colonization, or Japanomania, making young generation become loyal to anything Japanese (Yang, 2010), Taiwanese naturally adopt this word to represent this kind of accommodation. Along with the transition of life and travel styles in recent year, plus
the development of leisure industry promoted by government, there have been already over 3000 minshukus, registered legally, in Taiwan. Under this high competition, each owner of minshuku does try his or her best to use various methods to retain old customers and solicit new ones. Obviously, relationship marketing as a kind of marketing strategy has become a necessary condition for these owners (Lu, Chou, Lee, & Ko, 2010).

Relationship marketing is to strengthen customers’ satisfaction, trust, loyalty, and word of mouth under the solid base of extant customer relationship. Managers not only try to maintain present customers, but also render past customers return and consume the product or service again and again (Pritchard & Howard, 1997). The key point of relationship marketing is to build a long-term, trustworthy, and reciprocal relationship with customers so to maintain old customers is more important and cheaper than to solicit news ones. Morgan and Hunt (1994) conclude that the benefit of relationship marketing, for firm, is to keep customers from defection permanently.

The next relevant issue is about how to measure and evaluate the relationship between service or product providers and customers. Zeithaml (1981) argues that buyers’ perceived relationship quality can be measured by the ability of service personnel to decrease buyers’ uncertainty. Morgan and Hunt (1994) develop key mediating variable (KMV) model of relationship marketing, and contend that trust and relationship commitment are two critical mediators between antecedents and outcomes of relationship quality. However, other researchers also proposed that additional construct, satisfaction, should be considered.

However, in Chinese community and society, although the concept of relationship marketing is still important, it appears insufficient or inappropriate in practice. The “Western” relationship marketing emphasizes the customer’s trust, satisfaction and the seller’s commitment, but without guanxi, the relationship in Chinese, how to make buyers being like to trust or even have a chance to make them trust will be a huge problem there. Since Chinese society belongs to a low-trust society where people tend to distrust outsiders and trust only insiders (Wang, 2007), it should be put more effort to discuss how to build the guanxi, by which outsiders can become insiders, what the components compose guanxi, and the mechanism among them.

Minsuku always project the images of “home”, and the owners of minshukus also emphasize the characteristics of “home”. For the host of minshuku, this place is not only his or her home, but also where he or she works (Yu, 2004). For the customers of minshuku, they are not only the travelers finding a place to stay, but also the visitors participating in the life of the host and host’s family. This subtle situation implies that the customer of minshuku gradually becomes an insider for the host and
host’s family, and the pure instrumental ties are also gradually mixed with expressive ties (Hwang, 1987). In the context of Chinese culture, the guauxi becomes matter.

The purpose of this study is to highlight the importance of guanxi, especially discussing the relationship marketing in the context of Taiwanese minshuku. Without guanxi, only “Western” relationship marketing will be incomplete, mislead the marketing strategy of running minshuku, and lost its dominant features. Therefore, in this study, the current situation of minshukus in other places and Taiwan will be introduced and compared first, and then relationship marketing and guanxi. In the final part of this study, a conceptual framework will be proposed and some research limitations and directions will be also suggested.

Literature Review

Minshuku

Most minshukus are located on the sightseeing area or rural area with beautiful scenery. The largest difference between minshuku and hotel is former’s friendly interaction of human and feeling of warmness like home. The host of minshukus usually uses this advantage to attract traveler to enjoy some leisure activities and provide an accommodation for them when they wants to take a rest (Teng, Chen, Yang, & Hsiao, 2003). In general, the definition of minshuku is “to utilize resource effectively and to provide a place for accommodation and for leisure activities in the rural area” (Cheng, 1992). The Taiwanese government defines minshuku in related rules as “utilizing spare private living space, and combining anthropogeography, geography, ecology, environmental resource, and activities of primary industry to provide travelers an accommodation, run by household as part-time job, in the rural area”. When travelers choose to lodge at a minshukus, they can savor local cuisine cooked by host or host’s family, enjoy the peaceful countryside scenery, understand distinct rural traditional culture and custom, and increase the knowledge about relevant agricultural production.

Alastrir, Philip, Gianna, Nandini, and Joseph (1996) argue that the special accommodation should have following properties. First, provide private service, which allows chance to communicate with the host in certain degree. Second, admit special chance or advantage to visit and understand local environment and features of local buildings. Third, offer special activities to tourists.

Relationship Marketing and Guanxi

Berry (1983) first defines relationship marketing as “attracting, maintaining and -in multi-service organizations- enhancing customer relationships” (p. 25), and then outlines five strategy elements for executing relationship marketing: developing
a core service and build a customer relationship around this core service, customizing the relationship for the individual customer, enlarge the core service with additional benefits, pricing service to urge customer loyalty, and marketing to employees who in turn will perform well for customers.

Crosby, Evans, and Cowles (1990) contend that salespeople often perform the role of “relationship manager”, involved in the marketing of complex services. The quality of the relationship between the “relationship manager” and customer determines whether these two parties can continue the interchange in the future. Crosby et al. suggest that the future business opportunities depend mostly on relationship quality, composed of trust and satisfaction, and relationship quality is affected by or depends on the similarity, service domain expertise, and relational selling behavior of salespeople. This study belongs to the earliest classic paper published over twenty years ago, and may not suitable perfectly for the context of current Chinese or Taiwanese society.

Ganesan (1994) uses structural equation modeling to verify the relationship between trust, composed with credibility and benevolence, and long-term orientation. Besides, he also finds out the possible antecedents of trust and tries to corroborate the association between each of them and trust. This study combined solid theories with empirical verification and indeed belongs to the earliest classical paper that elaborates relationship marketing step by step and carefully. However, just due to its publication certain period of time ago, it may have problems like Crosby et al.’s.

Lee and Dawes (2005) develop three dimensions, face, reciprocal favor, and affect, composed of the construct of guanxi. They argue that guanxi would be not related to long-term orientation directly without mediation of trust. In addition, not all dimensions of guanxi are positively associated with the construct of trust. Among them, the constructs of face and reciprocal favor are even negatively associated with trust, but not significantly. This important result contradicts previous researcher’s contentions, and revealed some gaps for further discussion.

Wang (2007) coordinates and synthesizes previous theories and papers about guanxi in recent ten years. He clearly distinguishes the difference between western relationship marketing and guanxi, trust and xinyong (credibility in Chinese), and points out the importance role of renqing (special favor in Chinese). He explains the distinct background mechanism about trust. Western society has long tradition and history of making written contract, and on the contrary, Chinese relies more on oral agreement, without western kind of “system trust” and believes more “insider” or people with guanxi. Nevertheless, this paper clearly presents these discrepant viewpoints, but with no empirical verification.

Wang, Siu, and Barnes (2008) extend the previous conceptual study and verify
the relationship among trust, renqing, and long-term orientation empirically. They use the conclusion of previous study, that renqing would mediate the relation between long-term orientation and trust or xinyong, sampling around two hundred companies to survey their perception of trust, renqing, and long-term orientation, and successfully verify the hypotheses which are all supported. Unfortunately, they mix up trust and xinyong, or more precisely, used trust instead of xinyong. It makes the relation between these two construct more complicated. Whether they can be interchangeable or not, and the reasons? Wang et al. do not explain or convince doubtful readers.

Leung, Heung, and Wong (2008) describe how a new friend, guanxi-outsider, become an old friend, insider, through proper guanxi adaptation. In their model, the guanxi adaptation mechanism in fact is a transformation from only renqing into deeper ganqing, i.e. affect or emotion in Chinese. This mechanism explains partly the finding by Lee and Dawes (2005) that establishing guanxi was not necessary meaning obtaining counterpart’s trust and further long-run orientation. Although they elaborated this mechanism carefully, however, this delicate inference of the relationship between these two constructs had not been verified empirically.

Gu, Hung, and Tse (2008) set forth a model of how and when quanxi affects market performance. They propose that when guanxi is built, then through channel and responsive capabilities, the market performance would be boosted dramatically. The construct of guanxi in this model emphasizes a kind of situation and assumption that guanxi had already existed, or the outcome of ongoing guanxi with the counterpart. Although previous literatures have presented some mechanism among the components of guanxi, it still lacks a complete and satisfied model to elucidate these relationships well. In this study, it will be surrounded in the formation of guanxi, and try to explain how guanxi combined with relationship marketing leads to long-term orientation in a more complete model under the context of Taiwanese Minshuku.

The Components of Guanxi

According to Hwang’s (1987) resource allocation model and the field study by themselves, Lee and Dawes (2005) identify three components of guanxi, ganqing (affect), reciprocity, and mianzi (face), respectively. They argued that guanxi unified two types of separate Western relationship, namely, material exchange and affectionate feelings. The former was like what Hwang (1987) indicated the instrumental ties, usually happening on the strangers, the latter was like expressive ties, often happening among the family members, and the relationship of Guanxi belongs to mixed ties. For Chinese, when they mention guanxi, they often implicate an interpersonal relationship outside of the family, especially with a familiar people.
In this research, we will follow Lee and Dawes’s (2005) suggestion and treat these three dimensions of guanxi separately, not a second-order construct, so that there will be less danger of losing information.

Face

Face (or mianzi) means that a person claims to have the sense of positive image, gained by performing one or more specific social roles that are well recognized by others, in a relational context (Bond 1991). Face is lost when people fail to meet essential requirements placed on them corresponding to their social position. People who lost face will bring shame to themselves and even their family, so causing others to lose face is considered an aggressive act by those whose dignity has been humiliated (Lee & Dawes, 2005). Because face is so important in the personal life of Chinese people, the member of a group will adopt some action to protect other members’ face (Bond 1991). Face is important not only for Chinese people’s private personal lives but also for their public business lives. To give face to someone during a business negotiation is perceived as highly desirable, meaning giver understands politeness, norms and requing, whereas to challenge other’s face is considered highly undesirable, sometimes even impairing challenger’s credibility and reputation. So the norm of preserving face in Chinese society prompts people to play proper social roles, and make them have good reputation among peers of the same group. As a result, the group will be full of harmony, and with lesser conflicts (Lee & Dawes, 2005).

In general, the host of minshuku usually plays the role of front-end server customer will encounter first. Even though the host of minshuku may not appear, the host’s family will. For common traveler, it is almost impossible to be served by top manager in a hotel unless that customer is VIP. By contrast, the host and host’s family of minshuku respect customers and treat them as their VIP. In some sense, their behavior means maintaining customers’ dignity and giving them face.

Reciprocity

Reciprocity in Chinese means to repay or return something, usually other’s favor, and reciprocal favor is called renqing. According to Hwang (1987), renqing represents a resource that one person can present to another as a gift in the social exchange process. Sometimes a single back and forth exchange process may be at an interval of several years, which means renqing can be stored and accumulated. Renqing is also a set of social norms that one can follow in order to get along with others well. These social norms have series of reciprocal behavioral guidelines and constraints, which are provided to the parties involved. If party fails to follow the
reciprocal rule, it will be regarded as not understanding renqing and lose credibility. This not only will lead to losing face and being unable to function in the former relationship, but also losing opportunities to develop future interactions within wider guanxi network.

Rengqing can be understood in terms of two basic dimensions, reciprocity and empathy, depending upon the role as either recipient or benefactor (Wang, 2007). Reciprocity is more related to the behavior of a recipient, and is regulated by the social norm that when one accepts a favor, the recipient is said to owe renqing to the benefactor. This owed renqing should be ready to repay in the future when the benefactor permits. On the other hand, empathy represents more of the behavior of a benefactor to provide financial or emotional support to others when in need. As Hwang (1987) noted, a person who is proficient in renqing is well equipped with empathy.

If a person can understand other people’s emotional responses of various circumstances in life, or even catering to their tastes and evading what they dislike, it may be called that such person understand renqing. Hence, the greater the degree of empathy between parties, the fewer the barriers to relationship development (Lee & Dawes, 2005).

In the context of minshuku, the traveler is no longer a “pure” customer, but playing a role of visitors, friends, or family. The value of the service travelers received may be far more over the utilitarian value they have expected and the money they have paid, so it is not rare that the customer of minshuku help domestic chores or household duties for the host or host’s family, and even give host or host’s family some small gifts. This kind of behavior could be deemed to reciprocate favor because the relationship between host and customer has become no pure instrumental relationship anymore, but mixed with expressive relationship, and eventually become part of the guanxi network for each other.

Affect

Ganqing, affect or human feelings in Chinese, is related to lasting and emotional commitments in intimate and long-term social ties, such as bonds between parents and their children, close colleagues or friends, and teachers and students. Chinese tend to differentiate between two kinds of friendship, in which one is based on deep mutual ganqing and a willingness to sacrifice some material for a friend if necessary, and the other is based on purely the purpose of enabling mutual beneficial material exchanges. When the affect between two partners becomes stronger, the relationship between them grows closer, thus fostering more trust (Lee & Dawes, 2005).
Ganqing can be discussed in two situations, in which the first one happens to family members. Among them, the affect develops naturally and is consolidated through numerous interactions. The other situation happened to outsiders or new friends, in which the ganqing will not develop naturally and a strange person should first practice renqing and then generate affect by sharing his or her experiences, feelings and empathetic understanding with Chinese partners continuously (Leung, Heung, & Wong, 2008).

The Components of Relationship Quality

Previous research conceptualizes relationship quality as a second-order construct including several distinct but related dimensions, namely, satisfaction, trust, and commitment. Crosby et al. (1990) maintain that satisfaction, and trust are two dimensions reflecting the higher-order construct of relationship quality. However, Henning-Thurau and Klee (1997) further consider commitment as an additional dimension of relationship quality, so in this study, relationship quality will be an abstract construct reflected by these three specific dimensions.

Satisfaction is regarded as a consumer’s affective state resulting from an overall evaluation with the services provided by the host of minshuku. Trust is a customer’s confidence in reliability and integrity of minshuku host. Some researchers maintain that perceived trustworthiness, referring to a belief or confidence, and trusting behaviors, relating to the willingness to engage in risk-taking behavior, as two distinct but related aspects of trust. However, Anderson and Narus (1990) claim the former is a necessary and sufficient condition for trust to exist. Morgan and Hunt (1994) define commitment as a customer’s enduring desire to continue a relationship with a retailer, plus the same customer’s willingness to make efforts at maintaining it. In the context of minshuku in this study, the retailer will be replaced with the host of minshuku.

Perceived Relationship Investment

When the host of minshuku makes a relationship investment, such as time, effort, and other resources, in a customer, this customer ought to be favorably impressed. This kind of investment in relationship creates psychological bonds that encourage customers to stay in this relationship and render them have expectation to reciprocate (Smith & Barclay, 1997). Accordingly, the perceived relationship investment is defined as a customer’s perception of the extent to which the owner of minshuku devotes resources, efforts, and attention in order to maintain or enhance relationships with customers. The measurement items of relationship investment emphasize the expectation of customer to reciprocate based on retention efforts made
by the host of minshuku.

The association between relationship investment and relationship quality has rarely been corroborated empirically. However, stronger evidence can be found for the influence of relationship investment on each of three dimensions of relationship quality. Buyers tend to be more satisfied with sellers who make sophisticated efforts toward them (Baker, Simpson, & Siguaw, 1999). With respect to trust, Ganesan (1994) finds that investment made by one partner will result in increased trust. As to commitment, Bennet (1996) contends that the strength of customers’ commitment hinges on their perceptions of efforts made by the seller.

Conceptual Framework

According to the meta-analysis by Palmatier, Dant, Grewl, and Evans (2006), most previous models about relationship marketing treat the construct of relationship quality as mediator, the same as this study. The purpose of this study is to emphasize the importance of guanxi and its position in the relationship marketing, especially under the context of Chinese or Taiwanese society, so the only antecedent, perceived relationship investment, and the only outcome variables, long-term orientation, of various original models of relationship marketing are chosen. This study suggests that except original “Western” relationship marketing model, the construct of guanxi should be considered as another antecedent of relationship quality, when discussing the relationship marketing of Taiwanese minshuku. Figure 1 is the conceptual framework of this study, including two correlated constructs, guanxi and perceived relationship investment, as antecedents, one mediator, i.e. relationship quality, and one outcome, long-term orientation. The construct of guanxi comprises three dimensions, face, reciprocity, and affect, respectively, whereas the construct of relationship quality also comprises three dimensions, trust, satisfaction, and commitment. Among this framework, other antecedents, such as relationship benefit or dependence on seller, and other outcomes, for instance, loyalty or expectation of continuity, could be included (Palmatier et al., 2006) or exchangeable depending on the topic of research.

Research Limitations and Future Directions

Although the ideas, inferences, and conceptual framework have been set forth in this study, there are still full of obstacles and other consideration in the way of further discovery. It is worth discussing the constructs of guanxi and relationship quality, containing several dimensions among them respectively, should be a superordinate (c.f. reflective) or aggregate (c.f. formative) construct (Edwards, 2001) or should discard the concept of higher-order construct and discuss the relationship
among these dimension directly. Besides, extant measurements about guanxi mostly focus on the relationship between business to business, and this situation makes it doubtful to modify these items directly to the context of business to customer. It necessitates a complete procedure to develop a exclusive measurement about the construct and relevant dimensions of guanxi under the context of business to customer.

![Conceptual framework of this study](image)

**Figure 1** Conceptual framework of this study

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Assessing the Association between University Students’ Approach to Learning and Teaching Environment Designs- A Case Study on the Blended e-learning cooperative approach (BeLCA)

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ABSTRACT

The purpose of this study investigated the changes made to the learning environment of introductory financial accounting course. These changes focused on the use of different teaching environment (blended e-learning cooperative approach and cooperative learning approach). To understand the impact between cooperative learning and blended e-learning cooperative approach on students’ learning approach, the research employed Quasi-experiments in data collection. The impact of changes in the learning environment on students' approaches to learning, as measured by the Revised Study Process Questionnaire (R-SPQ-2F) revised by Biggs (Biggs et al. 2001) was assessed. The results indicated that both blended e-learning cooperative approach and cooperative learning approach would increase student’s deep learning approach. The results also show that both blended e-learning cooperative approach and cooperative learning approach would increase student’s surface learning approach.

Key words: blended e-learning cooperative approach (BeLCA), students’ approaches to learning (SAL), hospitality education, Hospitality accounting course, teaching environment designs.
INTRODUCTION

In the past 20 years, the related researches of Students’ approaches to learning have been addressed in different domains and cross-cultural. The concept of Students’ approaches to learning (SAL) was first raised by Marton and Säljö in 1976. He defined two contrastive approaches (a “deep” approach and a “surface” approach). The related researches of Students’ approaches to learning and learning achievement have been published in higher education journals around the world. A deep approach divided into deep learning motivation and strategy, reflects more interest in the subject and a higher intention to understand the content of courses. By contrast, a surface approach reflects their motivation to learn new knowledge just enough to complete the tests and pass the subjects.

However, what the characteristics of individual and learning environment will affect the students’ approaches to learning? Biggs3p (1987a) model noted that presage factor refer to teaching context that affect Students’ approaches to learning: he noted the students' cognitive of learning environment will affect Students’ approaches to learning and demonstrated the students’ approaches to learning can affect learning achievement (Biggs 2003; Ramsden2003). Fenollar et al (2007) noted learning strategies are probably more strongly affected by the learning environment than motives are.

Many researches demonstrated that group works appropriately implemented in the teaching environment would increase students' deep approaches to learning. To improve communication and presentation skills of student, accounting educators suggested the teaching methods such like case studies, group-based learning and cooperative learning approaches (Rebele et al., 1998, Bootb et al. |, 1999). Therefore, These changes focused on the use of different teaching environment (blended e-learning cooperative approach and cooperative learning approach).

Literature Review

Students’ approaches to learning (SAL)

In recent years, the related researches of Students’ approaches to learning have been addressed in different domains. The concept of Students’ approaches to learning (SAL) was first raised by Marton and Säljö in 1976. He defined two contrastive approaches (a “deep”
approach and a "surface" approach). A surface approach reflects their motivation to learn new knowledge just enough to complete by the tests and pass the subjects. Their learning strategies are passive and dependent on memory recitation, (Biggs, 1987a; Eley, 1992; Ramsden).

By contrast, a deep approach reflects more interest in the subject and a higher intention to understand the content of courses and, consequently searches for relationships among the material and interprets knowledge. Svensson (1977) noted a deep approach entails that willing to spend more time learning, and the learning performance is satisfactory.

Biggs3p (1987a) model noted that presage factor refer to teaching context that affect Students’ approaches to learning: the nature of the content being taught, method of teaching and assessment, the institutional climate and procedure. Struyven, Dochy and Janssens (2003) noted that teachers use different evaluation methods (Multiple Choice, Essay), will affect the decision of Students’ approaches to learning, Students will apply approaches to learning dependent on the different evaluation methods. Previous research has shown that approaches to learning are related to students' perceptions of their learning environments. DeVolder and DG (1989) noted that the learners in the problem-based learning environment, the learning achievement of the surface approaches students are much lower than the deep learning approach students. The related researches of students’ approaches to learning and the design of learning environment are rare. Therefore, we’ll examine the correlation of Students’ approaches to learning and the design of learning environment.

Blended e-Learning Cooperative Approach

In recent years, the related researches of Computer-Supported Collaborative Learning environment, which often includes the traditional face to face activities and any form of instructional technology (videotape, CD-ROM, Web-based training, films), but the definition of the blended cooperative learning is rare. EL-Deghaidy and Nouby (2009) defined 'Blended e-Learning Cooperative Approach' (BeLCA) as a hybrid combination of traditional face to face teaching and blended learning online learning in cooperative activities (see Figure 1.).

According to the theory of cooperative learning and blended elements of cooperative learning, EL-Deghaidy and Nouby (2009) noted that three types of interaction: social, content and teacher are integrated in the BeLCA. The first type of interaction is with the teacher who design and manage learning environment and select the appropriate media before interacting with students. This study will examine the correlation of Blended e-Learning Cooperative Approach environment and the Students’ approaches to learning.
Method

Experimental Setting and Implementation Procedures

To understand the impact between cooperative learning and blended e-learning cooperative approach on students’ learning approached, the research employed Quasi-experiments in data collection. Both treatment (blended e-learning cooperative) group and control (cooperative learning) group was conducted in an introductory accounting course that was offer at a university in Taiwan. All of courses had been taught in the fall semester of 2010 academic year with the same teacher and with approximately 9 weeks between trials.

For both control group and experimental group, they had to take three hours of accounting class a week, the first and second hour are proceeding class presentation, the third hour teacher has to announce questions of the aim of this topic for students, then students should discuss the questions and oral report by group. Besides, the most important difference between control and experimental group is that the students of experimental group have to answer the questions that teacher asked on internet by E-learning system, then teacher has to reply the questions of students by asynchronous communication.

Measure

The survey instrument consisted of the Revised Study Process Questionnaire (R-SPQ-2F) revised by Biggs (Biggs et al. 2001). The R-SPQ-2F comprises 20 items and was applied using a fully anchored 5-point scale ranging from: (1) never or only rarely true of me to; (5) always or almost always true of me. The reliability of the R-SPQ-2F in this study was
evaluated using Cronbach's alpha, results show values 0.730 for the surface approach scale and 0.701 for the surface approach scale.

Result

To understand the impact between cooperative learning and blended e-learning cooperative approach on students’ learning approach we compared pretest scores and posttest scores on both Surface approach and deep approach measured, within the experimental group. Paired-sample t-tests (see table 1) revealed that at the end of the project (posttest) the students in the experimental group Surface approach as significantly higher, t(31)= -2.233 , p=.033, than they did at the beginning of the project (pretest). Also, deep approach was found, t(31)=2.988 , p=0.005, higher than at the beginning of the project (pretest). within the control group, Paired-sample t-tests revealed that at the end of the project (posttest) the students in the control group Surface approach as significantly lower, t(34)= -.938 , p=.355, than they did at the beginning of the project (pretest). otherwise, deep approach was found, t(34)== -3.236 , p=.003, higher than at the beginning of the project (pretest). In other words, the predicted changes in the Students’ approaches to learning as change of learning environment were confirmed.

Discussion

The purpose of this study investigated the changes made to the learning environment of introductory financial accounting course. These changes focused on the use of different teaching environment (blended e-learning cooperative approach and cooperative learning approach). The results indicated that both blended e-learning cooperative approach and cooperative learning approach would increase student’s deep learning approach. The results also show that both blended e-learning cooperative approach and cooperative learning approach would increase student’s surface learning approach. There is no significant difference.

Table 1 R-SPQ-2 descriptive statistics. Results for changes in deep and surface R-SPQ-2 scores

<table>
<thead>
<tr>
<th>The item of variable</th>
<th>pre test</th>
<th>post test</th>
<th>t statistic</th>
</tr>
</thead>
<tbody>
<tr>
<td>BeLCA (experimental group) N=32</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deep approach</td>
<td>33.13(3.93)</td>
<td>34.53(3.99)</td>
<td>0.005*</td>
</tr>
<tr>
<td>Deep motive</td>
<td>16.56(1.97)</td>
<td>16.91(2.60)</td>
<td>.290</td>
</tr>
<tr>
<td>Deep strategy</td>
<td>17.34(2.09)</td>
<td>17.63(1.87)</td>
<td>.414</td>
</tr>
<tr>
<td>Surface</td>
<td>28.75(3.51)</td>
<td>30.03(4.00)</td>
<td>.033*</td>
</tr>
<tr>
<td></td>
<td>CL</td>
<td>(Control group)</td>
<td>N=35</td>
</tr>
<tr>
<td>----------------</td>
<td>--------------</td>
<td>-----------------</td>
<td>------</td>
</tr>
<tr>
<td><strong>Deep approach</strong></td>
<td>31.77 (4.77)</td>
<td>34.37(3.33)</td>
<td>.003*</td>
</tr>
<tr>
<td><strong>Deep motive</strong></td>
<td>15.89(2.39)</td>
<td>17.03(1.95)</td>
<td>.006*</td>
</tr>
<tr>
<td><strong>Deep strategy</strong></td>
<td>16.51(1.92)</td>
<td>17.34(1.88)</td>
<td>.020*</td>
</tr>
<tr>
<td><strong>Surface approach</strong></td>
<td>27.91(4.29)</td>
<td>28.60(4.43)</td>
<td>.355</td>
</tr>
<tr>
<td><strong>Surface motive</strong></td>
<td>13.91(2.32)</td>
<td>13.86(2.16)</td>
<td>.888</td>
</tr>
<tr>
<td><strong>Surface strategy</strong></td>
<td>14.00(2.51)</td>
<td>14.74(2.56)</td>
<td>.138</td>
</tr>
</tbody>
</table>

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A STUDY ON THE RISK MANAGEMENT OF THE MENU'S INFORMATION DISCLOSURE

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ABSTRACT

Menus are important restaurant marketing tools, and improper information content on a menu will reduce customer consumption intention and satisfaction, leading to poor profits of the restaurant. Hence, the avoidance of menu information disclosure risks has become important issues in improving business performance. This study interviewed experts with menu design experience using the in-depth interview approach, and collected their viewpoints about menu information disclosure risk management using the focus group method. The analysis and findings of this study suggested that describing dishes with indirect or emotional words may easily lead to obstacles in communication with customers, in the absence of service staff or dish illustrations. Customers may feel that the descriptions are unintelligible, while dishes labeled with “current price” instead of a fixed price may reduce customer intention to order. Hence, direct or rational dish names and expressly transparent price labeling should be adopted. Information regarding additional service charges, minimum consumption and meal time limits should be disclosed to enhance revenue; however, measures in response to possible customer dissatisfaction triggered by such information should be prepared. To strengthen the image link between customers and the restaurant, when disclosing restaurant-related information regarding its history or awards, false statements should be avoided and the presentation should be careful and rigorous. Doing otherwise may result in serious damage to the restaurant’s reputation, integrity and credibility that cannot be recovered. In addition, the respondents agreed, after customers are attracted by promotional activities using price discounts, it is difficult to get the prices back to the original level. Hence, restaurants should avoid using a price discount marketing strategy. The research findings can be a theoretical basis for the academic community and a basis for practical applications the industry.

Keywords: Menu, Information disclosure, Risk management
INTRODUCTION

The U.S. food and beverage management expert Kotschevar wrote a book entitled, "Management by Menu", in which he emphasized the significance of menu design to food and beverage management. Such viewpoints have been upheld by follow-up researchers as golden rules, demonstrating the key role of menus in food and beverage management. Menus are important mediums of communication between restaurants and customers. Information is intangible, and it relies on certain materials such as language, words, symbols and designs for communication. From the menu, the customer can learn the descriptions, main ingredients and cooking methods of the dishes.

After the emergence of the term “risk management” in the U.S. in the 1950s, risk management has become a universally recognized science. Through risk management, businesses can distribute risks and reduce losses to substantially lower the possibility of bankruptcy. Risk management contains a philosophy of “no guarantee of success but a sure avoidance of failure”.

As one of the information disclosure tools of the catering industry, the menu is likely to disclose many risks of the restaurant (Marshall, 2007). The U.S. FDA passed the Truth-in-Menu Law in 1997 to protect consumers from fraud. The law is mainly concerned about the listing of ingredients, health sizing, food sources, production quantity and quality, and the preparation methods of the restaurant (Mills, & Thomas, 2008). Taiwanese menu labeling management regulations also have consumer protection provisions. Mainly following the provisions of the Consumer Protection Law and the Food Sanitation Management Law, the provisions are similar to FDA regulations.

This study used the in-depth interview method and the focus group method to identify the risks of menu information disclosure to effectively reduce or avoid the possibility and impact of such risks, thereby helping improve business performance. Using qualitative interviews with experts with menu design experience, this study hoped to achieve the following purposes: To explore the risks of menu information disclosure.

LITERATURE REVIEW

1. The connotation of menu information disclosure

As the menu is a silent salesperson, its information content is an important issue. The menu authenticity, that is, Truth-in-Menu, is meant to protect consumers from disputes or
complaints arising from or due to inaccurate claims on the menu, such as discrepancies between real dishes and pictures and exaggerated pictures.

Since menu management has been applied for years in the West, this study planned to incorporate menu management knowledge into the exploration of restaurant management in the East. In addition to literature review and collection, (Ninemeier, 1990; Scanlon, 1999; Mill, 2007; McVety, Ware, & Ware, 2007; Galipeau & Drysdale, 2008), this study analyzed more than 1,000 menus in the Taiwan restaurant industry. It was found from a comparison of the literature and the industry that, regarding menu content, dishes, signs, restaurant organization and promotions were the main units of menu information disclosure for both, with only a slight difference in content details.

2. The connotations of catering industry risk management

Bosheff (2002) pointed out that consumers are exposed to advertising environments. Hence, advertising can be regarded as a type of information product as well as a type of consumer scenario. In the advertising scenario, consumers absorb information about messages, price and function. The stimulation of advertising also affects the decision to purchase products. Menu information disclosure can reduce the uncertainty of things to satisfy consumer needs and reduce the conflict of interests between consumers and the restaurant. Uncertainties between supply and demand may result in risks if the information disclosure is not clear or proper. Consumers cannot get what they expect, which may lead to various undesirable results that can affect customer repurchases or revisit intentions. Even more seriously, the friends and family of the unhappy customer may also be affected, and may be deterred from visiting the restaurant. Excessive or improper information disclosure will increase the costs of the restaurant.

Past studies on menu information disclosure have often focused on certain information on the menu in a biased way, rather than a discussion about the information disclosure of the entire menu. Kozup, Creyer & Burton (2003) found that menus lacking product contents and nutrition information are unacceptable to customers. Chen, Lyu & Shih (2005) pointed out that too much menu information may lead to a crowded layout and obstacles in menu information communication. Hence, the design of a menu that reduces risks, attracts customer attention and brings more profits to the owner is an important issue. To avoid unnecessary costs and resource waste, information disclosure should give attention to cost effectiveness and the significance of information.
3. Relevant studies on risk management of menu information disclosure

Risk management is a management process of economic individuals and entities that minimizes risk-triggered losses and adverse impacts by the integration of limited resources. The menu information disclosure risk management in this study referred to the communication of information disclosed on the menu to the customer and the minimization of the uncertainties and losses. According to literature on menu design (Glanz, Resnicow, Seymour, Hoy, Stewart, Lyons & Goldberg, 2007; Mills & Thomas, 2008) and risk management (Zolta’n, 2009; Hagemann & Joachim Scholderer, 2009), the in-depth interview method is commonly used to collect the data. Meanwhile, menu design research topics have mainly been about menu pricing (Kwong, 2005; Antun & Gustafson, 2005), and discussions about the risk management of menu information disclosure are rare. The menu is an important information communication medium for the restaurant. The risks of information disclosure are present through the overall operations of the company. Inaccurate information may affect pricing when expressing operational achievements. In addition, the untimely or incomplete provision of information may affect business operation. Poor risk control and management may have serious results. As this study was an exploratory one, the reflections on menu design and risk management found out that in the literature, the interview method is often used to explore risks. Hence, this study adopted the qualitative study method to interview experts with experience in menu design.

RESEARCH METHODOLOGY

1. Research design

The main purpose of this study was to discuss menu information disclosure in the catering industry, with a particular emphasis on risk and risk management. Past studies on menu information disclosure risk management are few; therefore, it is not proper to validate using the direct manipulation of variables. Qualitative data are suitable for illustration or interpretation when exploring a new field (Miles & Huberman, 1994). Therefore, this study used the qualitative operational method to explore risk identification and risk management measures regarding menu information disclosure. First, this study reviewed the literature and analyzed menus in the Taiwan restaurant industry to summarize suitable items for menu information disclosure risks. Then, in-depth interviews were conducted with experts on menu design and data were collected using the focus group method.
2. Data collection

Interviews were mainly semi-structured interviews. The interviewer provided questions in a general direction, such as the information content in various units of the menu including dishes, signs, restaurant organization and promotions, the existing risks, and how to control and avoid such risk. To improve the rigorousness of the research and the credibility, this study conducted in-depth interviews with eight subjects from a sampling population consisting of catering business owners with more than ten years of menu design experience, cooks, and scholars. Next, to enrich and satisfy the research needs, this study held a panel discussion with six subjects consisting business owners, cooks and scholars, using the focus group method to collect more extensive semantic materials.

3. Data analysis

This study used the in-depth interview method and focus group method to collect data, and it used easily intelligible wordings. The respondents brought up any cases of confusion during the interviews. During the interview process, a recorder pen was used to record all the contents. Video cameras were used during the focus group sessions. After a verbatim transcription of the interviews was completed, research peers were invited to help check for discrepancies between the recordings and the transcriptions. Next, the text was analyzed word by word, in order to classify and integrate the text into encoding structure. Regarding data analysis, discussions with research peers on the analysis steps and results were conducted. In cases of data omissions or places to be clarified, this was confirmed with the respondents to make up the insufficient parts.

RESULTS AND DISCUSSION

1. Analysis of risk identification of dish information disclosure

A. Name

The key points of disclosure for dishes are having direct or rational names, the cooking materials, cooking methods and main ingredients. These can get the message across clearly and expressly to customers by the literal interpretation of words, allowing them to clearly understand the dishes. As they can attract customer attention, the disclosure of dish names with direct or rational descriptions is consistent with world trends. In addition to customer acceptance, disputes are relatively fewer. However, the disclosure of dish names with indirect or emotional words may cause customers to guess and about the dish and the ingredients. Moreover, when the dish is presented, it may differ from what the customer
expects.

B. Price

Dish prices disclosed in the form of “current price” or “liang” (a Chinese unit of weight) are usually due to the rarity or inaccessibility of the ingredients, or to difficulties in pricing caused by fluctuations of the purchasing costs. Such price disclosure often indicates the freshness and rarity of the cooking ingredients and the relative easiness to control the operational costs. However, the labeling of “current price” and “liang” cannot expressly allow customers to know the price, making it impossible for them to balance the budget. As a result, the customer may feel fearful about ordering and the purchase intention may be lowered.

C. Descriptive terms

Information disclosure with detailed descriptions of the main ingredients, sauces and cooking methods can allow customers a better understanding of the dishes and a perception of the good intentions of the restaurant. It can also save the service staff from needing to provide descriptions. However, descriptions of dishes that are too detailed may prolong the ordering time and harm the restaurant business operations, as well as increasing the risk of menu theft. In the disclosure of descriptive terms, there are piracy risks.

D. Health information

Recently, there have been increasing numbers people with different allergies. If menus have requests for customers to inform staff of any food allergies on the foremost page, the impact of accidents on the restaurant can be reduced. These warnings may result in lower sales of some dishes due to the food allergies of some customers. However, some respondents believed it was unnecessary to list such information on the menu. Instead, the customers should tell the restaurant, or the service personnel should ask the customer. Some respondents believed that the disclosure of the nutrition content information would increase the costs of nutrition analysis. However, the interviewed personnel from the catering industry believed that healthy food was a general trend, and that nutrition content labeling had an insignificant impact on customers. They expected to give customers fresh, natural and delicious dishes.

E. Quantity

The dish quantity disclosure can show the relationship between quantity and price. Once the dish quantity is disclosed on the menu, the dish preparation process should be more
accurate. Otherwise, fraudulent practices and the cheating of consumers may occur. In addition, the disclosure of dish quantity may result in disputes between customer perceptions and reality.

F. Pictures

Most respondents believed that the disclosure of dish pictures can allow customers to have a clear understanding of dish content and appearance. Dishes with pictures are commonly selected by customers. Hence, most restaurants will disclose pictures of their major dishes on the menu to increase sales. However, when the pictures are disclosed inaccurately, customer complaints can easily occur. Some respondents believed that the customer will have no surprises when the dish is served, due to disclosure of the dish pictures beforehand.

G. Foreign language translation

In the present age of globalization, the foreign language translation of dishes can attract foreign customers and allow them to understand the dish contents without the need of interpretations by the service staff. The disadvantage lies in the inability to clearly and accurately translate and interpret the dish contents, which may result in unexpected adverse effects.

2. Analysis of the risk identification of sign information disclosure

A. Restaurant name, address, telephone number, business hours and business logo

The respondents believed that the disclosure of the restaurant name on the menu can create a deep customer impression. However, some respondents believed it was unnecessary, as the customer already understood the information, as it had been disclosed at the door of the restaurant.

B. Meal time limit

Although the disclosure of a meal time limit on the menu can increase the utility rate of the tables, it brings a sense of displeasure, which may further reduce customer repurchase intention. In addition, there will be controversy if the service speed is too slow, in cases of a meal time limit.
C. Service charge

The disclosure of information about service charges on the menu can reduce billing disputes. Labeling the service charge on the menu and exempting repeat customers of the fee can give a sense of preferential treatment and attention. On the contrary, if the service does not satisfy the customer needs, it may lead to customer dissatisfaction when such information is disclosed on the menu.

D. Terms of payment

The disclosure of diversified terms of payment on the menu can allow customers a clear understanding of payment choices and convenience. Although being cash only can free customers from paying procedural fees to the credit companies, it will bring inconvenience to customers.

E. Minimum consumption

The disclosure of minimum consumption on the menu can maintain a certain service level and income; however, it may deter customers from consumption.

3. Analysis of the risk identification of restaurant organization information disclosure

A. Restaurant quality

Although disclosure of information regarding the restaurant quality on the menu can highlight restaurant value and leave a strong impression of the overall image of the restaurant, this may cause customers to scrutinize the restaurant quality more carefully.

B. Restaurant history

The disclosure of information regarding the historical background of the restaurant history can give rise to the interest and preference of customers. However, untrue historical background information may endanger the business reputation if it is discovered by the customer.

4. Analysis of the risk identification of promotional information disclosure

A. Price discounts
Price discount information disclosed on the menu can increase the number of customers. However, when the exposure time is too long, customers may no longer trust the prices. The customers may learn to wait for price discounts if the disclosure is too frequent, and price discount promotion may also do harm to the brands.

B. Additional services

Additional service information disclosure can help business operations. However, the manpower required for the additional services should be carefully examined.

C. Gifts

Regarding the disclosure of gift information on the menu, most of the respondents had positive comments, as customers feel happy to receive gifts. However, the customers may feel displeasure if the gift is too cheap.

D. Coupons

The disclosure of coupon information on the menu can efficiently promote sales and produce repeat customers. However, frequent coupon distributions may lead to customer distrust in the price. The disclosure of coupon information may also result in a loss of net profits for the restaurant owners.

E. Point accumulation activities

The disclosure of information about point accumulation activities can improve the amount of repeat customers, as point accumulation activities can attract customers to revisit the restaurant. However, if the threshold of the point accumulation activity is too high and requires too many points, it will be less attractive to customers.

CONCLUSIONS AND SUGGESTIONS

1. Processing methods of menu information disclosure risk management

A. Dish information disclosure risk management measures

When the menu is opened, information regarding the dishes is presented to the customer. As the dish information disclosure will affect what the customer orders, the disclosure should be accurate and clear. Despite different ways of naming the dishes, the
descriptions of the dishes should be based on the main food materials, ingredients, sauces and cooking methods. Dish names with indirect or emotional words will cause obstacles customer understanding, especially for first time visitors, although a marketing effect can be achieved. Hence, ambiguous dish names should be avoided, and dishes should be named using direct or rational words on the basis of the food materials, ingredients, or cooking methods. The disclosure of dish price information should be transparent and clear, and ambiguous labeling should be avoided. Although some dish names reveal the food materials, good descriptive terms can enhance sales. However, the descriptive terms should be concise for the fast reading of customers. Moreover, if the dish names contain the origin or source of the food, it will be prone to adverse effects when accidents occur in those places. In addition, while the disclosure of dish descriptive terms can enhance the recognition of the dishes, it may also lead to a risk of copying or piracy. Hence, it is not recommended to list sauce quantity, fire scale and cooking time on the menu, and excessive and complex descriptions should be avoided. Regarding the major risks of foreign language translations, the restaurant owner should first set specific places to attract foreign customers, and then use accurately translated language to express the dishes. Transliterations should be avoided, to reduce the chance of improper foreign language translations.

False claims intended to increase sales should be avoided. Such practice violates the menu Truth-in-Menu Law and is misleading to the consumers. Serious allergies can lead to shock, suffocation and death, and management must take measures to avoid risks. The catering industry should not expect service personnel to ask the customers about allergies every time; therefore, warnings should be labeled on the menu. In addition, customers have the right to know nutrition information about the food. Therefore, this information should be disclosed on the menu for the customers to use in selecting dishes. Regarding the dish quantity disclosure, quantity labeling by weight should be avoided and the number of people should be used to calculate the dish quantity. Moreover, at the foremost page of the menu, the per capita amount of the dish should be listed. The risks of disclosing dish pictures mainly involved the discrepancies between pictures and the actual dishes. The restaurant should take photos of the original dishes without any beautification to avoid disputes. Finally, it is recommended to design a set meal menu for customers at rush hours, enabling them to rapidly get the disclosed information and speed up their menu reading speed.

B. Sign information disclosure risk management measures

The sign information, including the restaurant name, address, telephone number, business hours, business logo, meal time limits, service charges, terms of payment and minimum consumption level can increase potential customers. However, some respondents
believed it was unnecessary to list such information on the menu, as the information had been already disclosed at the door of the restaurant. In the risk management of this respect, retention measures may be adopted. It is recommended to place business cards for the restaurant in a small pocket on the cover of the menu.

The disclosure of a meal time limit on the menu can increase the utility rate of the tables. However, in the present competitive catering environment, customer perceptions should be taken into consideration at the first place. Hence, a strategy of avoidance should be adopted, and the restaurant should not design a meal time limit, in order to avoid customer displeasure.

Regarding service charges, it should be charged in accordance with the practice of the restaurant. The biggest disputes involving service charges come from additional service charges that are not labeled on the menu. Some respondents mentioned that they had been legally requested to label all service charges; therefore, the strategy risk management of this part should be avoidance. For any type of service charge, the customers should be made aware of them by listing such charges on the menu. In addition, the restaurant owner should give the collected service charges to the service personnel. In this way, the service personnel will try their best to serve the customers in order to receive more money.

Labeling a menu as cash-only may cause great inconvenience to the customers. The restaurant should disclose the various payment terms on the menu according to the prices of the dishes. A reduction strategy may cause inconvenience to customers, and it is not recommended to be cash-only.

Customers may feel displeased if the restaurant discloses information about minimum consumption on the menu. Some respondents expressed that most customers would consume more than the set minimum consumption. Therefore, to avoid customer displeasure, a strategy of avoidance should be adopted, and minimum consumption information should not be disclosed on the menu.

Regarding the sign information disclosure risks, the thoughts and practices proposed by the respondents were consistent regardless of industry. Based on the results, sign information disclosure can help increase revenue by a small amount. However, too many limitations may result in the displeasure and inconvenience of the customers and may deter them from revisiting.

C. The restaurant organizational information disclosure risk management measures
The certification information labeled on the menu informs customers that the restaurant has passed various inspections. The risk management strategy for this part should be retention. The restaurant owner should label the restaurant quality on the menu to assure customers. The disclosure of information regarding the history of the restaurant is also beneficial to the customers. However, over-exaggeration and beautification may be harmful to the image of the restaurant. It is recommended to take the strategy of avoidance in this respect, and only disclose historical information on the menu to a reasonable degree.

Story marketing is popular at present. The information disclosure of the restaurant history on the menu can increase topics of discussion for customers waiting to order dishes. The disclosure on the menu of the restaurant’s organizational information, restaurant quality and history can have bonus effects to the business operations of the restaurant as well as leave a good impression on the customer. It is also a form of story marketing that can make the restaurant more interesting. However, it may cause great damage if any information is untrue or substandard practices are found.

D. Promotional information disclosure risk management measures

Dish price discount information disclosure can bring about short-term profits, but it is harmful from a long-term point of view. The catering industry should never be nearsighted and should take measures of avoidance. For example, if a restaurant intends to sell at high prices but discloses price discount information on the menu, the brand image may be damaged due to unclear positioning. Hence, such restaurants seldom use price discounts for promotion. Meanwhile, are not recommended to conduct price discount promotional activities. In addition, the provision of additional services requires increased manpower costs. In this sense, the strategy of retention should be adopted, and the restaurant should carry out promotional activities related to additional services at non-rush hours, to avoid problems such as a lack of manpower.

In addition, regarding the information disclosure of price discounts or gifts on the menu, the respondents agreed that gifts can increase customer satisfaction, and they can bring more benefits to the restaurant. However, the gift distribution should be subject to the level of the restaurant. Restaurants should consider giving customers new dishes as gifts, to be used to check the consumer response. This may help attract customers to revisit the restaurant. The restaurant can also pack relatively cheaper commodities into one package. Random gifts or dishes should be avoided; otherwise, the customer may regard it as cheap. For the catering industry, the disclosure of coupon information on the menu can have the effect of attracting customers to revisit. The strategy of reduction should be adopted in this respect. It is
recommended to less frequently provide coupon information on the menu layout. When disclosing coupon information on the menu, the product quality should not be reduced. Point accumulation activities have been used as a method to attract customers. However, they have not been popular in recent years. Promotional point accumulation activities should be reduced, and it is recommended to attract customers with other promotional activities.

Information disclosure about price discounts can attract customers temporarily. However, the customers may not come again once the prices are restored, and the restaurant may have to cut prices again to win back the customers, which may land the restaurant in bankruptcy. Although Wal-Mart in the U.S. has succeeded on the basis of a low price strategy, the catering industry cannot follow in its step. Most of the businesses in the catering industry are small enterprises. Hence, it is not recommended to attract customers with price discount activities, as they can be fatal if the pricing system collapses.

2. Research limitations and future studies

This study was an exploratory study, focusing on menu information disclosure risk management. The respondents were experts with menu design experience. However, the research findings may not be applicable to every restaurant. Moreover, the menu design was discussed from the point of view of the catering industry. The subjective ideas of restaurant owners may have been added during the interview process. Hence, it may not be able to infer consumer perceptions. Furthermore, the risks of information disclosure on restaurant menus were only preliminarily discussed, without in-depth discussions on various types. More in-depth study on different types of restaurants in the catering industry should be conducted in the future.

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The Identification of Business Ethics and Organization Commitment: The Moderating Role of Training Quality

Chia-Ju, Lee  Yueh-Hsiu, Lin  Chen-Huan, Hong

Abstract
Business ethics have been discussed recently. Enterprise is composed of individuals; however, employees with a specific growing background may have their own perspective of ethics different from that of their company. Therefore, without proper management of this ethical gap may result in lower organizational commitment, higher turnover rate and training costs. Tourism industry has a high turnover rate in general and employees need to face the customers directly. Whether employees’ ethics fit the company’s or not will influence their performance and the interactive experience with customers. Therefore, we explore the relationship between identification of business ethics and organization commitment in Taiwan tourism industry and consider the possible moderating role of training quality. We find that most of training programs don’t include ethics issues. Consequently, we suggest the training programs of tourism industry not only include techniques for working practices but also business ethics in order to ensure all the employees understand the business ethics to avoid disputes and waste of resources.

Key words: business ethics, organization commitment, training quality
Introduction

In 1960s, a number of corporate scandals happened in American increase the attention of research to business ethics (Beltramini, Peterson, & Kozmetsky, 1984). Ethics is the rules for behaviors to interact with each others. When people work together, there exists a problem of “what is the ethical behavior?” (Divine, 1992). Business ethics is the application of ethical issue in the business environment.

After 1970s, many researchers started to proceed on empirical studying corporate social responsibility. Some of the researches indicate the performances of corporate social responsibility will influence the employees’ loyalties (Dawkins, 2004). Bhattacharya, Sen, and Korschu (2008) also suggest the fit between business ethics and management will bring a positive outcome, such as increased employees’ loyalty. On the other hand, education and training is a active way to require employees follow business ethics, which not only prevents unethical behaviors, but also makes sure the organizational value on daily work (Wu, 2001).

Organizational commitment means the members’ attitude of loyalty, identification and participation to organization. Peterson (2004) indicates a high positive relationship between business ethics and organizational commitment. Moreover, many studies find organizational commitment and turnover have a negative relationship (Steers, 1977; Angle & Perry, 1981; Mowday, Steers, & Porter, 1982; Aranya, Kushnir, & Valency, 1986; Powell & Meyer, 2004; Chang & Chi, 2006; Chen & Chung, 2007).

The factors of ethics include intrapersonal, interpersonal, organizational and environmental (Wu, 2007). This study considers that when the employees’ personal ethics different from their organization, training program will narrow the gap to improve the organizational commitment and reduce turnover.

The employees of tourism industry have many opportunities to contact with customers and handle cashes; that is, it is easier for them to abuse their authority (Stevens, 2001). Furthermore, the standardization of service industry is lower than others and in this situation employees need to make decisions by their own judgments (Wu & Chiang, 2005) base on personal ethics. The weaker the ethical concept is, the easier the ethical dilemma occurs (Yeung & Pine, 2003). For these reasons, the research purposes explore (1) the relationship between the recognition of business ethics and organizational commitment and (2) the effect of training on the relationship between the recognition of business ethics and organizational commitment.
Literature Reviews

Business ethics

In 1960s, a number of corporate scandals happened in American, which intrigues the research focus on business ethics (Beltramini, et al., 1984). The concept of business ethics developed in 1970, and many scholars provide their opinions and definitions for this concept (Johnson, 1971; Davis, 1973; Lewis, 1985; Carroll, 1999), making it more concrete than before (Carroll, 1999).

Johnson (1971) suggests that a company should be responsible to its employees, suppliers, local community, and even a whole country. Davis (1973) defines business ethics as a decision maker perceives he/she should protect and improve the social welfare when pursuing self interest. Lewis (1985) considers that business ethics is not only a virtue, honesty, or character, but also an understanding and a judgment of moral right and honesty when someone face ethical dilemma. Carroll (1999) points out that business ethics is to discuss whether an employee’ behavior, decision or act fulfill the requirements of ethics. Some other scholars define business ethics according to the operational process and the interactions between companies and their stakeholders, and think the ethics exist in the inner part of organizations and business ethics exist in the social norms outside an organization (Yen & Chou, 1995; Hsu, 1999; Chang, 2008), it covers a wide scope.

Yen and Chou (1995) think the business ethics includes social, company and personal level and they will interact with each other. If the company has stronger ethics concept and implement ethics policy honestly, the staff will has higher sense of honor and their behaviors will fit the ethics more well (Nusbaum, 1992).

In concern with the measurement of business ethics, Yu (2009) reviewed the literature and provided three methods to measure it.

1. Measured by experts: Using the related data supported by experts in industry, management, or sociology, such as Fortune’s reputation index and KLD indicator. However, these two indicators are not suitable for all kinds of companies and lack of theoretical ground, they are replaced by other measurements by degrees.

2. Multiple indicators: In order to prevent the insufficiency of uni-dimensional measurement, many scholars consider more than one indicator to measure business ethics. For example, Griffin and Mashon (1997) used Fortune’s reputation index, KLD indicator, and TRI indicator simultaneously to measure it.
3. Measured by organizational members: by investigating the opinions of members, Maignan and Ferrell (2000) developed a four dimensional scale to measure business ethics and they found the scale has good reliability and credibility, which is applied in many different fields.

This study focuses on the tourism industry and thus defines the business ethics as a basic behavioral model for employees in tourism industry, including the ethical behaviors should be followed by employees when they interact with other companies’ employees, consumers, and coworkers.

**Organizational commitment**

Organizational commitment is a connection between employees and organization, which can be helpful in predict the members’ absence, performance, and turnover intention (Steers, 1977; Cole & Bruch, 2006) and the organizational effectiveness (Ferries & Aranya, 1983). Porter et al. (1974) points out that organizational commitment refers to an individual’s loyalty, identification and commitment toward the organization. Steers (1977) defines the organizational commitment through belief, desire, and willingness. Mayer, Davis, and Schoorman (1995) describes organizational commitment is an employee’s identification of company and its goals and the employee is willing to be a part of organization (Robbins, 2001; Li, 2008).

In the part of measurement, Hrebiniak and Alutto (1972) based on exchange views to provide the H & A Organizational Commitment Questionnaire., which focuses on the individual’s investment to his/her organization by asking the possibility of leaving organization considering the salary, status, freedom of creation and friendship between colleagues. Mowday, Steers, and Porter (1982) develops the Organizational Commitment Questionnaire (OCQ) to measure the level of investment of an organizational member Reichers (1985) and O’Reilly and Chatman (1986) further revise OCQ into an new one with two dimensions, including active commitment and loyalty.

However, Lee, Chung, and Lin (2000) consider there is a lack of appropriate Organizational Commitment Scale for Taiwan cultural background. Therefore, they modified the questionnaire of Mowday, Steers, and Porter (1982) to build the localized Organizational Commitment Inventory (OCI). The construct of OCI includes commitments of values, efforts and intension to stay. This paper will use the definition of Porter et al. (1974) and adopt the questionnaire of Lee et al. (2000).
Training

The value of training is directed to the long-term development on human resources and then supports the organizational development (Shen & Darby, 2006). Huang (1999) suggests the training not only enhances employees’ knowledge of management and professional skill, but also change their work attitudes and improve the loyalty toward their companies.

For an enterprise, training belongs to a kind of investing costs, and how to reach the expected performance through training is concerned by an enterprise. There are several ways to measure the effects of training. Dopyera and Pitone (1983) suggest three indicators to measure the effectiveness of training, including the levels of acceptance of training, the improvement of individual knowledge, concepts or skills, and the application of learning from training in practices. Now, the systems used in the international include Investors in People (IIP) of Britain, ISO 10015 of Swiss Confederation, European Foundation for Quality Management, European Quality Award and Benchmarking Projects of Australia. In Taiwan, Bureau of Employment and Vocational Training applies the framework and spirit of ISO 10015 of Swiss Confederation and IIP of England to develop Taiwan Training Quality System (TTQS) as the tools for evaluation and management. TTQS includes five factors of plan, design, do, review, and outcome, it is called PDDRO.

Ko (2008) integrated the literature of relevant professional experts, ISO 10015 and TTQS to develop the questionnaire that considers three dimensions of the training process, achievement and satisfaction.

The study views the training quality as a moderator and explore whether it will influence the relationship between the identification of business ethics and organization commitment or not. We follow the definition of training by Huang (1999) and the questionnaire by Ko (2008).

The relationship between business ethics and organization commitment

The second-largest of Britain's market research firm MORI in corporate social responsibility reports that employees are willing to stay in the company with ethical reputation, and this kind of company is relatively easier to keep the ideal and talented employees (Dawkins, 2004).

Valentine and Barnett (2003) show the positive relationship between the
members’ perception of moral value organization commitment. Peterson (2004) further explains this phenomenon from social identity theory that employees are willing to make best contribution to their company for identifying the organizational values. Many studies have found the same results that business ethics and organization commitment are positively related (e.g., Brammer, Millington & Rayton, 2007; Yu, et al., 2009).

According to former studies, when employees have higher recognition of business ethics, they will have higher organization commitment. Therefore, the H1 is the employees’ identification of business ethics and organization commitment has a positive correlation in tourism industry.

The impact of training quality on the relationship between the identification of business ethics and organization commitment

Lee (2004) shows that the identification of business ethics has a significant impact on the employees’ willing to keep improving. The value of training is to improve the attitude of employees and then modify their concept and behavior (Owen, 2004).

Bhattacharya et al. (2008) indicate the combination of the business ethics with management will result in a positive outcome. Training not only prevents unethical behaviors, but also makes sure the organizational value integrated in daily work, and enhances the organization commitment as well (Wu, 2001). Therefore, the H2 is training quality will increase the positive correlation between identification of business ethics and organization commitment.

Methodology

Framework and hypotheses

The framework and hypotheses of this study are as below.

![Figure 1 Framework](image-url)
H1: The identification of business ethics and organization commitment has a positive correlation in tourism industry.

H2: The training quality will increase the positive correlation between the identification of business ethics and organization commitment.

H2a: When the quality of training is higher, the relationship between identification of business ethics and organization commitment will increase.

H2b: When the quality of training is lower, the relationship between identification of business ethics and organization commitment will decrease.

Data collection and survey designs

The research purpose is to explore the relationship between the recognition of business ethics and organizational commitment in tourism industry and whether the training will influence the relationship between the recognition of business ethics and organizational commitment. Therefore, our research sample is the employees in tourism industries. The questionnaire will be delivering to collect data of business ethics, organization commitment and training.

Analysis

After deleting the incomplete or invalid questionnaires, we will precede the analyses by the software of SPSS and AMOS.

1. Descriptive statistics: in order to understand the situation of business ethics and organizational commitment in Tourism industry of Taiwan.

2. Reliability and validity: to ensure consistency and effectiveness of questionnaires.

3. Regression: understanding the impact of each variable and relationship.

Summary and Implications

The purposes in this study are to explore the relationship between the recognition of business ethics and organizational commitment in tourism industry and the influence of training on the relationship between the recognition of business ethics and organizational commitment. After getting the messages, we can realize the importance of improving the training quality to fit the concept of ethics between employees and organization, and increase organization commitment to decrease turnover intention. Besides, we can also use business ethics scale to search for the
suitable employees to decrease the training cost.

During our research procedure, we found that most of companies did not include the ethical topics in their training programs. Therefore, we suggest the training programs should consider the topic of business ethics to make sure all the employees understand it and avoid the loss of talented employees and waste of training investment.
References


Corporation, Taipei, Taiwan.


The Importance of Adversity Quotient on the Employee’s Counterproductive Work Behavior.
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ABSTRACT

Counterproductive work behavior (CWB) usually happens in the industry and which affect the enterprise a lot. According to the literature, 95% of organizations had been suffered from employee theft and fraud, which make the organization to suffer huge financial losses and may affect other employees, and which causes the overall cultural affected.

Past empirical researches discuss counterproductive work behavior from environmental factors, psychological factors and personality traits, and there was less to discuss counterproductive work behavior from the impact of personal ability attribute variables. Adversity quotient (AQ) can predict human behavior, and has already developed a variety of test methods to predict the capacity characteristics of a person in the performance analysis of variables. Can adversity quotient predict counterproductive work behavior as well? In addition, adversity quotient and counterproductive work behavior-related research is still lacking. Clarifying the relationship between adversity quotient and counterproductive work behavior is the research problem to solve in the research. This issue in human resource management practice is important and necessary because the relative research is rare. The results showed that the higher the adversity quotient is, the less counterproductive work behavior is. The results can offer practitioners of human resource management strategy for the reference.

INTRODUCTION

In the era of the knowledge economy, to survive, enterprises must effectively improve the competitiveness, and “people” are the important factor that results in difference. One of the reasons that enterprises attach great importance to human resource management is that they need talents to survive in this highly competitive era. In occupation functions (selection, training, application, and promotion) of human resource management, “talent selection” is the key factor to the success of human resource management.

Counterproductive work behavior is a commonly seen phenomenon and has a great impact on all types of business organizations. According to surveys of U.S. enterprises, most employees have workplace deviance behavior performance. For example, Harper (1990) pointed out that 1/3 ~3/4 of employees have deviance behaviors of theft, fraud, intentional damage to public property, sabotage, and absence. Slow work efficiency, unpermitted diversion of time and resources, and improper language or behavior commonly exists in
business organizations and results in serious financial and productivity losses. This type of employee deviance behavior is defined by Sackett & DeVore (2001) as counterproductive work behavior.

Past studies often applied IQ (Intelligence Quotient) to determine or predict the future achievement or development of a person. However, in recent years, IQ studies gradually turned to the mathematical logic capacity, and are more often used to predict the future vocabulary development of a person. The Adversity Quotient (AQ) is used to measure the standard for the ability and attitude of everyone corresponding to adversity. It can predict whether people will insist to the end while facing adversity, develop potential, and exceed expectations (Paul Stoltz, 1997). The study of Homes and Rahe in 1967 pointed out that the 14 life events that easily result in an adverse impact on people are respectively: death of spouse, divorce, separation, detention and imprisonment, death of family members, personal injury or loss, marriage, unemployment, marriage reconciliation, retirement, change of family members’ health condition, pregnancy, sexual problems, and new family member. These life events include personal, family, financial, and occupational aspects, which are all possibly the adversity aspects in our lives, and result in trouble or pressure (DeFrain & Olson, 1999). A personal AQ difference, therefore, will impact the success of people’s work and lives (Paul Stoltz, 1997).

In the service industry, every service will impact the direct impression of customers constructed by the service quality provided by the industry, in which, the hotel service industry is the industry that highly stresses cooperation, stress resistance, emotional labor and service-oriented. Will employees’ AQ impact their work performance? Will employees have deviance behavior when a situational factor triggers their sense of frustration? Will employees with low AQ increase their chances of having counterproductive work behavior? The hotel service industry is an industry that is labor-intensive, and has frequent contact with customers, coupled with the long existing high employee turnover, it has resulted in work burdens to various departments, and if employees have counterproductive work behavior, it will make the efforts of the entire team become all for naught. Understanding the occurrence of the employee counterproductive work behavior in the hotel industry, and presenting the corresponding strategy, therefore, is very important.

Most of the counterproductive work behavior related studies will cut in from the organizational angle, and explore the environmental factor (Huang, Guan-chao, 2009; Jhang, Pei-syuan, 2008; Ma, Pin, 2008), psychological factor (Lai, Si-fang, 2009; Lyu, Wan-lin, 2007; Liang, Su-jyun, 2002; Jhang, Pei-syuan, 2008), and personality traits (Ones, Viswesvaran & Schmidt, 1993; Spector & Fox, 2002; Fox & Spector, 1999; He, Yi-fong,
2006), but rarely explore the personal capacity attribute related variables. The study plans to fill this literature gap, and explore the relationship between employee AQ and counterproductive work behavior. The study result can be used as a reference for human resource management, and avoid or reduce the occurrence of counterproductive employee work behavior and avoid wasting corporate resources.

LITERATURE REVIEW

1. counterproductive work behavior

In recent years, there have been two developing positive and negative independent study trends in the organizational behavior related study that tries to understand any possible work performance impact factors from the point of view of spontaneous work performance behavior; and one of them concerns spontaneous altruism. The employee will try his/her best to do his/her job for the organization, in addition to the matters regulated by the organization, he/she will actively engage in matters that are directly or indirectly beneficial for the organization, and has the behavior that exceeds the standard for the character to help other members in the organization. This individual spontaneous behavior will not be directly and clearly affirmed by the enterprise’s official reward system, and that is Organizational Citizenship Behavior (OCB) and service behavior. In addition, the other study orientation focuses on spontaneous depressive behavior, which includes any adverse actions for the coworkers or organization, such as low attendance rates, misuse of time resources, improper language or behavior, or more serious behaviors, like alcoholism, theft, and destruction, which is counterproductive work behavior (CWB) explored by the study. According to the definition of Sackett & DeVore (2001), counterproductive work behavior refers to any intentional behaviors that the employees have in the workplace which is contrary to the legitimate interests of their organization. The intentional behaviors are the spontaneous employee behavior performance. From the point of view of the organization, it refers to the behavior has resulted in a counterproductive effect on the organization’s legitimate interests. According to some surveys on U.S. enterprises, 95% of the enterprises have encountered employee theft and fraud (Case, 2000), which allow the enterprises to suffer from huge financial losses, and have a possible impact on other employees and further impact the enterprise’s overall culture (Ma, Pin, 2008). 60% of the managers think that employees report the wrong amount of work expense, 47% of the managers think that the sales personnel lie on telemarketing, and 36% of the managers think the situation of the workplace deviance behavior is more and more serious in recent years (Jelinek & Ahearne, 2006). Hollinger & Clark (1983) inspected a large amount of counterproductive work behavior, analyzed the relationship between the behaviors, and proposed its conceptual structure; they think that counterproductive work behavior can be divided into property deviance behavior, and production deviance behavior. Robinson & Bennett (1995) think this structure does not
include interpersonal counterproductive work behavior, and they have, therefore, proposed another structure, and divided it into two major dimensions and four types, which are respectively the organizational and interpersonal deviance behavior dimension, and production deviance, property deviance, political deviance, and personal aggression.

Most of the counterproductive work behavior related studies focus on environmental factors and emotional factors. In environmental factors, when an event or situation (including lack of manager and coworker support, not populated work atmosphere and role ambiguity and conflict) in a workplace is different from the employees’ goal, the employees’ sense of frustration will be triggered and result in deviant employee behavior (Hartel et. al., 2006). In the personal factor, the personality traits of agreeableness, diligence, and emotional stability are related to counterproductive work behavior (He, Yi-fong, 2006); angry personalities have a significant correlation with organizational and personal counterproductive work behavior. While facing frustration, employees with the external locus of control personality trait will more possibly show the counterproductive work behavior than employees with the internal locus of control personality trait (Spector & Fox, 2002).

2. Adversity Quotient

The definition of “adversity” in Webster’s Dictionary is an unfortunate or distressed state; difficulty of life; illness or property loss; and a disastrous event (Miller, 2001), AQ is proposed by the U.S. psychologist, Paul Stoltz (1997) according to 500 global study results, and the three science-based theories in psychology, cognitive psychology, mental nerve immunology and neurophysiology after 19 years of research and 10 years of application. It explains the adversity encountered in life with the three adversity levels of social adversity, work adversity, and personal adversity. AQ presents a person’s frustration tolerance through a quantitative approach, or the quotient growing ability in adversity. AQ cam predict the performance of people facing difficulty, who can overcome difficulty, who cannot withstand the test, whose potential will be inspired, who cannot achieve the expectation, who will insist to the end, and who will give up. Therefore, some enterprises will apply AQ as a reference for hiring employees (Jhuang, An-chi, 1997).

Past studies show that the higher the service personnel’s AQ is, the better the service performance is (Cai, You-jiyun, 2009); there is a significant correlation between junior high school students’ emotional intelligence and frustration tolerance in the moderate level (Chen, Yan-ling, 2009). It is found in the study of student teachers who have encountered serious adversity and selected from the resilience perspective that teachers who positively feel the high-degree of adversity are the ones who have creative and transformation behavior and self-recovery characteristics (Siang, Cian-rong, 2008). It is found in a study which applies the
basic employees of the high-tech industry in Taiwan that there is a significant positive correlation between AQ, personality traits, and work attitude (HE, Kun-jhan, 2007). These premises lead to our hypothesis.

Hypothesis: There is a negative correlation between employees’ AQ and counterproductive work behavior.

METHODOLOGY

The study applied the employees of 37 4-star and 5-star international hotels approved by the Tourism Bureau, Taiwan, (until September 2010) as the study object. There are a total of 1000 questionnaires issued, with 725 recycled, so the recycle rate is 72.5%. After deducting 25 incomplete questionnaires and 38 late questionnaires, there are 662 effective questionnaires and the effective recycle rate is 66.2%. The SPSS (Statistical Package for the Social Sciences) for Windows 17.0 software is applied as the data analysis tool.

1. The measurement of Adversity Quotient

The international hotel employee AQ questionnaire of the study is based on the AQ scale of Paul Stoltz (1997), and revised by the study according to the international hotel industry characteristics and the validity confirmation of experts. The scale applied the Likert scale (five-point scale) as the calculation method to respectively mark the reaction intensity and reflect the respondents’ comments.

2. The measurement of counterproductive work behavior (CWB)

The study applied the deviance scale developed by Bennett & Robinson (2000). The scale is divided into two parts: organizational deviance scale (including 12 questions) and interpersonal deviance scale (including 7 questions), and is based on the scale amended by He, Yi-fong (2007) focusing on the international hotel industry. The scale applied Likert’s five-point scale. The test subject will give points according to the work behavior appearance frequency, from “Strongly disagree” (1 point) to “Strongly agree” (5 points).

3. Reliability and validity

The Cronbach’s $\alpha$ values of the study scale are between 0.70 and 0.97, and they are all bigger than 0.7, which means that the questionnaire has good reliability; it, therefore, meets the basic requirement of having consistent questions. After the test, the KMO values of the study questionnaire are between 0.45 and 0.96, which meets the statistical requirement.

4. Data analysis method
The study, in addition to testing the reliability and validity, also processes the
descriptive statistics analysis and regression analysis to clarify the relationship between
variables and dimensions, and further ensures the impact relationship between various
dimensions.

RESEARCH RESULT

The respondent gender is mainly “female”, which accounts for 62.2%; in age, “20–29”
is the majority, which accounts for 56.7%; in education, “university” is the majority, which
accounts for 58.8%; in whether it is the related department, “yes” is the majority, which
accounts for 59.0%; in marital status, “single” is the majority, which accounts for 72.7%; in
current working department, “food and beverage” is the majority, which accounts for 34.7%;
in current position, “basic employee” is the majority, which accounts for 61.0%; in monthly
salary, “NT$ 20,000-2,9000” is the majority, which accounts for 43.0%.

The correlation coefficients for the Adversity Quotient and counterproductive work
behavior exhibit significant negative correlation, which confirms a relationship between both
factors, as is demonstrated in the table below. The result supports the hypothesis.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Adversity Quotient</th>
<th>counterproductive work behavior</th>
</tr>
</thead>
<tbody>
<tr>
<td>AQ</td>
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<td></td>
</tr>
<tr>
<td>Pearson significant correlation</td>
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<td></td>
</tr>
<tr>
<td>Number</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Counterproductive work behavior</td>
<td>-.243**.000</td>
<td>1</td>
</tr>
<tr>
<td>Pearson significant correlation</td>
<td>.662</td>
<td></td>
</tr>
<tr>
<td>Number</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: ** refers to p<0.01, (two-tailed) significant correlation
* refers to p<0.05, (two-tailed) significant correlation

It is found after the empirical analysis that the overall current statuses of
counterproductive work behavior are respectively “playing jokes on coworkers” (M=3.24),
“daydreaming or fantasizing during work hours” (M=2.44), and “saying something hurtful to
coworkers” (M=2.24); the current statuses of organizational deviance behavior are
“daydreaming or fantasizing during work hours” (M=2.44), “self-extending the break time
without following the company policy or resting and doing nothing during the working hour”
(M=1.91), and “not trying ones best at work” (M=1.86). The current statuses of interpersonal
deviance behavior are “playing jokes on coworkers” (M=3.24), “saying something hurtful to
coworkers” (M=2.24), and “playing tricks on coworkers” (M=1.71).

Looking from the aforementioned more commonly seen behaviors for hotel industries,
the one with a mean higher than 3 is “playing jokes on coworkers”. This shows that behavior
has the highest occurrence frequency in the hotel industry, and there are only 15 employees who have not had this behavior within the past year, which accounts for 2.3% of the total sample amount. The result shows that this behavior is a normal event, and has occurred to most employees. The study thinks that “playing jokes on coworkers” is the more frequently occurring deviance behavior in the hotel industry, the hotel industry belongs to the service industry, the work characteristic stresses on the cooperation, friendship and interaction between employees, and therefore, the occurrence frequency of playing jokes on coworkers will be higher than other counterproductive work behaviors.

CONCLUSION AND SUGGESTION

1. The occurrence of hotel employees’ counterproductive work behavior

   In between the dimensions, interpersonal deviance behavior is more serious than organizational deviance behavior, which corresponds with the related counterproductive work behavior studies of Lyu, Wan-lin (2007) and He,Yi-fong (2007). Due to the hotel industry highly stressing the cooperation and interaction between employees, it is easy for conflicts to erupt between people. The occurrence of interpersonal deviance behavior, therefore, will be more frequent than organizational deviance behavior, and furthermore, interpersonal deviance behavior is more the parallel relationship behavior between coworkers, and organizational deviance behavior is the behavior that has a direct conflict with the enterprise organizational policy and regulations. From the perspective of managers and the identification of employees, they are the behaviors with different serious levels. Therefore, the empirical analysis would create the result.

2. The relationship between hotel employees’ Adversity Quotient and counterproductive work behavior.

   The past literatures (Turner, 2001; Zhou & George ,2001; Syu, Jian-shan, 2001; Yan, Yu-sin, 2002; Colbert et al., 2004; Law et al., 2004; Chen, Li-nan, 2004; Guo, Pei-ting, 2005; Chen, Yong-an, 2006;He, Kun-jhan, 2008; Jian, Li-rong, 2009) have corresponded with the study. It show ,that the more the ones who can control the adversity situation there are, the more they can show a healthy behavior in the workplace and life, and therefore, it is more difficult for them to have counterproductive work behavior.

3. Practical recommendation

   The study thinks that to improve the counterproductive work behavior of hotel employees, it can start from the front end of human resource management, which is employee recruitment and selection. The ability attribute of job seekers can be understood through the talent selecting process. The ones who are suitable for the department and position should be
selected, and the possibility of them having counterproductive work behavior should be predicted. The study's empirical analysis result shows that hotel employee AQ (M=3.16) can be the measurement standard for the selection, and the position according to the appropriate characteristic can be arranged, such as the ones with high AQ can be placed in the location which has direct contact with the customers (receptionists for the lobby in the customer service department, as an operator, food and beverage service personnel, and in the sales department.

For the existing counterproductive behavior in the hotel industry, if no improvements are made, it may form into a corporate culture. The study result of He, Yi-fong (2007) shows that job satisfaction is related to counterproductive work behavior. The ones with lower job satisfaction will be more possible to take revenge on their employer, and have more counterproductive work behaviors. Therefore, hotel managers should try to improve the job satisfaction, starting from salary benefits, job design, management style, coworker harmony, and manager recognition to improve the relationship with the employees; this will establish a trusting and harmonic relationship between the employees and the employer to reduce the occurrence of counterproductive work behavior.

4. Academic recommendation

There is still a gap for counterproductive work behavior required to be studied. The study recommends that future studies can extend and expand the theory to allow it to be more complete. It can also combine with other important related organizational variables, such as organizational citizenship behavior, in the future to develop an in-depth and extensive study. It may also apply self-assessment and others’ assessment to have mutual verification; the obtained counterproductive work behavior indicator will be contributive.

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Study on Green Tourism Consumptions of Chinese Tourist with Different Environment Perception

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Keywords: Environment Perceptions; Green tourism consumption; NEP; Chinese tourist

Abstract: This study measures the environmental attitudes of Chinese tourists by "New Environmental Paradigm "(NEP) Scale, then investigate the relationship between the tourists' environmental attitudes and green tourism consumption behavior. This paper classifies Chinese tourists into three categories: the harmonious activists, the anthropocentrists and the ecocentrists. The results indicate that tourists holding different environmental attitudes show significant difference in certain basic statistical variables and fulfillment degree of green tourism behavior. There is a contradiction between the environmental attitude and green tourism behavior of the anthropocentrists.

1. INTRODUCTION

Today, the media are increasingly direct in informing the public about the effects of global warming (Lee, Hsu, Han, & Kim, 2010). However, the scientific and technological advancement is playing a much less important role in reducing energy consumption and greenhouse gas emission (Nawjin and Peeters, 2010), which means people need to change their behavior to achieve this, thereby realize sustainable development.

The tourism industry influences the global climate and environment through the energy consumption and greenhouse gas emission of transportation, accommodation, tourist activity, etc. The strong growth of total (unchecked) tourism emissions within about 50 years from now will exceed the 100% share of sustainable global emissions (Bows, Anderson & Peters, 2009). Human being need to adopt sustainable tourism style to remit the influence on the climate. National Tourism Administration of China also regards the energy saving, environmental protection and green tourism consumption as an important goal in “the twelfth five-year” tourism plan (National Tourism Administration of China, 2010). The development of green tourism needs not only the effort of government, enterprises and related organizations, but also the activate participation and corporation of the tourists. The tourists can bring the enterprises stress and motivation to develop green tourism, meanwhile supervise the government and the tourism management department, and promote the development of green tourism positively. This paper studies the tourists’ environmental attitudes and green tourism consumption behavior, as well as the interrelationship between them, trying to make a contribution to the green tourism development.

2. REVIEWS

In the late 1970s, the World Tourism Organization established a committee focused on the environment, while somewhat later in 1992 the sustainable development of tourism was directly addressed by the Rio Earth Summit (Bohdanowicz, 2006), which marks the beginning of a new era of “protecting environment, respecting nature and promoting
sustainable development”. The green tourists started to show up in early 1990s. (Kirkpatrick, 1990) The tourism industry began incorporating environmentally responsible or green innovations into their businesses (Kathleen, 2009). In 2010, UNWTO published a report of ‘Toward low-carbon tourism’ collaborating with other international organizations. Tourism industry starts to catch the attention of public as a competitive industry of low-carbon economy, energy saving and emission reduction.

Green tourism claims can be used to signal that tourism operations taking place in that area do not harm to the environment (Font and John Tribe, 2001). However, the ‘involuntary green travel’ was defined as reduced CO\textsubscript{2} emission travel imposed by government regulations (Nawjin and Peters, 2010).

Many researchers study the green tourism production in different perspectives. There’s a obvious positive relationship between corporate social responsibility and financial performance (Margolis & Walsh, 2001). Pontus Cerin (2003) noted that the enterprises actively engaging in the discussion of environmental protection claim that they get added value _brand from social identity. The objectives of sustainable development must be a part of the overall destination development strategy, the purpose of which is to achieve the highest socioeconomic impact on the local community and to optimize the quality of life of the local population, and its current and future generations. GRA\textsuperscript{C}AN etc. (2010) indicates that the expenditure saving from energy saving and emission reduction becomes the income of enterprise, meanwhile makes profit for environment and society. Gössling etc. (2001) studies on the energy consumption and CO\textsubscript{2} emission of tourism activities.

Large numbers of literatures studies on two aspects: the destruction of tourism on natural resources (Gössling, 1999; Vail, & Hultkrantz, 2000) and the measure of protecting environment and reducing the adverse environmental impact of tourism during tourism development (Davis etc., 2001; Page etc., 2002). Some researchers studied on the environmental guidelines, certification system, the "best practice" and policy formulation and implementation for tourism development. (Bohdanowicz, 2006; Judith etc., 2010). Other researchers studied on the environmental responsibility of tourism business managers, owners and employees and tourists’ awareness and behavior toward green tourism (Bohdanowicz, 2006; Kathleen, 2009).

However, there’s seldom any researches studying on the relationship between environmental attitude and green tourism behavior (Wang, Li & Liao etc., 2010; Luo, Wu, Deng etc., 2009; Chien-Wen & Chien-Pei, 2008). On the domain of tourism, Formica & Uysal (2002) has encouraged researchers to combine environment attitudes with tourism research, because people’s attitude toward the use of nature and resource will affect the decision-making process of destination. There are other researchers studying on the impact of the green attitudes and the production of certain groups (Gu, Chris & Kaye, 2009). This paper studies on the difference of green tourism consumption behavior among tourists holding different environmental attitude, in order to contribute to the development of green tourism.

3. THEORETICAL FRAMEWORK AND ASSUMPTIONS

3.1. Environmental Attitudes and Green Tourism Consumption Behavior

Environmental attitude is a tendency that people incline to protect the environment in a relatively sustainable and organized way, which is acted in the name of environment protection and should be noticed and concerned. Essentially speaking, the environmental crisis results from the adverse environmental behavior. The theory of reasoned action and the
theory of planned behavior claim that the best way to predict people’s behavior is to comprehend their behavioral intention. Moreover, the behavioral intention has three influence factors: behavioral attitude, subjective norm and perceived behavioral control, codetermining behavioral intention and behavior (Yu, Wang & Yang, 2000). According to these theories, and in consideration that previous study indicates environmental attitude and green behavior has certain positive correlation (Luo, Wu etc., 2009; Chien-Wen & Chien-Pei, 2008), this paper proposes this hypothesis:

H1: Environmental attitude has positive influence on green tourism consumption behavior.

3.2. Anthropocentrism, Ecocentrism and Green Tourism Consumption Behavior

Values play an important role in individual consumers’ behavior, attitude and decision-making, which can enhance the tourists’ understanding to green tourism product and behavior, induce the tourists’ demand and desire to green tourism consumption, thus promote green tourism consumption behavior. As two kinds of incompatible environmental values, the anthropocentrists emphasize human beings’ subjective initiative, whereas the ecocentrists claim that human exist as part of the nature.

The anthropocentrists regard themselves as the central and most significant entities in the universe, asserting that the whole interests and long-term benefits of human being are the starting and terminal point of handling the man-nature relationship and conducting ecological practical activities (Yan, 2006). The anthropocentrists are divided into the absolute anthropocentrism and the relative anthropocentrism. The former have a unilaterally cognitive exaggeration on human’s subjective initiative, while the latter respect the absoluteness of human’s survival development right, admit the preexistence of nature and finiteness of environmental bearing capacity and natural resources, and pursue the harmonious coexistence, common development and sustainable development of human and nature (Yang Guangsheng, 2010). This paper name the people who advocate absolute anthropocentrism as “the anthropocentrists” and name the people who advocate relative anthropocentrism as “the harmonious activists”. The green tourism behavior is the tourism activities process that cannot destroy the natural environment and should save resources and energy as possible. Thus it is clear that the view which is advocated by the harmonious activists is close to the green tourism consumption behavior.

The ecocentrists regard themselves and the nature equally, or regard human as the outcome of natural evolution. Human exist as part of nature and cannot survive without nature. Thus human should coexist harmoniously and develop commonly (Chen, & Yang, 2001). Now, on the basis of accepting biological evolution, species and ecosystem, the ecocentrists have transferred their attention from individual to the construction of nature and environment matrix. Various of species can find their own position in this matrix. This harmony and unity of human and nature are exactly the basis of green tourism behavior. Accordingly, we propose hypotheses as follow:

H2: Tourists hold different environmental values have different green tourism consumption behavior.

H2a: The anthropocentrists are not inclined to green tourism consumption.

H2b: The harmonious activists are inclined to green tourism consumption.

H2c: The ecocentrists are inclined to green tourism consumption.

3.3. Anthropocentrists, Ecocentrists and Environmental Attitude

Environmental values have an impact on the whole inside system of individuals and influence the formation of certain attitude and behavior. The environmental values and
environmental attitude cannot replace each other. But previous study has indicated that individual values and environmental attitude are positively correlated (Wang etc., 2010). Other researchers dividing tourists into different environmental value types according to their environmental attitudes, e.g. eco-centrists, anthropo-centrists and equivocators (Luo etc., 2009). Thus, we propose this hypothesis:

H3: The tourists can be divided into different types according to the environmental attitudes.

On the basis of these hypotheses, we can conclude the basic theoretical framework of this study (figure 1). As illustrated in the figure, this study divided tourists holding different types of environmental attitude into three types according to the relationship between environmental values and environmental attitude, then testify the relationship between environmental attitude and green tourism behavior through the discrepancy in green tourism consumption among these three types.

4. METHODS

4.1. Questionnaire Design

This paper studies on the relationship between environmental attitude and green tourism behavior by questionnaires which refer to New Environmental Paradigm (NEP) and combine with Chinese actual tourism conditions. The respondents are anonymous because personal environmental attitude is sensitive topic to some extent and they might not be reluctant to state their opinions if they need to sign their names.

4.1.1. Environmental Attitude Scale

The NEP is the most influential and common used environmental attitude scale. The major viewpoints of NEP world view include that: the earth's resources and economic growth
has its limits; the solution to environmental problems is not absolutely dependent on technology; care about children's living environment and recognize the value of nature’s existence (Zeng, 2004).

This study measures tourists’ environmental attitudes by NEP Scale modified by Dunlap in 1992. The respondents are required to mark the corresponding answers of strongly agree, relatively agree, agree, neither agree nor disagree, disagree, relatively disagree or strongly disagree. In table 1, the odd number questions are positively narrated and scored 1-7, which means higher scores indicate more tendency to NEP. On the contrary, the even number questions are narrated reversed and scored 7-1, which means lower scores indicate more tendency to NEP.

4.1.2. Green Tourism Consumption Behavior Scale

Green tourism consumption is a pattern of consumption in which people respect environmental ethics, focus on the protection of tourism resources and environment, conserve resources and energy maximally while pursuing the highest satisfaction in travel. Green tourists use tourism resources rationally and protect the ecological environment and socio culture in a socially and environmentally responsible manner (Tourism Times, 2007). In terms of Chinese actual situation, taking into account the differentiation of Chinese tourists’ civilization level, all kinds of green tourism promise in our country, civilized travel guide and related research (Chien-Wen, & Chien-Pei, 2008; Toronto green tourism association; Shan Shui Conservation Center), we designed “green tourism consumption behavior scale”, trying to cover all elements of tourism. The respondents are required to mark the corresponding answers of strongly agree, relatively agree, agree, neither agree nor disagree, disagree, relatively disagree or strongly disagree.

Then, we do a pre-survey of more than 50 samples, and delete some unreasonable elements and add some elements meanwhile. Later 10 experts are invited to grade the adjusted questionnaire, in order to make sure the rationality of the questionnaire’s index.

We adopt factor analysis to analyze the environmental attitude and green tourism consumer behavior. a) Extract the elements whose eigenvalues are greater than 1 through the method of principal component analysis and varimax orthogonal rotation, and remove variables whose load is less than 0.40 and common factor variance is less than 0.35; b) Classify the tourists by the scores of environmental attitude through K-Means Q cluster analysis; c) Compare the green tourism consumer behavior discrepancies among tourists holding different environmental attitude through ANOVA.

The Cronbach’s a of environmental attitude part is 0.693. But variable 12 is excluded because its Cronbach’s a is 0.256 and the reliability is very low. The Cronbach’s a of environmental attitude part increases to 0.705. The Cronbach’s a of green tourism consumer behavior part is 0.875. Both of them meet the reliability requirements.

4.2. The Implementation of The Questionnaire Survey

The survey was implemented by the graduates of Beijing International Studies University. They were trained before the formal survey. Investigators carried the survey in major tourist attractions and hubs in Beijing, Shanghai, Wuxi, Suzhou, Nanjing, Guangzhou and other cities on November 3rd to 8th, 2010. 1156 questionnaires were handed out and after excluding the disqualified questionnaires (more than 50% missing values or answered regularly), we obtained 871 valid questionnaires. The effective rate was 75.35%.

5. DATA ANALYSIS
5.1. Sample Profiles

The basic statistics of the sample are shown in table 1. 52.7% of respondents are male; most respondents are young people aged between 19-35 (82.6%); the number of respondents in average income level or above accounts for 63.4%; the workers and students are most (57.9% and 28.6% respectively); among workers, the senior managers, junior managers and employees account for 20.5%, 30.8%, 48.6% respectively; the respondents who have bachelor’s degree or above are most (66.5%); 48.4% of the respondents travel 2-5 times per year, then 44.4% travel once a year; more than half of the respondents travel at their own expense (55.6%).

Table 1
Basic statistical characteristics of Sample (1)

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>422</td>
<td>52.7</td>
<td>52.7</td>
</tr>
<tr>
<td>Female</td>
<td>379</td>
<td>47.3</td>
<td>100.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-25</td>
<td>453</td>
<td>53.2</td>
<td>55.0</td>
</tr>
<tr>
<td>26-35</td>
<td>250</td>
<td>29.4</td>
<td>84.4</td>
</tr>
<tr>
<td>36-45</td>
<td>57</td>
<td>6.7</td>
<td>91.1</td>
</tr>
<tr>
<td>46-50</td>
<td>36</td>
<td>4.2</td>
<td>95.3</td>
</tr>
<tr>
<td>51-55</td>
<td>22</td>
<td>2.6</td>
<td>97.9</td>
</tr>
<tr>
<td>56 and above</td>
<td>18</td>
<td>2.1</td>
<td>100.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Income</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Few</td>
<td>200</td>
<td>24.8</td>
<td>24.8</td>
</tr>
<tr>
<td>Below Average Level</td>
<td>87</td>
<td>10.8</td>
<td>35.5</td>
</tr>
<tr>
<td>At Average Level</td>
<td>378</td>
<td>46.8</td>
<td>82.3</td>
</tr>
<tr>
<td>Above Average Level</td>
<td>134</td>
<td>16.6</td>
<td>98.9</td>
</tr>
<tr>
<td>Far above average level</td>
<td>9</td>
<td>1.1</td>
<td>100.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employment</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed</td>
<td>488</td>
<td>57.9</td>
<td>57.9</td>
</tr>
<tr>
<td>Unemployed</td>
<td>12</td>
<td>1.4</td>
<td>59.3</td>
</tr>
<tr>
<td>Student</td>
<td>241</td>
<td>28.6</td>
<td>87.9</td>
</tr>
<tr>
<td>Armyman</td>
<td>23</td>
<td>2.7</td>
<td>90.6</td>
</tr>
<tr>
<td>Home stays</td>
<td>36</td>
<td>4.3</td>
<td>94.9</td>
</tr>
<tr>
<td>Others</td>
<td>43</td>
<td>5.1</td>
<td>100.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employers’ Position</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior managers</td>
<td>106</td>
<td>20.5</td>
<td>20.5</td>
</tr>
<tr>
<td>Primary managers</td>
<td>159</td>
<td>30.8</td>
<td>51.4</td>
</tr>
<tr>
<td>Grassroots employees</td>
<td>251</td>
<td>48.6</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Table 1
Basic statistical characteristics of Sample (2)
### Education Background

<table>
<thead>
<tr>
<th>Education Background</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Junior middle school and the following</td>
<td>41</td>
<td>4.9</td>
<td>4.9</td>
</tr>
<tr>
<td>Technical secondary school /high school</td>
<td>76</td>
<td>9.0</td>
<td>13.9</td>
</tr>
<tr>
<td>(college for) professional training</td>
<td>166</td>
<td>19.7</td>
<td>33.6</td>
</tr>
<tr>
<td>regular college</td>
<td>428</td>
<td>50.8</td>
<td>84.3</td>
</tr>
<tr>
<td>Graduate and above</td>
<td>132</td>
<td>15.7</td>
<td>100.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Annual Travel Frequency</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>once</td>
<td>352</td>
<td>44.4</td>
<td>44.4</td>
</tr>
<tr>
<td>2-5 times</td>
<td>383</td>
<td>48.4</td>
<td>92.8</td>
</tr>
<tr>
<td>Above 5 times</td>
<td>57</td>
<td>7.2</td>
<td>100.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Payment Method</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>facility trip</td>
<td>190</td>
<td>22.3</td>
<td>22.3</td>
</tr>
<tr>
<td>All-expense tour</td>
<td>474</td>
<td>55.6</td>
<td>77.9</td>
</tr>
<tr>
<td>Both of above</td>
<td>188</td>
<td>22.1</td>
<td>100.0</td>
</tr>
</tbody>
</table>

### 5.2. Tourists’ Classification Based on Environmental Attitude

#### 5.2.1. Factor Analysis

We analyze the remaining 14 variables through the method of principal component analysis and varimax orthogonal rotation. The $\chi^2$ value of Bartlett test of sphericity is 2703.340 (df = 91, p = 0.000) and the value of Kaiser-Meyer-Olkin is 0.839, indicating that the variables are suitable for factor analysis. Through analysis, we find the common factor variance of variable No.1 is 0.305, less than 0.35, so we exclude it. Then we analyze the remaining 14 variables through the same method. The $\chi^2$ value of Bartlett test of sphericity is 2577.308 (df = 78, p = 0.000) and the value of Kaiser-Meyer-Olkin is 0.836, indicating that the variables are suitable for factor analysis. Three factors are extracted finally, whose characteristic roots, variance and cumulative variance contribution rate are shown in Table 2. According to the general character of the variables, we name these three factors as human almighty, natural limitation and ecological crisis.

#### Table 2

Factor Loading Matrix of Tourists Environmental Attitude (1)

<table>
<thead>
<tr>
<th>Factors</th>
<th>Components</th>
<th>Communality Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factors 1: human almighty</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. Humans will learn enough about how nature works to be able to control it.</td>
<td>0.773</td>
<td>-0.065</td>
</tr>
<tr>
<td>8. The balance nature is strong enough to cope with the impacts of modern industrial nations.</td>
<td>0.730</td>
<td>-0.187</td>
</tr>
<tr>
<td>4. Human ingenuity will insure that we do not make the earth unlivable.</td>
<td>0.711</td>
<td>-0.090</td>
</tr>
<tr>
<td>6. The earth has plenty of natural resources if we just learn how to develop them.</td>
<td>0.655</td>
<td>0.113</td>
</tr>
<tr>
<td>2. Humans have the right to change nature to fit their needs.</td>
<td>0.649</td>
<td>-0.133</td>
</tr>
</tbody>
</table>
Factor Loading Matrix of Tourists Environmental Attitude (2)

<table>
<thead>
<tr>
<th>Factors</th>
<th>Components</th>
<th>Communality Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>10. The so-called ecological crisis facing humankind has been greatly exaggerated.</td>
<td>0.563</td>
<td>-0.167</td>
</tr>
<tr>
<td>Factors 2: natural limitation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. The earth is like a spaceship with very limited room and resource.</td>
<td>-0.051</td>
<td>0.753</td>
</tr>
<tr>
<td>13. The balance of nature is very delicate and easily upset.</td>
<td>-0.030</td>
<td>0.706</td>
</tr>
<tr>
<td>7. Plants and animals have as much right as humans to exist.</td>
<td>-0.086</td>
<td>0.668</td>
</tr>
<tr>
<td>9. Despite our special abilities, humans are still subject to the laws of nature.</td>
<td>-0.224</td>
<td>0.660</td>
</tr>
<tr>
<td>Factors 3: ecological crisis</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. When humans interfere with nature, it often produces disastrous consequences.</td>
<td>0.002</td>
<td>0.098</td>
</tr>
<tr>
<td>5. Humans are seriously abusing the environment.</td>
<td>0.033</td>
<td>0.250</td>
</tr>
<tr>
<td>15. If things continue on their present course, we will soon experience a catastrophe.</td>
<td>-0.089</td>
<td>0.339</td>
</tr>
<tr>
<td>Eigen value</td>
<td>2.873</td>
<td>2.239</td>
</tr>
<tr>
<td>Variance explained %</td>
<td>25.101</td>
<td>20.221</td>
</tr>
<tr>
<td>Cumulative variance explained %</td>
<td>25.101</td>
<td>45.322</td>
</tr>
<tr>
<td>The number of variables contained by Each factor</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>Cronbach’s a</td>
<td>0.777</td>
<td>0.723</td>
</tr>
</tbody>
</table>

Note: 1) through sorting "analysis results" get data. 2) extraction method: principal component. Rotating methods: Varimax with Kaiser standardization. Convergence after five iterations.

5.2.2. Tourists Cluster Analysis Based on Environmental Attitudes

We analyze all tourists through Q-type cluster analysis according to the tourists’ scores in every environmental attitude factor. After series of trial runs by K-Means clustering method, we cluster the tourists into 3 groups. ANOVA indicates that 3 groups have significant variation in 3 factors (Table 3).

Table 3
The analysis of variance between categories (ANOVA)

<table>
<thead>
<tr>
<th>Cluster</th>
<th>Mean Square</th>
<th>df</th>
<th>Mean Square</th>
<th>df</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>human almighty</td>
<td>791.235</td>
<td>2</td>
<td>1.565</td>
<td>868</td>
<td>505.579</td>
<td>.000</td>
</tr>
<tr>
<td>natural limitation</td>
<td>413.443</td>
<td>2</td>
<td>1.675</td>
<td>868</td>
<td>246.769</td>
<td>.000</td>
</tr>
<tr>
<td>ecological crisis</td>
<td>777.593</td>
<td>2</td>
<td>1.428</td>
<td>868</td>
<td>544.562</td>
<td>.000</td>
</tr>
</tbody>
</table>

Scheffe post hoc test results showed that the 3 groups have significant variation in each factors. The average score of 3 groups in each environmental factor are shown in Table 4. It should be noted that the factor of “human almighty” is adversely narrated, which means higher scores indicate less tendency to NEP’s world view. The other two factors are...
positively narrated, which means higher scores indicate more tendency to NEP’s world view.

Table 4
The mean score on various environmental factors of all kinds of tourists

<table>
<thead>
<tr>
<th></th>
<th>Harmonious Activists (N=152)</th>
<th>Anthropocentrists (N=354)</th>
<th>Ecocentrists (N=365)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Almighty</td>
<td>5.992</td>
<td>6.092</td>
<td>4.054</td>
</tr>
<tr>
<td>Natural Limitation</td>
<td>5.974</td>
<td>3.669</td>
<td>3.250</td>
</tr>
<tr>
<td>Ecological Crisis</td>
<td>1.190</td>
<td>2.933</td>
<td>4.820</td>
</tr>
</tbody>
</table>

The tourists in type 1 support the viewpoint of “human almighty” and “natural limitation” and do not support the “ecological crisis”. This group of tourists has realized that the Earth has limits to growth, respected the absoluteness of human’s survival development right and pursued the harmonious coexistence, common and sustainable development of human and nature. The paper names this group of tourists as “the harmonious activists” according to the former analysis in theoretical framework. There are 152 tourists in this group, accounting for 17.0%. The results of cross-analysis (Table 5) show that female tourists are more than male (53.5%>46.5%) and tourists in this group take a smaller proportion in every basic demographic characteristic (less than 30%).

The tourists in type 2 support the viewpoint of “human almighty”. They regard human as the central even the most significant entities in the universe, while denying the ecological crisis and holding neutral attitude toward the finiteness of natural resources. They have a unilaterally cognitive exaggeration on human’s subjective initiative and their environmental attitudes are inclined to the anthropocentrism, so they can be named as “the anthropocentrists”. There are 354 tourists in this group, accounting for 40.6%. The results of cross-analysis (Table 5) show that male tourists are more than female (59.9%>40.1%); the majority of this group are below 18 or above 36 (more than 40%); the income gap is great; the employment status are mainly employed, unemployed and others which accounts for more than 40% prospectively and the majority of employed are managers; the discrepancy in education background is great; travel frequently and the tourists who travel more than 5 times per year account for 45.6%; the majority are facility tourists (more than 50%).

The tourists in type 3 have not realized the limitation of nature and not take the bearing capacity of Earth seriously. They also denied “human almighty” and admitted “ecological crisis”. Their environmental attitudes are inclined to the ecocentrism, so they can be named as “the ecocentrists”. There are 365 tourists in this group, accounting for 42.4%. The results of cross-analysis (Table 5) show that the number of male tourists are as large as that of female (differ only 3.6%); the majority of this group are in age of 19-35; their income level is low; there’s not obvious discrepancy in the employment position; the level of education is high (the education background of undergraduate or above account for more than 40%); travel frequently is lower than type 2; the majority are all-expense tourists.

Table 5
Different types of tourists' basic statistical characteristics
## Types of tourists (%)

<table>
<thead>
<tr>
<th>Types of tourists (%)</th>
<th>Harmonious Activists</th>
<th>Anthropocentrists</th>
<th>Ecocentrists</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender Male</td>
<td>46.5</td>
<td>59.9</td>
<td>48.2</td>
</tr>
<tr>
<td>Gender Female</td>
<td>53.5</td>
<td>40.1</td>
<td>51.8</td>
</tr>
<tr>
<td>Age 18 and under</td>
<td>20.0</td>
<td>53.3</td>
<td>26.7</td>
</tr>
<tr>
<td>Age 19-25</td>
<td>17.4</td>
<td>38.2</td>
<td>44.4</td>
</tr>
<tr>
<td>Age 26-35</td>
<td>16.8</td>
<td>39.6</td>
<td>43.6</td>
</tr>
<tr>
<td>Age 36-45</td>
<td>22.8</td>
<td>47.4</td>
<td>29.8</td>
</tr>
<tr>
<td>Age 46-50</td>
<td>11.1</td>
<td>52.8</td>
<td>36.1</td>
</tr>
<tr>
<td>Age 51-55</td>
<td>22.7</td>
<td>40.9</td>
<td>36.4</td>
</tr>
<tr>
<td>Age 56 and above</td>
<td>11.1</td>
<td>80.0</td>
<td>10.0</td>
</tr>
<tr>
<td>Income Few</td>
<td>20.0</td>
<td>35.5</td>
<td>44.5</td>
</tr>
<tr>
<td>Income Below Average Level</td>
<td>13.8</td>
<td>48.3</td>
<td>37.9</td>
</tr>
<tr>
<td>Income At Average Level</td>
<td>17.2</td>
<td>39.7</td>
<td>43.1</td>
</tr>
<tr>
<td>Income Above Average Level</td>
<td>18.7</td>
<td>47.8</td>
<td>33.6</td>
</tr>
<tr>
<td>Income Far above average level</td>
<td>0.0</td>
<td>66.7</td>
<td>33.3</td>
</tr>
<tr>
<td>Employment Employed</td>
<td>16.8</td>
<td>42.6</td>
<td>40.6</td>
</tr>
<tr>
<td>Employment Unemployed</td>
<td>16.7</td>
<td>25.0</td>
<td>58.3</td>
</tr>
<tr>
<td>Employment Student</td>
<td>20.3</td>
<td>36.1</td>
<td>43.6</td>
</tr>
<tr>
<td>Employment Armyman</td>
<td>17.4</td>
<td>34.8</td>
<td>47.8</td>
</tr>
<tr>
<td>Employment Home stays</td>
<td>11.1</td>
<td>52.8</td>
<td>36.1</td>
</tr>
<tr>
<td>Employment Others</td>
<td>16.3</td>
<td>48.8</td>
<td>34.9</td>
</tr>
<tr>
<td>Employers’ Position</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior managers</td>
<td>15.1</td>
<td>44.3</td>
<td>40.6</td>
</tr>
<tr>
<td>Primary managers</td>
<td>15.7</td>
<td>47.8</td>
<td>36.5</td>
</tr>
<tr>
<td>Grassroots employees</td>
<td>17.5</td>
<td>39.0</td>
<td>43.4</td>
</tr>
<tr>
<td>Education Background</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Junior middle school and the following</td>
<td>19.5</td>
<td>56.1</td>
<td>24.4</td>
</tr>
<tr>
<td>Technical secondary school /high school</td>
<td>14.5</td>
<td>47.4</td>
<td>38.2</td>
</tr>
<tr>
<td>college for professional training</td>
<td>19.9</td>
<td>42.2</td>
<td>38.0</td>
</tr>
<tr>
<td>regular college</td>
<td>15.4</td>
<td>40.0</td>
<td>44.6</td>
</tr>
<tr>
<td>Graduate and above</td>
<td>22.0%</td>
<td>34.8%</td>
<td>43.2</td>
</tr>
<tr>
<td>Annual Travel Frequency</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>once</td>
<td>20.2</td>
<td>38.9</td>
<td>40.9</td>
</tr>
<tr>
<td>2-5 times</td>
<td>16.4</td>
<td>39.7</td>
<td>43.9</td>
</tr>
<tr>
<td>Above 5 times</td>
<td>17.5</td>
<td>45.6</td>
<td>36.8</td>
</tr>
<tr>
<td>Payment Method</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>facility trip</td>
<td>14.7</td>
<td>55.3</td>
<td>30.0</td>
</tr>
<tr>
<td>All-expense tour</td>
<td>18.1</td>
<td>35.4</td>
<td>46.4</td>
</tr>
<tr>
<td>Both of above</td>
<td>17.0</td>
<td>38.8</td>
<td>44.1</td>
</tr>
</tbody>
</table>

### 5.3. The Discrepancy in Green Tourism Consumption Behavior among Different Types of Tourists

This paper analyzes the discrepancy in green tourism consumption behavior among different types of tourists through ANOVA analysis (α=0.05). First, we exclude the variables which do not meet the precondition of ANOVA (p≤0.05) through homogeneity test of
variances. Then we analyze the remaining variables for the types of tourists’ environmental attitude through ANOVA analysis (table 6). The bolded figures are the F-test results whose significance is less than 0.05, which indicates that there’s significant discrepancies in green tourism consumption behavior among different types of tourists.

As we can see from table 6, there’s significant discrepancies in 15 variables of the 3 groups of tourists, which proves the hypothesis 1 and 2. Scheffe post hoc test results showed that the fulfillment level of the anthropocentrists is much higher than the ecocentrists in the question of “I would choose the scenic spots, travel agencies, hotels and travel guides which provide environmental information”. The fulfillment level of the anthropocentrists is much higher than the ecocentrists and the harmonious activists in the question of “I would estimate my carbon emissions and try to choose low-carbon travel”. And the fulfillment level of the ecocentrists is much higher than the anthropocentrists in the question of “I would prepare travel belongings to reduce the variety and quantity of purchase on the way” (P<0.05).

In addition, from the mean value we can see that although the anthropocentrists hold a negative attitude toward the limitation of nature and the urgency of ecological crisis, they still are inclined to fulfill various kinds of green tourism consumption behavior (the mean values of positive questions are above 4 and that of negative questions are below 4). The ecocentrists are the most active practioners, their fulfillment level is relatively higher in 10 questions. And the scores of harmonious activists ranked the second in 12 questions, which illustrates the harmonious activists are tend to travel green actively. The analysis above proves the hypothesis 2a and 2b are true, but the hypothesis 2c is false.

Table 6
The differences in green tourism consumer behaviors between tourists types (1)

<table>
<thead>
<tr>
<th>Green Tourism Consumer Behaviors</th>
<th>Mean</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>harmonious activists</td>
<td>anthropocentrists</td>
<td>ecocentrist s</td>
<td>F</td>
<td>Sg.</td>
</tr>
<tr>
<td>1. Before visiting somewhere, I would ask for the information of local natural and cultural resources.</td>
<td>5.19</td>
<td>5.29</td>
<td>5.49</td>
<td>3.407</td>
<td>0.034</td>
</tr>
<tr>
<td>2. I would choose the scenic spots, travel agencies, hotels and travel guides which provide environmental information.</td>
<td>4.27</td>
<td>4.52</td>
<td>4.08</td>
<td>8.429</td>
<td>0.000</td>
</tr>
<tr>
<td>3. I would never buy any wildlife and the products made of them.</td>
<td>4.88</td>
<td>4.85</td>
<td>4.87</td>
<td>0.015</td>
<td>0.985</td>
</tr>
<tr>
<td>4. I would avoid using any chemicals including soap, toothpaste, washing-up liquid in the wild.</td>
<td>4.49</td>
<td>4.63</td>
<td>4.61</td>
<td>0.452</td>
<td>0.636</td>
</tr>
<tr>
<td>5. If it needs to use the chemical washing-up liquid in the wild, I will be far away from the source of water.</td>
<td>4.53</td>
<td>4.66</td>
<td>4.60</td>
<td>0.508</td>
<td>0.602</td>
</tr>
<tr>
<td>6. When I'm seabathing in the beach I would pay attention to reduce trash.</td>
<td>5.40</td>
<td>5.37</td>
<td>5.66</td>
<td>5.632</td>
<td>0.004</td>
</tr>
<tr>
<td>7. I wouldn't pick, dig or shin the wild plants at will when travelling.</td>
<td>5.59</td>
<td>5.43</td>
<td>5.61</td>
<td>1.936</td>
<td>0.145</td>
</tr>
<tr>
<td>8. I wouldn't cook a meal by bright fire in the wild.</td>
<td>5.05</td>
<td>5.19</td>
<td>5.31</td>
<td>1.747</td>
<td>0.175</td>
</tr>
<tr>
<td>9. I wouldn't alarm, chase or feed the wild animals deliberately when travelling.</td>
<td>5.79</td>
<td>5.65</td>
<td>5.92</td>
<td>4.650</td>
<td>0.010</td>
</tr>
<tr>
<td>10. I wouldn't buy any souvenir at the cost of damaging the environment in the tourist resort.</td>
<td>5.28</td>
<td>5.29</td>
<td>5.42</td>
<td>0.958</td>
<td>0.384</td>
</tr>
</tbody>
</table>

Table 6
The differences in green tourism consumer behaviors between tourists types (2)
Mean Green Tourism Consumer Behaviors | harmonious activists | anthropocentrist | ecocentrist | F | Sg.
--- | --- | --- | --- | --- | ---
11. I would praise the tourism enterprises which implement environmental protection project, and I hope they will adopt more environmental protection measures. | 5.28 | 5.29 | 5.42 | 0.958 | 0.384
12. I would offset my "carbon footprints" by planting trees or buying "carbon emissions". | 5.28 | 5.29 | 5.42 | 0.958 | 0.384
13. I would estimate my carbon emissions and try to choose low-carbon travel. | 3.59 | 4.06 | 3.51 | 10.581 | 0.000
14. I would prepare travel belongings to reduce the variety and quantity of purchase on the way. | 5.44 | 5.45 | 5.74 | 4.980 | 0.007
15. I would like to use the reusable containers (cotton shopping bag/lunch box/kettle/chop sticks, etc.) | 4.06 | 4.38 | 4.20 | 2.537 | 0.080
16. I would like to have dinner in luxury restaurants. | 3.38 | 3.61 | 2.99 | 15.142 | 0.000
17. I usually bring the toilet things myself when traveling. | 5.38 | 5.23 | 5.44 | 1.626 | 0.197
18. I would switch off the power of the appliances that not in use when I'm in a hotel. | 4.88 | 4.98 | 4.98 | 0.238 | 0.788
19. I don't like the environmental cue card in the guest room. | 5.08 | 4.37 | 5.13 | 23.302 | 0.000
20. I would pay attention to reduce the use and renewal of the towels and bedclothes during the stay in the hotel. | 4.32 | 4.36 | 4.46 | 0.499 | 0.607
21. I usually go to tourist destinations by train, bus, bicycle and so on. | 2.89 | 3.04 | 2.73 | 4.578 | 0.011
22. I always drive to the scenic spots myself. | 5.13 | 4.71 | 5.54 | 27.471 | 0.000
23. I would reduce the copy and print of documents in the business travel. | 4.90 | 5.14 | 5.31 | 4.577 | 0.011
24. I wouldn't take photos where there is a "no photo" sign. | 5.42 | 5.23 | 5.34 | 0.747 | 0.474
25. I wouldn't buy any culture relic for collection or ornament in the tourist resort. | 4.71 | 4.89 | 5.08 | 3.351 | 0.036
26. I would always buy the intangible culture heritage souvenirs made by local people. | 4.94 | 4.81 | 4.79 | 0.694 | 0.500
27. I wouldn't bring my own living habit to tourism destinations. | 4.55 | 4.74 | 4.37 | 5.059 | 0.003
28. I wouldn't enjoy the authentic and traditional cultural performance if possible. | 4.83 | 4.08 | 4.93 | 27.408 | 0.000
29. I would admonish and stop the non-environmental behaviors of the tourists around me. | 4.33 | 4.47 | 4.11 | 5.832 | 0.003
30. I would record my travel knowledge and experience by photos/writings to provide more information to the environmental protectors and share with others. | 4.96 | 4.96 | 5.05 | 0.402 | 0.669

6. CONCLUSIONS

We can draw the conclusions as follows:
1. According to the discrepancy in environmental attitudes, this paper classified tourists into three categories: the harmonious activists, the anthropocentrists and the
ecocentrists. The harmonious activists pursue the harmonious coexistence, common and sustainable development of human and nature; the anthropocentrists have a unilaterally cognitive exaggeration on human being’s subjective initiative; the ecocentrists respect the ecological environment and care about ecological crisis.

2. The tourists holding different environmental attitudes show significant differences in certain basic statistical variables. In this study, we found there are no significant differences in income, employment, position and travel frequency, but there’s notable discrepancies in gender, age, education background and payment. Male tourists are more inclined to anthropocentrism than female; the middle-aged and older tourists are more inclined to anthropocentrism than the youngsters; the higher educated, the easier the formation of ecological ethics; the more they expend on their own, the more tendency to the ecocentrism. The tourists will attach more importance to green tourism consumption with the enhancement of Chinese educational level and the growth of young tourists.

3. There are significant differences in fulfillment level of green tourism behavior among the tourists holding different environmental attitudes. The ecocentrists are the most active practitioners in green tourism behavior, then the harmonious activists are following. Thus, H2b and H2c are proved. It is notable that the fulfillment level of the anthropocentrists even exceeds that of the ecocentrists, such as choosing the travel agencies which provide environmental information.

4. The anthropocentrists advocate “human almighty” and deny “ecological crisis”, but they also tend to practice various kinds of green tourism consumption behavior, which disproves the hypothesis 2a. This conclusion is contrary to the thoughts that personal attitude to the use of resource will influence his decision-making process, which illustrates the fulfillment level of green tourism behavior might be influenced by other factors. These reasons are worth further studying.

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Immigrant Entrepreneurship Research: Current Status and Future Opportunities in Hospitality and Tourism Management

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Immigrant Entrepreneurship Research: Current Status and Future Opportunities in Hospitality and Tourism Management

INTRODUCTION

Immigrant entrepreneurship is an important phenomenon today. The rapid rate of global immigration corresponds to the fast pace with which host countries witness the vibrant expansion of immigrant entrepreneurial ventures. Europe, Asia and Northern America are important continents for international migration showing immigrant population of 56 million, 50 million and 41 million respectively (Baycan-Levent and Nijkamp, 2010). Given the low birth rate and aging population in all developed countries, immigration provides many benefits and contributes to the rising needs for dedicated skills in the economic growth. Immigrant-owned businesses make significant contribution to job creation, competition, innovation, and wealth (Altinay and Altinay, 2006; Mushaben, 2006). For example, the founders of Intel’s Andy Groves, Sun Microsystems’s Vinod Khosla and Andreas won Bechtolsheim, Yahoo’s Jerry Yang, and eBay’s Pierre Omidyar, are all prominent, successful immigrant entrepreneurs. Immigrant entrepreneurs create value in the countries where they settle and in the global economy. In Los Angeles, at least 22 of the 100 fast-growing companies in 2005 were created by first-generation immigrants. (Teagarden, 2010).

In addition to the immigrant contribution to high technology, the micro-business owners of bakeries, restaurants, and roadside motels are also significant drivers of value creation in their communities, countries where they settle, and the global economy. The hospitality industry has been a popular career choice for many immigrants because it offers immediate housing and cash flow, as well as the opportunity to "blend in" despite any cultural differences. For instance, while Chinese immigrants run restaurants in almost every city and town in US, Indian immigrants entered the motel business. In 2010, more than 10,500 Indian immigrants own and franchise more 20,156 hotels in US. Although the hospitality industry has been a fertile field for immigrant entrepreneurial business; immigrant entrepreneurship remains an underexplored research topic. The related literature is still very limited, and there are many aspects of immigrant entrepreneurship that are still unknown and need to be addressed (Chrysostome and Lin, 2010). Against this background, the aim of this study is to review the immigrant research in major entrepreneurship publications to understand the current research status and to discover future opportunities of research in the area of hospitality and tourism management. This finding might shed light for hospitality researchers, governments and business development organization to continuously rethink how to be efficient and effective in facilitating the development of immigrant-owned business.

SCOPE OF THE REVIEW

The breadth of immigrant entrepreneurship spans not only the globe but diverse academic fields as well. Yet not all of the journals across the globe and across academic disciplines have the same currency for management scholars. Thus, first we attempted to exhaustively review articles published in the major entrepreneurship management outlets (Journal of Small Business Management, International Journal of Entrepreneurship, Small Business Economics, Journal of Small Business Venturing, and Entrepreneurship: Theory and Practice.). The key words used to search for relevant articles included: entrepreneurs, entrepreneurship, immigrant, foreign-born, self-employed, immigrant business, transnational enterprises, transnationalism, ethnic minority
business, hotels, restaurants, and business ownership. Only very limited publication was identified. To include more publications, we then used the same key words and expand our search through online library search engines such as Academic Search Premier and Google Scholar. To collect current and update research, we only reviewed publications dated between 2000 and 2010. A total of 22 journals were identified that encompassed 31 research articles on immigrant entrepreneurship. A summary of the journals and paper were showed in Table 1.

[Insert Table 1 Here]

FINDINGS

We analyzed the 31 research paper by journals, content, research method and research outcomes.

(1) Top immigrant research journals:

Among the 22 journals, The Thunderbird International Review, Small Business Economics, Journal of Small Business Management, and Entrepreneurship: Theory and Practice are the top four journals that at least two or more immigrant research in the past 10 years.

(2) Research samples:

The research samples were mainly drawn from Asian publication, Hispanics, and native Indians in US. Research mainly conducted in European countries (former Western Europe) and Northern American countries (Canada and US). Asian countries now rank as the number two immigrant destination but no research was identified. Research samples size is usually small.

(3) Research main themes

The main themes were recognized from the literature review are: (1) transnational entrepreneurship, (2) proposition of theoretical framework, (3) barriers to obtaining/sustaining entrepreneurship and success of entrepreneurship, and (4) immigrant entrepreneur dynamics between groups, within groups, and between first- and second-generation entrepreneurs. Transnational entrepreneurship refers to self-employed immigrants engage in activities that require frequent travel abroad and with the success of their business being dependent upon their contracts and social networks typically within the home country. Proposition of theoretical framework intends to increase the understanding of various factors affecting immigrant entrepreneurship. For instance, structural factors (such as social exclusion and discrimination, poor access to markets and high unemployment) and cultural factors (such as informal network contact with people from the same ethnic group and flexible financing arrangement) influence ethnic entrepreneurship. The third theme is the barriers to obtaining/sustaining entrepreneurship and success of entrepreneurship. The last theme is entrepreneurship dynamics between groups, within groups, and between first and second-generation entrepreneurs. For instance, several studies demonstrated that the tendency or ability to become self-employed differs between native people and immigrants.

(4) Research methods

Various research methods were applied in the 30 research papers, but case study such as one-on-one interviews or narrative immigrant entrepreneurs is still the most popular research method.

CONCLUSION AND FUTURE RESEARCH OPPORTUNITIES

A few limitations were identified from our review. First, in regard to research sample, small samples with limited geographic areas are still the problem. Exploratory research is dominated the immigrant entrepreneurship research. More sophisticated research method and random sampling are needed to improve the validity of immigrant entrepreneurship research.
Second, among 31 articles reviewed, only 6 articles studied immigrant entrepreneurs in the hospitality setting. However, statistics shows the immigrants are generally over-represented in the hospitality sectors (Baycan-Levent and Nijkamp, 2009). Thus, research opportunities in this area are highly warranted. For instance, a systematic research might exam the difference between immigrant entrepreneurs in hospitality industry and advanced technology industry. Another area might be the study of the differences between the first generation of immigrants and their entrepreneurial children in the hospitality industry. With the current economic downturn in most European and Northern American countries, more second generation of ethnic groups become self-employed and started open hospitality business in the major cities.

REFERENCES


The effects of information sources to consumer impulsive purchase behavior in trade show
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ABSTRACT
Trade show as one of the most important segments in the tourism industry. It is important promotion and communication medium. This study explores the consumer impulsive purchase behavior in trade show. Based on the consumer behavior are affected by both internal and external sources of information. The hypotheses are tested by regression analysis. The result leads to managerial implication for the organizer (planner) and exhibitor in trade show.

Keywords: Internal and external information; Trade show; Exhibition
INTRODUCTION

The convention and exhibition is rapidly emerging as one of the most important segments in the tourism industry (Kim, Sun and Ap, 2008). Convention brings the economic impact to host country. Kim, Park and Lee (2010) indicated the mega-convention's which will be held in May 2016 in Korea. Estimated total expenditures, four sources are considered: conference hosts, exhibition host, exhibitors, and foreign attendees. Besides, Association of the German Trade Fair Industry (AUMA) (2009) indicated exhibition boost German economic output by EUR 23.5 billion. They also ensure that 226,000 people have full-time jobs. Furthermore, trade fairs generate EUR 3.8 billion in taxes at federal, state and municipal level. Thus, besides fulfilling their main purpose of providing a marketplace and transparency for supply and demand in individual sectors, trade fairs also have a considerable overall economic impact. For another example, the exhibition industry made a combined direct and indirect contribution to Hong Kong’s economy of HK$ 6.5 billion (U.S.D 830 Million) in 2001, 9,350 people were employed, 463,063 foreign visitor came to Hong Kong, exhibitors with an average spending of HK$ 13,629 (USD1,750), the exhibition business, in particular, has a greater economic impact than the convention business (Kay, 2005).

Exhibition could separate different types: trade show, trade fair, and consumer show professionals (DiPietro, Breiter and Rompf, 2008). The features of exhibition have three characteristics. First, exhibitions are more commercial in nature from buyers and sellers. Second, more people attend exhibition than convention. Third, the exhibition generates a greater economic effect (Kim, et al., 2008). DiPietro, et al. (2008) indicated convention planner from different groups: association planner, corporate planner and exhibition planner. They have different need and wants. For example, the study investigated International Association of Exhibition Management (IAEE) planner who made up of exhibition, trade show, trade fair, and consumer show professionals. The exhibition planner thought that exhibit space, value for money, overall cost, desirable destination image, and reputation were important factors. The result is different from corporation and association planner venue chosen.

Most researches study China’s convention and exhibition center (Kay, 2005). Other researches investigate service quality in exhibition (Oberoi and Hales 1990; Jung, 2005). Jung (2005) investigated exhibition service quality as perceived by attendees. The results indicate: booth management, contents, registration, access, booth layout and function, exhibition and booth attractiveness, the six dimensions are attendees consideration.

Trade shows have been an important promotional tool for marketing many products and services (Kozak, 2005). It also as marketing tool of rank second behind only personal selling in influencing buying decisions of industrial purchases (Herbig, O’Hara and Palumbo, 1997). Some researches pointed out the purpose of exhibitors attend trade show were introduction of new products and services (Reychav, 2009).
pulse purchase tendencies and behavior for new products (Harmancioglu, Finney and Joseph, 2009). Besides, consumers’ prior positive experience with an existing product may “blind” thus, lead to an impulsive purchase. Harmancioglu, et al. (2009) accurately indicated consumers’ impulse purchase tendencies and behavior for new products and consumers’ level of knowledge of new products has a positive influence on their impulse purchase intentions and behaviors. The other character of trade show lasted for 3 to 5 days. Besides, time pressure influence on information processing and behavioral outcomes (Iyer, 1989). Under time pressure consumers are difficult to perform a task. Prior research defined information containing external information from outside environment and internal information from personal perception. The other character of trade show is crowding, research on perceived crowding postulates that human density is negatively correlated with satisfaction (Hui and Bateson, 1991; Eroglu, Machleit and Barr, 2005). The environment of trade show is more competition than supermarket and department stores, and including many service staffs, promotion skills and advertising brochure etc...

Prior researches are few to discuss on character of trade show and consumer impulsive purchase behavior. Therefore, this study purpose investigates internal information and external information how to significantly influence on consumer impulsive purchase behavior.

**CONCEPTUAL FRAMEWORK**

A lot of marketing tools or medium expect to effect consumer purchase behavior. The famous marketing tool is trade show. It also influences on consumer buying decisions. For example, the exhibitor will rely on the salespeople to present the products in a way which will be of most interest to the attendees (Blythe, 2010). Prior research explained the booth staff with an efficient way and sufficient booth manpower can convert sales contact into sales leads in an efficient manner (Gopalakrishna and Lilien, 1995). It could influence on person impulsive purchase behavior. Impulsive purchase behavior can be defined as an immediate purchase with no pre-shopping intentions (Beatty and Ferrell, 1998). The impulsive purchase behavior identity both measurement including rapidly make decision and has no pre-shopping plans (Rook and Gardner, 1993). Previous research has linked unplanned purchases to consumer moods (Beatty and Ferrell, 1998; Rook and Gardner, 1993). Blythe (2010) pointed out trade show as communication media, the booth staffs are like senders giving the attendees (receiver) to product features and benefits. The attendees receive the message concerned with the product and could decide to buy the product or not.

Consumer decisions are affected by both internal and external sources of information (Nasco and Hale, 2009). The internal sources of information are identified personality and self-image, experience, perception and attitude and need (Stewart and Stynes, 1995; Lau and Hui, 2010). The consumption experience acts as an antecedent to the next cycle of decision making on the same item of consumption. Iyer (1989) explain impulsive purchase behavior
by three traditional perspectives: (1) characteristics of the product being purchased, (2) characteristics of the consumer, and (3) characteristics of the store display. Prior research clearly identified consumer impulse purchase tendencies and behavior for new products (Harman-cioğlu, et al., 2009). Several differences exist between services and goods that impact the information search stage of the decision-making process. Sources of external information search can be divided into personal sources (e.g., family, friends, co-workers, and experts), non-personal sources (e.g., advertisements, media, Yellow Pages, and disinterested third parties), and physical search (e.g., information about product choices noticed at random, at drive-by locations, or through direct contact with a service provider) (Beatty and Smith, 1987; Freiden and Goldsmith, 1989; Nasco and Hale, 2009). This study based on previous definition constructs a conceptual framework by figure 1.

Figure 1. A framework model of consumer internal and external information resources to impulsive purchase behavior

Schedule of trade show is a short period, so influence consumer decision-making process and perceive time pressure. Cohen (2008) pointed out time criticality is one of the characteristics that differentiates between "ordinary" decision making and decisions made during intense stress. When experiencing a time-critical, intense decision-making situation, an individual would feel that the situation is complex, information is incomplete, time is short, there is a real threat, and failure consequences are extreme (Hockey, 1986). Consumers could cause hesitating situation, and intend to buy or not. We put forth the following hypothesis:

H₁. Internal sources of information significantly influence on impulsive purchase behavior in trade show.
H₂. External sources of information significantly influence on impulsive purchase behavior in trade show.

**Consumer internal information resources**

Personal trait refers to impulsive purchase is the consumer personal trait, psychological condition, Rook and Fisher (1995) specifically explained personal trait buying impulsiveness
was significantly correlated with impulsive purchase behavior. However, Omar and Kent (2001) investigate consumer impulsive purchase behavior in airport, the results showed that if negative normative evaluation arise in an airport situation, the shopper’s trait tendencies may be frustrated, and even a highly impulsive shopper will be less likely to impulsive purchase and the shopping environment economic is also a reality limitation. On the other hand, trade show environment is more complex. The environment is rich in sensorial stimuli - sounds, noises, colours, signs, physical objects, the crowd – all of which carry information and compete to attract consumers attention and visitors are exposed to a volume of stimuli that they simply cannot process meaningfully (Rinallo, Borghini and Golhetto, 2010). Hence, under different environments personal trait impulsive purchase tendency to consumer impulsive purchase behavior could vary. It is hypothesized as following:

H₃. Personal trait significantly influence on impulsive purchase behavior in trade show.

Personal need and attitude refer to customers attendee trade show the main reason to collect information, product trends and new products (Rinallo, et al., 2010; Whitfield and Webber, 2011). Trade shows immerse visitors in complex experiences that mix sensorial stimulations with cognitive processes, emotional responses with active behaviours and relational activities (Rinallo, et al., 2010). Therefore, when consumer arising impulsive purchase intention, customer inside internal information sources could looking for need or positive attitude to cause reality impulsive purchase behavior. Hence, thus, it is hypothesized here that:

H₄. Personal needs and attitudes significantly influence on impulsive purchase behavior.

Personal experience refers to people buy ordinary products. According to Klein (1998) search products are defined as those dominated by product attributes for which full information can be acquired, experience products are dominated by attributes that cannot be known until purchase and use of the product, or for which information search is more costly and/or difficult than direct product experience, such as travel packages and dinners at new restaurants. Besides, Shiffman (1971) pointed out new product information source from personal experience. Harmancioglu, et al. (2009) accurately indicated consumers’ impulse purchase tendencies and behavior for new products. Hence, trade show has various related products served to consumer, consumers based on prior experience directly to buy. Personal experience could cause impulsive purchase behavior. The following hypothesis is developed.

H₅. Personal experience significantly influence on impulsive purchase behavior in trade show.
Consumer external information resources

Advertisements refer to the definition of external information in trade show is including booth brochure, DM, and poster. Prior researches discussed the external information resources to consumer impulsive purchase behavior from environment stimuli driving it. In-store stimuli are promotional techniques employed to increase impulsive purchase behavior such as, the display of point of sales posters, while the enjoyment, elegance and attractiveness, is conveyed by in-store point-of-sales poster (Rajagopal, 2008). Pleasant environment was related to extra time and impulsive purchase behavior. Based on the literature, the following hypothesis:

H₆. There is a positive relationship between pre-show advertisements and purchase intention.

H₇. At-show advertisements (brochure/DM/poster) significantly influence on impulsive purchase behavior.

Salesperson information resource has been emphasized as an important element in marketing communications and it influence on personal buying behavior. A salesperson of encourage or persuades customers to purchase more products (Park and Lennon, 2006). The booth staffs of trade show play the same character. Park and Lennon (2006) indicated the customer-salesperson interaction and impulse buying tendency in the retail setting and television setting. The ability of salespeople to inform and persuade through effective interactions with customers effects customers purchase behavior (Grewal and Sharma, 1991). Therefore, booth staffs increase sales profit and customer satisfaction. However, the buying decision of customers through interaction with salesperson in trade show is in purpose or unplanned buying? In time pressure and competition environment situation to salesperson of the booths still significantly cause consumer impulsive purchase or not. Besides, how much expenditure and quantity in products increase levels through customer with salesperson interaction to impulsive purchase? It is worthy to discuss. The hypothesized in this study that:

H₈. At-show salesperson significantly influence on impulsive purchase behavior.

H₉. At-show salesperson enhanced how much expenditure and quantity of customer impulsive purchase?

Crowding in trade show is normal situation. Exhibitors attend trade show for introducing new products, enhancing company’s image, and selling products (Kerin and Cron, 1987; Kozak, 2005). Every year trade show attracts thousand people to visit. Therefore, crowding of trade show is attracting customers to buy more products and creates high sales quantity and amount. But, the over crowding makes customers feel uncomfortable. Blythe (2010) showed the transfer message is affected by noise and interference, the noise comes from background activities at trade show. The large number of attendees at trade show creates considerable distractions for stand personnel: much of the stress of working a stand at a trade show comes
from the overcrowded and noisy condition. The crowding stimuli could increase the sales amount, or it just brings unsatisfied situation. The following hypothesis is developed:

\[ H_{10}. \] When customers perceived relax and not crowded/a bit crowded/overcrowded, it is positively to impulsive purchase behavior.

**METHODOLOGY**

In this study, the hypotheses were tested by regression analysis, the appropriate procedure for assessing consumer impulsive purchase behavior. Then, testing measurement variables are convergent validity and discriminant validity. To investigate consumers are attending at trade show, and interviewing consumers asked to fill out questionnaires. The questionnaire separately three parts, firstly, it is self-evaluation impulsive purchase tendency, secondly, answered previous hypothesis impulsive purchased experience and customers have already purchased item list, finally, filled in demographics information.

**CONCLUSIONS**

The results of this study provide a reference for exhibition organizers and exhibitors that customers purchased behavior and applied sufficient and effective informant. Exhibitors avoiding situation of over-information and bed service quality. Understanding consumer internal and external information needed to attract attention of consumers and evoke impulsive purchases. It is also believed that the practical information gathered during the data collection should be of value to exhibitors and related marketing management and tourism sectors.

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Determinants of Success of Webcam System for Tourist Attraction

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Abstract

This study aims to propose a conceptual model that explains the success of webcam system for tourist attraction, and investigate the relationships between these successful factors. Based on the updated DeLone and McLean Information System Success Model, information quality, system quality, service quality, user satisfaction, net benefit, and intention to use construct are considered in the research model. This study empirically tests the proposed model using data collected from users of a webcam system for tourist attraction in Taiwan’s Government Entry Point. The confirmatory factor analysis (CFA) was performed to examine the reliability and validity of the measurement model. The structural equation modeling (SEM) was used to evaluate the structural model. The major findings indicate that user satisfaction exerts the strongest effect on system success, followed by net benefit, information quality, system quality, and service quality. Finally, suggestions for future study are drawn in this study.

Key words: webcam system, tourist attraction, information system success, the updated DeLone and McLean information system success model

1. Introduction

Many emerging information and communications technologies have been widely applied in the tourism industry. The webcam system for tourist attraction is a web-based application that provides tourists with real-time scenic images and needed information to tourist attractions. This service enables tourists to better understand destination and increase their traveling decision making qualities (Timothy and Groves, 2001); thus facilitating their visit or revisit intention. These benefits depend on the success of this system. However, successful factors of the webcam system for tourist attraction have not been investigated so far.

DeLone and McLean (1992) proposed an Information System Success Model to explain the IS success. Many researches successively extended, modified, and verified this model to examine the applicability for other information systems (IS). By

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reviewing these empirical studies, DeLone and McLean (2003) further proposed a modified IS success conceptual model, namely the updated D&M Information Systems Success Model, to explain IS success more effectively. This modified model has been used to evaluate system success in various IS, such as e-Government (Wang and Liao, 2008), e-Commerce (Wang, 2008), knowledge management system (KMS) (Wu and Wang, 2006), Enterprise Resource Planning (ERP) system (Chieh and Tsaur, 2007), mobile banking (Lee and Chung, 2009), and e-Learning (Wang and Wang, 2009). However, the applicability of the updated D&M IS success model to the success of webcam system for tourist attraction has also not been validated.

This study investigates factors affecting system success of a webcam system for tourist attraction, and analyzes the relationships of these successful factors. Following the introduction, Section 2 illustrates theoretical background and hypotheses in the research model. Section 3 describes measures and data collection method. Section 4 presents the data analysis and empirical results. In Section 5, our major findings are discussed.

2. Theoretical background and research hypotheses

2.1 The updated D&M IS success model

DeLone and McLean (1992) comprehensively reviewed IS success literature and proposed a IS success model comprised of six factors: system quality, information quality, use, user satisfaction, individual impact, and organizational impact. This model provided a framework for classifying the multitude of IS success measures, and suggested temporal and casual interdependencies between these factors. Since then, many studies have been empirically carried out to validate the relationships among the measures of IS success. Based on previous studies, DeLone and McLean (2003) further proposed an updated D&M IS Success Model (see Figure 1), and suggested that this model can be extended to investigate e-Commerce system success. In the updated model, “service quality” variable is added to reflect the importance of service and support in the success of e-Commerce system; “Intention to use” variable is used to measure user attitude. In addition, two “impacts” measures are grouped into a single variable “net benefits”. System quality was defined as performance of the IS in terms of reliability, convenience, ease of use, functionality, and other system metrics. Information quality was defined as characteristics of the output offered by the IS, such as accuracy, timeliness, and completeness. Service quality was defined as support of users by the IS department, often measured by responsiveness, reliability, and empathy of the support organization. Intention to use was defined as expected future consumption of an IS or its output. Use was defined as consumption of an IS or its output described in terms of actual or self-reported usage. User satisfaction was
defined as approval or likeability of an IS and its output. Net benefits was defined as the effect an IS has on individual, group, organization, industry, society, etc., which is often measured in terms of organizational performance, perceived usefulness, and affect on work practice.

Fig. 1. The updated D&M IS success model (DeLone and McLean, 2003)

2.2 Research model and hypotheses

Based on DeLone and McLean (2003), this study proposes a multidimensional model of success of webcam system for tourist attraction (see Figure 2), which suggests that information quality, system quality, service quality, user satisfaction, net benefit, and intention to use are successful factors in webcam system for tourist attraction.

Fig. 2. The research model

In this study, system quality is defined as the degrees that a webcam system for tourist attraction performs in ease of use, reliability, fast response, and high-quality and well-design interface (DeLone and McLean, 2003; Wang and Wang, 2009; Wang...
and Liao, 2008). Wu and Wang (2006) argued that system quality has a positive effect on net benefits in the success of a KMS. Bernroider (2008) also agreed this trend for an ERP system. In addition, several studies have identified that system quality has a positive effect on user satisfaction (Wu and Wang, 2006; Wang and Liao, 2008; Chien and Tsaur, 2007). Chen (2010) confirmed this relationship for an e-Tax system. Thus, this study proposes the following hypotheses:

H1: System quality will positively affect net benefits in a webcam system for tourist attraction;
H2: System quality will positively affect user satisfaction in a webcam system for tourist attraction.

In our work, information quality is defined as the degrees that a webcam system for tourist attraction provides tourists with latest, accurate, complete, and reliable travel information (Ahn, Ryu, and Han, 2007; Wang and Liao, 2008; Lee and Chung, 2009; Chien and Tsaur, 2007; Wang and Wang, 2009; Rai, Lang, and Welker, 2002; McGill, Hobbs, and Klobas, 2003). Wu and Wang (2006) confirmed that higher information quality will increase users’ net benefits for a KMS. Bernroider (2008) also argued this relationship for an ERP system. Previous studies suggested that information quality has a positive effect on user satisfaction. Chen (2010) confirmed that higher information quality will generate higher user satisfaction an e-Tax system. Therefore, this research proposes:

H3: Information quality will positively affect net benefits in a webcam system for tourist attraction;
H4: Information quality will positively affect user satisfaction in a webcam system for tourist attraction.

Service quality is defined as the degrees that users’ perceptions on supports from webcam system for tourist attraction provider, such as reliability, confidence, and professional (DeLone and McLean, 2003; Ahn, Ryu, and Han, 2007; Kettinger, Park, Smith, 2009). Wang (2008) confirmed that service quality positively and significantly influences net benefits. Bernroider (2008) also argued this relationship for an ERP system. The effect of service quality to user satisfaction for an IS has been identified (Lee and Lee, 2008). Lee, Kim and Gupta (2009) also argued this relationship for open software. Chen and Cheng (2009) suggested that service quality has a positive effect on user satisfaction for online shopping. Thus, we propose:

H5: Service quality will positively affect net benefits in a webcam system for tourist attraction;
H6: Service quality will positively affect user satisfaction in a webcam system for tourist attraction.
In this research, net benefits is defined as the effect a webcam system for tourist attraction on individual, which is measured in terms of perceived usefulness, and affect on awareness of tourist attraction and travel plan. User satisfaction is defined as approval or likeability of a webcam system for tourist attraction and its output. Intention to use is defined as expected future usage of a webcam system for tourist attraction. Peter, DeLone, and McLean (2008) concluded that the net benefits has a positive and significant effect on intention to use. Chatterjee, Chakraborty, Sarker, and Lau (2009) argued that higher user satisfaction will increase their net benefits. Wu and Wang (2006) confirmed that user satisfaction exerts a positive effect on intention to use for a KMS. Chen and Cheng (2009) also confirmed this relationship. Therefore, we propose:

H7: Net benefits will positively affect intention to use in a webcam system for tourist attraction;
H8: User satisfaction will positively affect net benefits in a webcam system for tourist attraction;
H9: User satisfaction will positively affect intention to use in a webcam system for tourist attraction.

3. Measures and data collection method

We conducted a questionnaire survey in order to collect data from the users of a webcam system for tourist attraction. The items in the questionnaire are based on a review of the literature. Part 1 of the questionnaire deals with the measurement of each construct. Respondents are asked to indicate the perceived importance of each item via a five-point Likert scale from ‘extremely disagree (= 1)’ to ‘extremely agree (=5)’. Part 2 presents respondents’ demographic information with five items, such as gender, age, education, occupation, monthly income.

4. Analysis results

Data for this study were collected from those who had used a webcam system for tourist attraction in Taiwan. An online questionnaire survey was conducted using a convenience sampling method to users of Taiwan’s Government Entry Point website (http://webcam.www.gov.tw/), which provides tourists with webcam images and needed travel information of famous tourist attractions in Taiwan.

The online questionnaire was placed on the home page of Taiwan’s Government Entry Point website to conduct a voluntary online intercept survey. The questionnaire survey lasted about two month. A total of 1,538 questionnaires were collected during
survey period, 645 questionnaires were deemed useful, a 41.937% valid return rate.

4.1 Underlying dimensions of system quality and net benefits

To extract the dimensions of system quality, the exploratory factor analysis is employed by using the survey data of 7 items. Using the method of principle component extraction with VARIMAX rotation, two factors are identified and named on the basis of the attributed covered. The two factors explain 74.692% of total variance (see Table 1).

Table 1 Exploratory factor analysis of system quality

<table>
<thead>
<tr>
<th>Factor loadings</th>
<th>Eigen value</th>
<th>Variance explained</th>
<th>Cronbach’s α</th>
<th>Cumulated Variance Explained (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Factor 1 (SQI): Ease of use</strong></td>
<td>2.270</td>
<td>32.430</td>
<td>0.820</td>
<td>32.430</td>
</tr>
<tr>
<td>SQ1</td>
<td>0.733</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SQ2</td>
<td>0.825</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SQ3</td>
<td>0.842</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Factor 2 (SQII): Image quality</strong></td>
<td>2.958</td>
<td>42.262</td>
<td>0.887</td>
<td>74.692</td>
</tr>
<tr>
<td>SQ4</td>
<td>0.767</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SQ5</td>
<td>0.815</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SQ6</td>
<td>0.863</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SQ7</td>
<td>0.811</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Factor 1 (SQI, Ease of use): comprises three items - namely, well-designed user interface, user friendly, and easy to browse. This factor accounts for 32.430 of the total variance.

Factor 2 (SQII, Image quality): comprises four items – namely, high resolution, good visual angle, distinct contrast, and clear demonstration of objectives. This factor accounts for 42.262 of the total variance.

A reliability test based on Cronbach’s α statistic is used to test whether these factors are consistent and reliable. Cronbach’s α for each factor are showed in Table 1. The reliable value of each factor is all above a value of 0.8, served as adequate for a satisfactory level of reliability (Hair, Anderson, Tatham and Black, 1998).

The same way is conducted to extract the dimensions of net benefits. Six items are analyzed, and two factors are identified. The two factors explain 78.128% of total variance.

Factor 1 (NBI, Awareness of tourist attraction): comprises three items - namely, to know the weather at tourist attraction, to know the traffic condition at tourist attraction, to understand the crowded at tourist attraction. This factor accounts for 38.24% of the total variance.

Factor 2 (NBII, Travel plan and decision making): comprises three items - namely,
travel decision making, travel plan, travel information collection. This factor accounts for 39.882% of the total variance.

Cronbach’s $\alpha$ for each factor are showed in Table 2. The reliable value of each factor is all above a value of 0.8.

Table 2 Exploratory factor analysis of net benefits

<table>
<thead>
<tr>
<th>Factor loadings</th>
<th>Eigen value</th>
<th>Cronbach’s $\alpha$</th>
<th>Variance explained</th>
<th>Cumulated Variance Explained (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factor 1 (NBI): Awareness of tourist attraction</td>
<td>2.295</td>
<td>0.843</td>
<td>38.246</td>
<td>38.246</td>
</tr>
<tr>
<td>NB1</td>
<td>0.777</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NB2</td>
<td>0.863</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NB3</td>
<td>0.860</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Factor 2 (NBII): Travel plan and decision making</td>
<td>2.393</td>
<td>0.875</td>
<td>39.882</td>
<td>78.128</td>
</tr>
<tr>
<td>NB4</td>
<td>0.834</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NB5</td>
<td>0.878</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NB6</td>
<td>0.852</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.2 SEM analysis

The proposed model and hypothesized paths are examined by using the survey data collected. The measurement and structural models are tested using the AMOS 16.0 structural equation model analysis package. The maximum likelihood method of estimation is utilized to analyze the data. Overall fit of the structural model is checked initially by examining the $\chi^2$ statistics. A significant $\chi^2$ statistic indicates an inadequate fit, but this statistic is sensitive to sample size. Therefore, the normed Chi-square value ($\chi^2 / df$) has been recommended as a better indictor than $\chi^2$ (Hair et al., 1998). In addition, other indices of goodness of fit are also considered including goodness of fit index (GFI), adjusted goodness of fit index (AGFI), normalized fit index (NFI), comparative fit index (CFI), and root mean square error of approximation (RMSEA). The recommended acceptance of a good fit to a model requires that the obtained GFI and AGFI, NFI, CFI values should be greater than or equal to 0.9. An acceptable value of RMSEA should range from 0.05 to 0.08 (Hair et al., 1998).

As shown in Table 3, convergent validity of the measurement model results should be supported by item reliability, composite reliability, and average variance extracted (Hair et al., 1998). Item reliability denotes the amount of variance in an item due to the underlying construct, and t-values associated with each of the standardized loadings are found significant ($p<0.01$), thus assuring item reliability. The composite reliability estimates should be greater than 0.7 (Hair et al., 1998). In our work
composite reliability of all constructs exceeds the recommended level. The average variance extracted (AVE), which should be above 0.50, measures the amount of variance explained by the construct (Hair et al., 1998). The AVE values of all constructs are found to exceed 0.50. These results indicate that the measurement model have high reliability and validity.

Table 3 Convergent validity of the measurement model

<table>
<thead>
<tr>
<th>Constructs</th>
<th>Item</th>
<th>Item reliability</th>
<th>Composite reliability</th>
<th>Average variance extracted (AVE)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Factor loading</td>
<td>Standard error</td>
<td>Standardized loading</td>
</tr>
<tr>
<td>System quality</td>
<td>SQI</td>
<td>1</td>
<td>---</td>
<td>0.912</td>
</tr>
<tr>
<td></td>
<td>SQII</td>
<td>1</td>
<td>---</td>
<td>0.830</td>
</tr>
<tr>
<td>Information quality</td>
<td>IQ1</td>
<td>1</td>
<td>---</td>
<td>0.761</td>
</tr>
<tr>
<td></td>
<td>IQ2</td>
<td>1.067</td>
<td>0.053</td>
<td>0.850</td>
</tr>
<tr>
<td></td>
<td>IQ3</td>
<td>1.168</td>
<td>0.063</td>
<td>0.797</td>
</tr>
<tr>
<td></td>
<td>IQ4</td>
<td>1.035</td>
<td>0.057</td>
<td>0.785</td>
</tr>
<tr>
<td>Service quality</td>
<td>SV1</td>
<td>1</td>
<td>---</td>
<td>0.775</td>
</tr>
<tr>
<td></td>
<td>SV2</td>
<td>1.146</td>
<td>0.046</td>
<td>0.921</td>
</tr>
<tr>
<td></td>
<td>SV3</td>
<td>1.157</td>
<td>0.048</td>
<td>0.905</td>
</tr>
<tr>
<td></td>
<td>SV4</td>
<td>1.118</td>
<td>0.048</td>
<td>0.886</td>
</tr>
<tr>
<td>Net benefits</td>
<td>NBI</td>
<td>1</td>
<td>---</td>
<td>0.804</td>
</tr>
<tr>
<td></td>
<td>NBII</td>
<td>1</td>
<td>---</td>
<td>0.785</td>
</tr>
<tr>
<td>User satisfaction</td>
<td>SA1</td>
<td>1</td>
<td>---</td>
<td>0.830</td>
</tr>
<tr>
<td></td>
<td>SA2</td>
<td>1.002</td>
<td>0.046</td>
<td>0.838</td>
</tr>
<tr>
<td></td>
<td>SA3</td>
<td>0.939</td>
<td>0.043</td>
<td>0.817</td>
</tr>
<tr>
<td></td>
<td>SA4</td>
<td>0.867</td>
<td>0.040</td>
<td>0.801</td>
</tr>
<tr>
<td>Intention to use</td>
<td>ITU1</td>
<td>1</td>
<td>---</td>
<td>0.824</td>
</tr>
<tr>
<td></td>
<td>ITU2</td>
<td>0.826</td>
<td>0.047</td>
<td>0.727</td>
</tr>
<tr>
<td></td>
<td>ITU3</td>
<td>0.944</td>
<td>0.047</td>
<td>0.835</td>
</tr>
<tr>
<td></td>
<td>ITU4</td>
<td>1.042</td>
<td>0.065</td>
<td>0.657</td>
</tr>
</tbody>
</table>

Fig. 3 shows the results of testing the hypothetical model. The indices of goodness of fit are $\chi^2=878.009$ (p = 0.000), $df = 361$, $\chi^2 / df = 2.432$, GFI = 0.895, AGFI = 0.874, NFI = 0.929, RMR = 0.024, and RMSEA = 0.050. The results indicate a good model fit for the structural model.
Table 4 summarizes the results of testing the hypotheses. One hypothesis is found to be rejected - namely, the relationships between service quality and net benefit (H5). The others are found to be supported. As hypothesized, system quality is found to have a significantly positive influence on both net benefits and user satisfaction. Furthermore, information quality is found to have a significantly positive influence on both net benefits and user satisfaction. Service quality is found to have a significantly positive influence on user satisfaction, but not found to have a significant influence on net benefits. Furthermore, net benefits is found to have a significantly positive effect on intention use. User satisfaction is found to have a significantly positive influence on both net benefits and intention to use. In other words, instead of a direct effect, service quality has an indirect effect on net benefit moderated by user satisfaction. Finally, both net benefits and user satisfaction reveal significant positive effects on intention to use.

Table 4 Test results of the hypotheses

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Causal path</th>
<th>Estimates</th>
<th>S.E.</th>
<th>t-value</th>
<th>Testing result</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>SQ→NB</td>
<td>0.262</td>
<td>0.104</td>
<td>2.300*</td>
<td>Accepted</td>
</tr>
<tr>
<td>H2</td>
<td>SQ→SA</td>
<td>0.258</td>
<td>0.133</td>
<td>2.561**</td>
<td>Accepted</td>
</tr>
<tr>
<td>H3</td>
<td>IQ→NB</td>
<td>0.203</td>
<td>0.063</td>
<td>2.174*</td>
<td>Accepted</td>
</tr>
<tr>
<td>H4</td>
<td>IQ→SA</td>
<td>0.384</td>
<td>0.076</td>
<td>4.961***</td>
<td>Accepted</td>
</tr>
<tr>
<td>H5</td>
<td>SV→NB</td>
<td>0.018</td>
<td>0.041</td>
<td>0.271</td>
<td>Rejected</td>
</tr>
<tr>
<td>H6</td>
<td>SV→SA</td>
<td>0.287</td>
<td>0.053</td>
<td>4.608***</td>
<td>Accepted</td>
</tr>
<tr>
<td>H7</td>
<td>NB→ITU</td>
<td>0.477</td>
<td>0.270</td>
<td>2.747**</td>
<td>Accepted</td>
</tr>
<tr>
<td>H8</td>
<td>SA→NB</td>
<td>0.535</td>
<td>0.058</td>
<td>6.380***</td>
<td>Accepted</td>
</tr>
<tr>
<td>H9</td>
<td>SA→ITU</td>
<td>0.413</td>
<td>0.179</td>
<td>2.436*</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

Note: ***p<0.001, **p<0.01, *p<0.05

Table 5 reports the direct, indirect, and total effects. The results show that system quality and information quality have direct effects and indirect effects on net benefits. Although service quality has no direct effect on net benefits, service quality has indirect effect on net benefits. System quality, information quality, and service quality have direct effects on user satisfaction. Net benefits has a direct effect on intention to use. User satisfaction has direct effect on both net benefits and intention to use, user satisfaction also has an indirect effect on intention to use. Although system quality, information quality, and service quality have no direct effects on intention to use, three of these external variables have indirect effects on intention to use. The total effects of net benefits on intention to use are found to be 0.487. Furthermore, the total
effects of satisfaction on intention to use, which is the sum of direct and indirect effects through user satisfaction effect on net benefit, are found to be 0.673. User satisfaction reveals a larger effect than net benefits on intention to use. This indicates that the most important factor affecting intention to use is user satisfaction.

Table 5 Estimates of direct, indirect, and total effects

<table>
<thead>
<tr>
<th>Causal path</th>
<th>Direct effect</th>
<th>Indirect effect</th>
<th>Total Effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>SQ→NB</td>
<td>0.262</td>
<td>0.138</td>
<td>0.4</td>
</tr>
<tr>
<td>SQ→SA</td>
<td>0.258</td>
<td></td>
<td>0.258</td>
</tr>
<tr>
<td>IQ→NB</td>
<td>0.203</td>
<td>0.205</td>
<td>0.408</td>
</tr>
<tr>
<td>IQ→SA</td>
<td>0.384</td>
<td></td>
<td>0.384</td>
</tr>
<tr>
<td>SV→NB</td>
<td>0.018</td>
<td>0.148</td>
<td>0.148</td>
</tr>
<tr>
<td>SV→SA</td>
<td>0.277</td>
<td></td>
<td>0.277</td>
</tr>
<tr>
<td>NB→ITU</td>
<td>0.487</td>
<td></td>
<td>0.487</td>
</tr>
<tr>
<td>SA→NB</td>
<td>0.535</td>
<td></td>
<td>0.535</td>
</tr>
<tr>
<td>SA→ITU</td>
<td>0.413</td>
<td>0.260</td>
<td>0.673</td>
</tr>
<tr>
<td>SQ→ITU</td>
<td></td>
<td>0.302</td>
<td>0.302</td>
</tr>
<tr>
<td>IQ→ITU</td>
<td>0.358</td>
<td></td>
<td>0.358</td>
</tr>
<tr>
<td>SV→ITU</td>
<td>0.186</td>
<td></td>
<td>0.186</td>
</tr>
</tbody>
</table>

5. Conclusions

Based on comprehensive literature reviews on the IS success and webcam system for tourist attraction implementation, this study uses the updated D&M success model to identify factors affecting success of webcam system for tourist attraction. From an empirical study in Taiwan, the analysis results show that both net benefits and user satisfaction are found to have direct influences on tourists’ intention to use, which is served as the most important variable in the success of webcam system for tourist attraction. In addition, service quality is found to have an indirect rather that a direct effect on net benefits as moderated as by user satisfaction. Unless it leads to an increase in user satisfaction, service quality is not guaranteed to lead to a tourist’s net benefits on awareness of tourist attraction, and travel plan and decision making. This suggests that user satisfaction plays an important role in affecting a tourist’s net benefits and future user intention in the success of a webcam system for tourist attraction.
References


The improvement and management of urban tourism competitiveness---case study in Xiamen, Fujian, China

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ABSTRACT

With the rapid development of tourism industry, tourism has been treated as the most important supporting industry in provinces or cities. Especially, tourism industry is becoming the economic and social supporting industry and the satisfying industry to people, but, the development of industry investment and the limited market requirement has led to extremely fierce competitiveness between different regions. With the solid foundation of analyzing the main factors, devising and analyzing the questionnaires that influences the competitiveness of urban tourism, this thesis focus on the advices and suggestions of measures to make the city better in tourism, including promoting the city image, emphasizing on the local cultures, exploring resource advantages, developing rural tourism, and promoting the policy.

Keywords: Urban competitiveness, Functional factors, Management improvement

1. INTRODUCTION

Urban tourism competitiveness is an important part of urban tourism with an reflection of tourism developing situation in city. Concept of urban tourism competitiveness means the comprehensive ability with comparable superiority in areas of tourism environment, tourism resource exploitation, tourism management innovation. Xiamen city, located in the west coast of Taiwan trait, famous as “Sea Garden”, its geography advantage is of decisive for Xiamen city to “go global” and promote unification of the two sides of Taiwan strait. This article aims at coming up with measures and suggestions to improve urban tourism competitiveness.

1.1 Origin of urban tourism

Stanfield was the first person who put forward the importance of urban tourism in his paper with title as “Urban and rural unbalance in tourism research in USA”.

In 1970s, western scholars came to realize the importance of urban tourism. Hall ever forcasted that the enormous change and transfer for European capitals and towns are the upcoming era of urban tourism.

In fact, urban tourism study began develop since 1970s to 1980s. In view of the city’s function as the vector for export and import, the centre of accommodation, supreme headquarters of short-term rural tourism as well as a tourist destination, cities have become not only the centre of economy, culture, but also the centre of tourist activities.

1.2 literature reviews

Research of urban tourism competitiveness is of significance to evaluate the existing situation and potential of urban tourism, build up tourism regional system, optimize the allocation of resource and fund and labor allocation, prevent redundant construction. At the same time, against the backdrop of China entering WTO, study for urban tourism competitiveness was designed for understanding our advantages and disadvantages,
participating in international tourism competition and international corporation.

Competitiveness is the basis and origin of competition. Multiple comments were around urban tourism competitiveness. Foreign relative literatures treated urban as destination in the angel of tourist marketing and tourist guest perception.

Hautestere (2000) thought tourism destination competitiveness was defined as the capacity for keeping fair share or improving market position, in some points, it means destination extend its lifecycle. Buhalis held that urban tourism competitiveness should include the ability of sustainable development of local resource aimed at acquiring long-term superiority and performance for stakeholder. Oliver and Rock maintained urban competitiveness referred to the ability that provided produce and service to meet satisfy of domestic, international demand, increase income, people’s wellbeing, moreover, urban sustainable development. European research institute for comparing city tourism chose Antwerp, Copenhagen and Edinburgh for case study, and analyzed the overall situation, city policy, specialty, tourist produce, accommodation as well as their developing prospect respectively. In the book titled as “urban tourism competitiveness” written by Chris Ryan and Huimin Gu (2010), scholars noted the importance of urban tourism competitiveness in tourism research using cases in some cities and regions, such as Yunnan province in China, Beijing Hutong study.

In China, scholars as Bao Jigang and Liang Feiyong (1991), Bao Jigang and Penghua (1994) studied the tourism competition in coastal beach and Shilin Karst areas. Scholars in China usually focus on tourism international competitiveness and tourist urban image when studying urban tourism competitiveness. So, few papers aimed at the direct reseach of urban tourism competitiveness in China. Qu Linhai, Qiu Hanqin, Guo Yangxu, Wan Xucai did the relative reseach in Hong Kong, Chong Qing and Jiang Su province respectively, of whose, Wan Xucai established the indicator system to evaluate the urban tourism competitiveness based on tourist resource and produce conditions, social economy surroundings and other situations. Li Shuming thought urban tourism competitiveness is the superiority of one city under the background of contemporary market economic condition. Yang Yingbao maintained the ideas that urban tourism competitiveness refers to its ability to organise tourist departments, enterprises, formulate strategy, open foreign market in light of its resource superiority and comprehensive quality. Guo Yangxu brought us about the overall concept of urban tourism and illustrated the strategic significance of boosting the overall urban tourism competitiveness of Chongqing city. Zhang Mingqing and Liuchao drawed on merits from comparable superiority theory and competition theory in order to have a preliminary study about the tourism international competitiveness with proposing the key of tourism industry competitiveness lie in tourism produce, enterprise, and tourism competitiveness.

2. MAIN FACTORS AFFECTING URBAN TOURISM COMPETITIVENESS AND APPRAISAL TABLE

According to the designed items in the questionnaire, this paper picked up the factors affecting urban tourism industry competitiveness and established evaluation table. By designing questionnaire and surveys, then analyzing this paper was designed to come up with factors affecting urban tourism competitiveness and set up relative evaluation tables showed in the following.
Table 1  Factors affecting urban tourism competitiveness

<table>
<thead>
<tr>
<th>Factors affecting urban tourism competitiveness</th>
<th>Urban tourist industry strength</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Urban tourist developing potential</td>
</tr>
<tr>
<td></td>
<td>Capability for tourist reception</td>
</tr>
<tr>
<td></td>
<td>Social and economic support for urban tourism</td>
</tr>
<tr>
<td></td>
<td>Environmental support for urban tourism</td>
</tr>
<tr>
<td></td>
<td>Tourism distinguished feature in urban</td>
</tr>
</tbody>
</table>

Source: analyzing the data from questionnaires

Table 2  Appraisal table for urban tourist competitiveness

<table>
<thead>
<tr>
<th>Appraisal table for urban tourist competitiveness</th>
<th>Competition potential for urban tourism</th>
<th>Economy &amp; location</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Tourism resource</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Technology &amp; talents</td>
</tr>
<tr>
<td></td>
<td>Environmental support for urban tourism</td>
<td>Nature environment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Infrastructure</td>
</tr>
<tr>
<td></td>
<td>Market potential for urban tourism</td>
<td>Culture environment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tourist demand</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tourism enterprise</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tourist image</td>
</tr>
</tbody>
</table>

Source: analyzing the datas from questionnaires

2.1 Urban tourism resource

Urban tourism resource is the vector for developing urban tourism, the attraction of destination. In addition, it is the premise for urban tourism planning, tourist produce designing, tourist activity organization as well as the route planning. Moreover, urban tourist attraction is of significance to urban tourist market size, urban tourist demanding and urban tourism image.

2.2 Economy and location for urban tourism

Urban tourism economic position and location determines the size of the urban tourism demand, the characteristics of urban tourist resource. Urban tourism economic conditions also affect tourism investment ability, development scale and direction, traveling reception ability and level.

2.3 Science and technology level and technology talents

Urban tourism development relies on science and technology, Today's tourism development depends not only on the technology of transportation, communication tools, and rely on being able to use technology talent, So in the final analysis, competition in society today is talent competition, so is tourism. Some people applied the Internet for online travel booking business, many enterprise also USES the network marketing to promote their own tourism products. Now China has 400 million people using the Internet, but online shopping still possess considerable potential, so in tourism, in promoting urban tourism competitiveness and technological level and science and technology, talent is indispensable.

2.4 City tourism demand

Potter thought domestic demand is the main factor determining if certain produce or
industry has international competitiveness. Domestic demanding scale, demanding characteristics are the main factors affecting international industry competition. So the theory talked above can apply to tourism industry.

2.5 Urban tourism image

Urban tourism image include government image, citizen image and landscape image, both tangible and intangible.

2.6 Tourism enterprise

Tourism enterprise is urban tourism media, linking tourist attractions and tourists.

3. CASE STUDY IN XIAMEN CITY

Researchers issued 300 questionnaires in the ferry pier of xiamen Amoy area, gulangyu, huandao road, xiamen university, JiMei town in way of sampling survey. Of those, 268 questionnaires are available, 32 are the waste questionnaires, recovery rate is 89%. Then, the present situation of Xiamen city urban tourism competitiveness was analyzed according the appraisal table, what’s more, measures to improve the competitiveness was launched.

3.1 The city's economic development level

Xiamen a beautiful coastal city located in the south coast of China, she is one of China top ten tourist city in China with the most reception for international cruise tanker. Since reforming and opening up, Xiamen city has become the vigorous city in the south coast of China.

3.2 Tourist demand

<table>
<thead>
<tr>
<th>age(years)</th>
<th>percentage of tourists</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;1</td>
<td>5.00</td>
</tr>
<tr>
<td>18-3</td>
<td>15.00</td>
</tr>
<tr>
<td>35-4</td>
<td>35.00</td>
</tr>
<tr>
<td>&gt;4</td>
<td>20.00</td>
</tr>
</tbody>
</table>

Source: Statistics from questionnaires

![Figure1 Tourists age status in Xiamen city](source)
From Figure 1, 54 percent of tourists aged between 18 years to 35 years are the major tourists in Xiamen city, which reflects the trend that young tourists predominate the market. From Figure 2, 63.5 percent of guests' income ranging from 0-6000 RMB take up the majority of market share, throwing light on the middle and high income of tourists. Figure 3 demonstrates the duration for tourist activities, people usually stay in Xiamen for less than 3 days. Part of tourists are the natives of Xiamen, they prefer a short-term vocational leisure tour. What's more, tourists resource including ocean and hot spring has resulted in the potential for developing vocational tourism. Tourists interviewed, 34.8% of whom like vocation tour, they usually come to Xiamen for the feast of sea entertainment and spas. Small part of tourists have interest in the education culture of Xiamen University or Jimei schools which was set up by the famous compatriot- Mr. T.K. K. Kan Kee.

Over the past 10 years, Xiamen has completed the exhibitions covering areas totaled 650,000 square meters, 200,000 people of all walks of society from 150 countries, 3,000 government institutions, commerce associations, multiple enterprises participated in the China international fair for trade & investment, China Xiamen Machinery & Electronics Exhibition, which paced up with efforts to hold 600 forums or seminars, 200 matching
activities. Business corporation chances have been provided with 25000 projects by over 4000 investors, a mature exhibition service system has been set up. Xiamen government has treated exhibition as one of its pillar tourism industry in the future.

In a word, vocation tour and exhibition tour is becoming of significant tour project for Xiamen development.

3.3 Tourism resource and tourism produce

Xiamen pleasant climate, seasons, the tourist resources are rich, with mountains, seas, rocks, hole, gardens, flower and the like. Xiamen has a high reputation of “city in the sea”.

<table>
<thead>
<tr>
<th>Scenic spots</th>
<th>receipts</th>
<th>Rate of tourists change year on year %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gulang Island</td>
<td>108900</td>
<td>+17.35</td>
</tr>
<tr>
<td>Hulishan Fortress</td>
<td>45900</td>
<td>+21.71</td>
</tr>
<tr>
<td>Haicang bridge</td>
<td>41800</td>
<td>+200</td>
</tr>
<tr>
<td>Mr.t kan kahee park</td>
<td>44100</td>
<td>+3.63</td>
</tr>
<tr>
<td>The park and new town</td>
<td>14500</td>
<td>-78.61</td>
</tr>
<tr>
<td>Tianzu mountain</td>
<td>10200</td>
<td>-46.7</td>
</tr>
</tbody>
</table>

Source: www.news.sohu.com/2006/222/n247206961

Tourism resource is one part of tourism economy, the phenomena of certain effectiveness for providers. From table3, we can know major attractions including Gulang Island, Hulishan Fortress are indispensable product. In addition, vocational product is becoming favorites of many people. However, Xiamen tourism products are taking on single pattern. 65.46 percent of visitor interviewed went to Xiamen for Gulang Island and Xiamen university. Xiamen tourist resource lack the special and unique features, presently, Xiamen tourism is transferring from sight tour to vocation tour and exhibition tour, but it has failures in product package and resource exploitation, being short of international influence. As a result, it can not satisfy the demand of top visitors.

3.4 Tourism environment and facility

tourism environment include nature environment and culture environment. Xiamen has beautiful scenery, rich in resource.
Figure 4 The most concern of tourists for tourist factors

Source: Statistics from questionnaires

34.5 percent of travelers concentrated on accommodation, 21.5% focused on transportation and facility showed in figure 4. So, accommodation and transportation are key of tourism. Xiamen has been promoting its transportation infrastructures, Xiangan channel is open following operation of BRT, which would change jam situation of traffic. Regarding to accommodation, world famous brand such as Hilton, Shangri-la enterprise will have branches in Xiamen, which will offer multiple accommodation for top-level guests.

3.5 Tourist image and tourism brand

Majority of travelers suggested that Xiamen should put great efforts in coastal vocation tour, leisure tour, ecological tour and rural tour. However, Xiamen doesn’t have prominent superiority in tourism image, most part of people came here for sight tour, without any help for the development of vocational or leisure tour. Xiamen city has some culture brand, advanced craft art such as Architectural decoration, wood carving, Lacquer engravings and so on with long history, possess large market in export. Taiwanese opera, Gaojia opera attained high reputation in south-east Asia and Hong Kong and Taiwan areas. The production and scope commodity canvas Occupies the national front. For past years, Xiamen city successfully held many activities including the 4th international youth music game by Tchaikovsky, the 6th national dancing contest, World chorus contest. Xiamen international marathon and China international fair for trade & investment has become the renowned international brand with award as titled as “The UN habitat prize” . These brands contribute to Xiamen city culture industry, international competitiveness and industry development. We can stimulate industry influence and obtain capital driven by brand performance.

3.6 Tourism culture

Xiamen and Taiwan face each other across the sea. She is the origin of Taiwan people. Minnan culture famous for its local fishery, regional culture dating back to Jin and Tang dynasty, is the integration of Luohe culture and aboriginal culture passed from migrants of central plains of ancient China. “Yanping culture” created by national hero Zheng Chenggong,
marine culture, architect and musical culture combined with Chinese and western elements, along with tea culture, operal culture, rock culture, lacquer paintings demonstrate the unique charms of Xiamen culture. But these intangible and tangible culture were not included in tourism product. With the degredation of urban community and flow of population, humanity culture atmosphere vanished day by day, Gulangyu island only takes travelers off for only half a day.

4.MEASURE TO IMPROVE XIAMEN URBAN TOURISM COMPETITIVE

According to the current situation of urban tourism in Xiamen city, measures to improve Xiamen urban tourism competitiveness was put forward with in following aspects.

4.1 City image

We should boost city image achieving urban value-added. Compared with Fuzhou city, Xiamen possesses its unique features and profound cultures[13], good ecological enviroment. So, we should integrate these factors with tourism product through marketing, establish a urban image linking ancient civilization and modern fashion, get the logo “city in the sea” released. Xiamen should also draw on merits from Hangzhou city for its excellent performance in leisure tour. Xiamen native enjoy a relaxing life, tasting tea has become a custom, with upward pressure from urbanization, many need a leisure time, therefore, tea tasting, watching operas and pleasure at seaside has become main attractions, so policies are proposed to surport their development.

4.2 City tourism brand

Firstly, we should strength the cross-side cultural industry exchange. Culture is the soul and core of urban competitiveness, make our splendid culture known and exchanged is our responsibility, we should hold activities as “Minnan dialect song contest”, “Minnan local dancing contest”, puppet shows, calligraphy, photography activities along with fireworks party in Mid-autumn festival to promote corporation and exchange between people from both sides. secondly, upgrade the tourism corporation level, mutual interfaction, mutual visit mechanism should be established to resolve the problems of corporation. Third, Minnan audition brand should be moved forward. We should speed up the integration of Minnan culture, forstering and bringing in the talents for music creation, marketing, Minnan audition produce base should be built up. Fifth, we should focus on the Minnan opera beginning with compiling the prominent dramas, build Minnan food street, support flavours of long history, pack and recommend Minnan ancient dwellings. Sixth, we should intensify great efforts to propagate traditional festivals, activities should be taken to do well on Lantern Festival Day, Mid autumn day, Dragon boat festival day. The exhibition brand as China Xiamen Machinry & Electronics Exhibition, Xiamen international marathon, Xiamen International, China international fair for trade & investment, to name but few, should be treated as superior opportunity, in a view of boosting exhibition industry. Last but not the least, Gulang Island famous for its music, its celebrities, its architect should emphasize on its culture charms, music contests can be propose at appropriate time.

4.3 Rural tourism

We should adapt our strategy to rural tourism. Rural tourism has become a trend, a fashion, its size and quality get improved. We should dedicate to personalize the rural tourism by training farmer providers, core of this type of tourism need to provide warm feeling and special experience for guests.
4.4 Romance resort

“Romance resort” should be built. Tourism romantic product including locations as Wuyuan bay, Gulang Island and Huandao Road can be introduced specially for lovers. Log cabins and wooden footway can be indispensable for this romantic atmosphere, mini-tanker for newlywed honeymoon can be offered decorated with romantic adornment and relevant activities.

4.5 Policies

Relevant policies and mechanisms should be formulated. We should support tourism enterprises with certain treatment. By reorganize and mergers, enterprises should integrate energetically to build a set of service. Non-government capital should be encouraged to operate and exploit tourism business by right of renting, contracting and the like.

5 CONCLUSION

This paper aims at putting forward measures to improve Xiamen urban tourism competitiveness by procedures like issuing questionnaires, analyzing questionnaires, picking up factors and establishing appraisal table. In brief, keywords such as urban image, urban brand, Minnan culture, promoting policies ect should be brought to the strategy to upgrade Xiamen city urban tourism competitiveness.

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ABSTRACT
Attractive visual design is important for the enterprises to catch consumer’s eye, make consumer be impressed, and lead to the consume decision from numerous merchandise. In particular, the “appearance” of people is the first to impress others. Generally speaking, people with more attractive appearance will be more welcomed than others. In the services industry, such assumption especially happens in the international tourist hotel which provides high-contact service for customers and emphasizes the “tangible” of service quality. The above phenomena are due to the causal assuming of the stereotype that “beauty is good” which people usually have (such as better job performance, higher intelligence, etc.). However, is this really true? There is less empirical evidence to identify and compare the relationship between the employee’s physical attractiveness, professional competency and service attitude. For consumers, is service personnel’s attractive appearance equals with his/her good service attitude or professional competency leads to the consumer’s need? It is still unknown. Therefore, this research attempts to use the selection and training functions of human resource management to integrate the knowledge of psychology, marketing management to expand the theory. For the purpose of purification, this research discusses how the female employee’s physical attractiveness and the professional competency affect her service attitude from the point of consumer’s view in the hotel industry and fix the gap in the academic empirical evidence. The result will make suggestions for international tourist hotel industries to make strategies on human resources management on planning, training, selecting through the consumer’s view.

INTRODUCTION
Tourism has become an indispensable part in life. Accommodation and food & beverage account for a large portion of travel expenditure. As a result, international tourist hotels play an important role in the tourist industry. With the vast development of international tourist hotels in the globe, the academic pays high attention to the active interaction between hotel owners and consumers. The value of consumer-based service has changed recently. In other words, interaction orientation becomes the top choice to create competitive advantage. The ultimate goal for business is sustainable management. As a result, they are willing to devote recourses to understand consumer needs and enhance the benefits of marketing, especially in the presentation of physical product design and the service quality. The goal is to create a good impression on consumers and encourage them to shop. This will
create the competitive advantage and outstanding performance of business.

In order to achieve the business goal of hotels, the service quality of staff is the key. There have been many empirical studies on the issue. International tourist hotels are a multifunctional industry; their service qualities possess characteristics of tangibility, responsiveness, assurance, reliability, and compass. The facilities, appearances of service staffs, brochures, and other physical entities that people could observe and experience constitute the tangible qualities. During the service process, Parasuraman, Zeithaml, and Berry (1985) believed that service quality was intangible and uncontainable, and therefore it was difficult to devise a scale with which to define good or bad service. Meanwhile, service attitude was often used in place of service quality (Parasuraman et al., 1988), and the service attitude of staffs became a major factor to increase consumer purchase (Francine et al., 2004; Baker et al., 2002). Therefore, service attitude is really an important issue.

However, which kind of staff can provide good service attitude? Consumer recognition on service attitude is subjective. To consumers, what are the clues to determine the level of service attitude? It is determined at the moment of service contact, or is it during the whole service process? Since frontline staff sends the service (production) and the consumer receives the service (consumption) simultaneously (Zeithaml, Parasuraman and Berry, 1985), hence, it important for business to win consumer’s heart and create a good image at the moment of truth the service is received. Mehrabian (1971) pointed out the “7:38:55 law.” He mentioned that people’s impression on others is 55% determined by the appearance, 38% from expression and tone, and only 7% by the content of talk. In other words, “appearance, expression and tone” have its meaning in the process of interpersonal interaction. They also help build positive impression on consumers (Sirgy et al., 2000). We all enjoy beautiful things, Lan (1995) found that people like those who are more physically attractive than those who are not; we generally have the stereotype that “attractive implies good.” However, is the value of appearance reflected on service performance? Does frontline staff with physical advantages yield better service? If the answer is positive, how is the advantage presented? In fact, beauty quotient has been an important issue in the academic and in practice. It affects the rights of staffs and how marketing strategies are determined. Therefore, when consumers receive the service, are they affected by the physical attractiveness of frontline staffs? This is the issue we want to study. Woodside and Davenport (1994) found that staffs with high professional competency, skills and attitude will encourage consumer’s purchase (Baker et al., 2002). They also affect how consumers evaluate the service of frontline staff. In practice, high knowledge industry applies staff’s professional competency to attract consumers (for example, lawyers, financial advisors, or physicians). It is believed that professional competency increases the persuasiveness on consumers, it also enhances consumer trust (Chebat, Filiatrault, Laroche, & Watson, 1988). In the interaction between frontline staff of international tourist hotels and consumers, staff’s professional competency is also very important. American Hotel & Lodging Association (AH&LA) provides training programs for four professional certifications: CHS (Certified Hospitality Supervisor) supervises staff training, consumer business and management, food and beverage management, hospitality human resource management. It signifies that the job criteria in hospitality industry have reached the professional standard internationally. Professional competency of staffs in the international tourist hotels is also important. It is an important factor to consumer’s recognition (Ohanian, 1991).

However, it is difficult for the hospitality industry to recruit staff with both outstanding appearance and competency in the process of employment. Therefore, business
owners are always curious about which factor is more important; unfortunately, this issue was untouched in research. Since consumer recognized service attitude is subjective, from the perspective of consumers, we try to apply theories of psychology and the selection & training in human resource management to expand the marketing management theory. In the process of consumption, do consumers care more about the physical attractiveness or professional competency of frontline staffs? How does it affect staff’s service attitude? This will fill the blank in empirical studies and provide suggestions to hospitality industry regarding human resources planning, selection, training, and the management of marketing strategies.

LITERATURE REVIEW

(1) Literature related to physical attractiveness

Recently, beauty quotient (BQ) has been an important issue in both academics and the practice (Guo & Xiao, 2009). It affects the income level and occupation selection (Hatfield & Sprecher, 1986; Frieze, 1991); this is what called “beauty premium.” Patzer (1985) first defined physical attractiveness as “the degree to which a stimulus person is pleasing to observe.” Garner (1997) suggests that our body is our personal billboard, providing others with first-and sometimes only-impressions. As a result, people tended to have stereotypical impressions that physically attractive people would be more passionate in sales and would work harder (Dion, Berscheid & Walster, 1972; Eagly, Ashmore, Makhijani & Longo, 1991), will induce pleasant feelings (Sprecher, 1986); consumers even make decisions based on the appearance of staff (Solnick & Schweitzer, 1999). Riggio, Widaman & Tucker (1991) points out that the attractiveness includes static and dynamic dimensions. The static dimension includes the physical appearance, attire, facial attractiveness, and body attractiveness. The dynamic dimension includes communication skills, the extent of reaction, social experience, wisdom and skills.

(2) Literature related to professional competency

Professional competency refers to the skills, knowledge, ethics, and responsibility required by a certain occupation; it is the competency one needs for a job (Weinert, 1999). Horng & Wang (2003) believe the professional competency for staff in international tourist hotels includes professional knowledge (understanding work responsibility, working environment, language capacity, organization and regulations), attitude (work ethics, set an example by one’s own action, and professionalism), and skills (food & beverage service skills, communication skills, problem solving), etc. John & Richard (2007) believe that professional competency of hotel staff will affect the service quality provided to consumers; it also affects the dependence of consumer on staff and creates the value of interaction (Bitner, 1994). In addition, Baker et al. (2002) points out that if staff has the professional knowledge, knowledge and attitude to solve problems, it will increase consumer’s willingness to purchase (Francine et al, 2004).

(3) Literate related to service attitude

Lehtinen & Lehtinen (1991) point out that that service attitude has a direct relationship with interactive quality, corporate quality, and the performance of staff. It also affects the how consumers feel about the service in the interaction (Lehtinen & Lehtinen, 1982). Factors influencing the service attitude include staff themselves (Sasser, Olsen & Wyckoff, 1987), the professionalism of staff, behavioral factors (Haywood-Farmer, 1988; Lele & Sheth, 1993), and the performance of staff (Rosander, 1980). Also, previous studies (Parasuraman et al, 1988; Sasser, Olsen & Wyckoff, 1978) observed that, for customers, service attitude could be a factor related to the evaluation of service quality. Therefore, the aspects of service attitude are often expressed as aspects of service quality.
Physical attractiveness, professional competency and service attitude

Walker (1995) points out that there are three stages in the process a staff serves the consumers: front office, back office, and service encounter. Before consumers enjoy the core service, they interact closely with the front office (consumers can observe the physical facility and staff). As a result, the key factor affecting how consumers recognize the service quality of international tourist hotels is the staff at the frontline (Heskett, 1987; Shostack, 1977; Tansuhajm, Randall & McCullough, 1988). The physical attractiveness of frontline staff determines the moment a consumer receives the service. As a result, the moment of truth during service contact, the physical attractiveness of frontline staff is important (Megumi et al., 2003). For hotel customers who care about luxury hotel characteristics, physical attractive staff will be viewed to have other find criteria at the moment of truth (DeLamater & Myers, 2007). It affects their recognition of service quality they observed. Therefore, it can be deduced that, during the process of service delivery, if service staffs possess desirable physical attractiveness, it would produce positive effects on customer recognition of the service attitude.

In addition, in the interaction of service contact (consumers can recognize the accuracy of service and the problem solving ability), consumer can determine whether the staff processes professional competency (Bitner, Booms, & Tetreault, 1990; Bitner, Boom, & Mohr, 1994). Chuang (2006) also believes that for consumers who care about the quality of hotel service, it is important that they believe the frontline staff processes comprehensive professional competence (Mark J. Pescatore, 2005). It has a positive impact on the satisfaction for consumer recognized service quality (Tsai, 2001). As a result, we can infer that if the staff has outstanding professional knowledge and competency when providing service, it will have a positive impact on consumer recognized service attitude.

On the other hand, since the product of hotel service is fugacious, service often is the highly-intensive and short interpersonal interaction between the consumer and frontline staff. Therefore, staff appearance is often the key cue which affects consumer service evaluation (Lovelock & Wright, 1999). When consumers actually consume the hotel product, they first encounter the appearance of staff in the overall service process. They then can identify the professional competency of staff through the interaction. Since consumers encounters staff’s appearance before identifying their professional competency, physical appearance might have a larger impact on consumer’s mind. As a result, we assume that staff’s physical attractiveness has a larger impact than professional competency on service attitude.

Based on the above literature, we propose the following hypotheses:

H1: Physical attractiveness of staff recognized by consumers has a significant positive impact on service attitude.
H2: Professional competency of staff recognized by consumers has a significant positive impact on service attitude.
H3: Physical attractiveness of staff recognized by consumers has a larger impact on service attitude than professional competency.

METHODOLOGY

Questionnaires were sent to customers of five-star international tourist hotels. In order to ensure the validity of questionnaires, we first requested permission from the human resource departments of the participating international tourist hotels, and we secured permission from 23 five-star international tourist hotels. 100 service staffs were randomly
sampled and trained by research staff to distribute the questionnaires. In order to avoid possible gender-based effects between interviewees, this study investigated female staffs only. Staffs would give questionnaires to customers they have worked with to ensure that a given customer would evaluate the physical attractiveness and demonstrated service attitude of those who have specifically serviced said customer. At the same time, in order to separate the effects of multiple service experiences from customers, each service staff could only give questionnaires to five customers who visited their hotel for the first time. 500 questionnaires were issued, and because researchers on site immediately inspected the results after questionnaires were filled out, the effective return rate is 100%.

This study employs the Cronbach \(\alpha\) coefficient developed by L. J. Cronbach to measure the inter-item consistency of questionnaire contents to test the reliability of questionnaires used for this study, so that appropriate adjustments can be made. We also used the AMOS 7.0 (Analysis of Moment Structure) for the path analysis between each relevant factor to clarify the factor relationship analysis of recognition factors on physical attractiveness, professional competency, and service attitude.

(1) Measurement of Staff Physical Attractiveness

The study employs the scales developed by Riggio, Widaman, Tucker and Salinas (1991), which is divided into dynamic (interpersonal communication skills, responsiveness to events, social experience, intelligence, and skills) and static (individual bodily appearance, attire, facial attractiveness, and bodily attractiveness) aspects. Appropriate wording changes were made to account for features of international tourist hotels. The items are measured by the Likert Scale, with 1 indicating strong disagreement and 5 indicating strong agreement.

(2) Measurement of staff professional competency

In reference to Horng & Wang (2003) the professional competency of staff in international tourist hotel includes the knowledge, attitude, and skill dimension. For the content validity of questionnaire, five specialists and scholars confirmed and amended items in the questionnaire. The items are measured by the Likert Scale, with 1 indicating strong disagreement and 5 indicating strong agreement.

(3) Measurement of service attitude

This study incorporates Kuo’s study (2007), which contained verified results from exploratory factor analysis designed specifically for the service attitude of international tourist hotel service staffs. The service attitude logically embodied by service staffs were divided into the elements of friendliness, problem solving, empathy, and proactive service. The items are measured by the Likert Scale, with 1 indicating strong disagreement, and 5 indicating strong agreement.

(4) Reliability and Validity

Cronbach \(\alpha\) values above 0.7 indicate high reliability (Guieford, 1965). After testing, the Cronbach \(\alpha\) values of the physical attractiveness in this study’s questionnaire was 0.83, 0.88 for professional competency, and 0.86 for service attitude. With all research variable reliability above 0.8, this study’s reliability is evidently sound. In terms of validity, we incorporated advice from Kerlinger (1986) and performed criterion-related validity test for the correlation coefficients between each item and total, to improve this study’s related validity. After the factor analysis, every factor’s load limit was above 0.5. The KMO value for physical attractiveness was 0.82, 0.86 for professional competency, and 0.87 for service attitude.
RESEARCH RESULT

(1) Basic data analysis
Most interviewees were male, accounting for 52.2% of the total sample; most were 20-39 years old, accounting for 40.4% of the total sample; most were university graduates, accounting for 72% of the total sample; most were married, accounting for 48.4% of the sample; most are in the service industry, accounting for 37.8% of the total sample; most have worked as line managers, accounting for 35.4% of the total; in terms of income, most earned 20,000-29,000 a month, accounting for 32% of the total sample.

(2) Relationship among physical attractiveness, professional competency and service attitude
This study’s research pathway structure is shown in Fig. 1 below, which is designed to explore the relationship between the physical attractiveness, professional competency, and service attitude, in order to test the hypotheses. The fitness values for the basic overall model all met the standards, thus achieving desired levels. The X2 value did not achieve the significant levels; the GFI value was 0.971; AGFI value was 0.909; NFI value was 0.946; all of which were above 0.9; RMR value was 0.041; RMSEA value 0.013, and PNFI value was 0.558.

![Figure 1. The model for physical attractiveness, professional competency, and service attitude](image)

Results of the AMOS analysis on the causal relationship among physical attractiveness, professional competency, and service attitude and shown in Fig. 1 Results show that all the three hypotheses H1, H2, and H3 are supported. As for the path effect, results indicate that the direct effect of physical attractiveness on service attitude is 0.51, where there is no indirect effect. The direct effect of professional competency on service attitude is 0.45, where there is no indirect effect. As a result, both physical attractiveness and professional competency have positive impacts on service attitude, where the former has a larger impact.

CONCLUSION AND SUGGESTION
Results show that at the moment of truth a consumer contacts the frontline staff, the service attitude and overall performance expected by consumers are already affected. It is especially true before a consumer enjoys the service. Physical attractiveness and recognized service attitude have positive impacts on consumer recognition. Our result is consistent with the following studies. Langlois & Kalakanis (2000) and Francine et al. (2004) found that
when a consumer receives service from a physically attractive staff, the physical attractiveness creates a positive feeling for consumers on the service. Koerning & Page (2002) also point out that if the service provider has a better appearance, then consumer recognized service quality will also be higher. In the formal process when a consumer interacts with the staff, staff’s professional competency also has a positive impact on consumer recognized service attitude. Our result is consistent with the following studies. Solomon et al. (1985) points out that if the staff possesses professional knowledge and competency, then consumer recognized product value will increase (Yoo et al., 1988; Baker et al., 1992; Baker et al., 2002). Formica & McCleary (2000) suggests that training programs targeting staff’s professional competency are important, because they affect the service quality (attitude) of staff members.

Results show that in the entire service process, consumers believe that the physical attractiveness of staff has a larger impact on service attitude than the professional competency. In other words, during the service process, staff’s appearance (static and dynamic attractiveness) has an absolute impact on service attitude (the friendliness dimension, keep smiling, courtesy greetings, in high spirits; the empathy dimension: friendly chats, providing personal service; the problem solving dimension: actively assist consumer on problem solving, deal with emergency situation at any moment; the proactive service dimension: introduce new equipment or product in the hotel, proactively inform the promotions). That it, at the moment a consumer enters an international tourist hotel and encounters the staff, he already starts to observe and evaluate staff’s overall performance. Since staff’s physical attractiveness can be directly observed, it is the first item being evaluated. Throughout the service process, the “a priori score” becomes an important part of the service attitude in consumer’s mind. Therefore, when consumers recognize the service attitude, staff’s physical attractiveness is an important cue.

In the environment of market competition, service-focused hotels changed from seeking consumers in the past to seeking the growth of consumer value (Peppers & Rogers, 2004). Hotel operators can build the brand image through frontline staff who has heavy interaction with consumers. Posthuma et al. (2002) points out that some factors of physical attractiveness can be controlled, for example the clothing, eye glasses, weight, courtesy, and ornament. Results of the study show that professional competency of staff accounts for almost half of the service attitude. It suggests that in addition to the given physical appearance, the acquired professional competency is also the key to service attitude. Also, some factors of physical attractiveness can be improved after training. Therefore, enterprises do not have to select candidates with outstanding appearance in the interview process. Some aspects of physical attractiveness can be improved through the training program, for example the external and internal beauty (static and dynamic attractiveness), in order to effectively enhance the service performance of staffs. Not many studies have analyzed the consumer’s subjective demand for staffs in international tourist hotels (the given and acquired conditions of staffs); as a result, the study fills the blank in psychology and human resource management; it is also valuable in marketing management.

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STUDY ON IMPACT OF TRAVEL INTENTION OF THE AUDIENCE CAUSED BY FILMS

-Take If You Are the One 2 as an Example

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Abstract

Film tourism is a tourism phenomenon which caused by film or TV play. The emergence of tourists’ travel intension is influenced by two aspects factors. The subjective factors are the motivation of the film tourists, including searching for beautiful environment, verifying and experiencing plots, making track for a star. The objective factors are the effect of outside stimulation, including reports and propaganda of media and introduction of friends and relatives. This paper took the movie If You Are The One 2 as an example and used questionnaire survey which conducted by Descriptive Statistics Analysis, Independent-samples T Test, One way ANOVA to make empirical analysis on the phenomenon of film tourism, which could get a general idea of the influence of the movie and TV play on the travel intention of the potential tourist, and also could improve the effects of movie or TV’s marketing on tourism destination. Based on this research, it’s found that searching for beautiful environment is the main factor which stimulates the audience to generate travel intention. There is no significant difference in the generation of travel intention among the audience with different gender and education level. There is significant difference in the motivation of searching for beautiful environment among the audience with different age.

Keywords: Film tourism, Film Marketing for Tourism Destination, travel intension

Body

STUDY ON IMPACT OF TRAVEL INTENTION OF THE AUDIENCE CAUSED BY FILMS

-Take If You Are the One 2 as an Example
1. Research background

Film appreciation and tourism are two main leisure activities of modern people. With the development of economy and the rising living standards, leisure and health have become the main melody of attention. The arrival of the leisure time comes with more diverse and individualized tourism demand. At the same time, as the wind vane of values and fashion taste, film culture has played a certain role in promoting the development of tourism and renewal of tourism product. Films and television works have introduced a lot of tourism resources for tourism market, thus the combination of film and tourism brings a new tourism form - film tourism. Under the combined action of film and tourism, there will be a broad prospect for film tourism.

1.1 The phenomena and development of film tourism

In 1895, modern movies were born in France. In 1955, Walt Disney built first modern theme park-Disneyland, which has been considered as the sprout of film tourism as it brought elements appeared in the movies into the real life audaciously, making combinations between travel and film. International movie tourism officially began in 1963, whose landmark was the Hollywood studios, the first theme park of Universal studios. Universal studios, based on film scene, were the largest theme park for amusement around the world. Since then, theme parks like these emerged a lot. Besides, many new products for film tourism appeared, for example, film and television festivals (Berlin film festival, Cannes and Venice film festivals etc.) have attracted tourists all over the world. Tourism routes with films as the theme are also hot, for example, several years ago, when the American movie *Bridges of Madison County* became popular in the world, the film shooting place Madison drew many tourists. The gallery bridge where the photographers and the peasant woman fell in love in the movie also became wedding locations of many couples. Britain's Harry Potter tourist route was also popular as it developed the film shooting place into tourist attractions.

Compared with international film tourism, China had a late start and developed slowly. One movie called *Western movie* was projected in Youyi village of China's Shanghai Xu garden for the first time on August 11, 1896. In 1905, Beijing Fengtai photography studio took *Dingjun Mountain*, which symbolized the start of Chinese movie. In 1987, China earliest film shooting base was completed beside Tai Lake of Wuxi, which marks the official emergence of Chinese film tourism. With TV plays, such as *Tang Minghuang*, *Wu Zetian*, *Romance of Three Kingdoms Water Margins* received hot broadcast after Wuxi film bases was built, it lifted the upsurge of film tourism. Film bases had become special tourism attractions and favored by tourists. After that, all kinds of film and television bases were invested to build. Domestic film festivals are secondary to those abroad whether in scale or popularity, but they also have certain appeal to tourists. In China, tourism routes based on the film and television shooting place are booming, for example, movie *Five Golden Flowers* has projected successively in 35 countries, making the Erhai Lake, March Street, Butterfly Spring
etc. of Yunnan Dali famous in the world; movie Shaolin Temple changed Dengfeng of Henan, an unknown impoverished town, into a tourist resort; movie Love on Lu Mountain, as China's first generation of romantic movies, touching love and beautiful scenery in which made Lu mountain the popular location of visitors.

1.2 Film marketing for tourism destination

With the rapid development of film and TV tourism, more and more marketing researchers of tourism destination noticed that films and televisions could bring considerable economic benefits to tourism. Therefore, unconscious tourist behavior for film and TV locations had gradually transformed into self-marketing behavior with the corporation of tourism destination and films. For example, New Zealand, whose slogan is 100% pure, was not famous before 21st century. The Lord of the Rings trilogy made more than 150 locations the tourism resorts. New Zealand also made use of the influence of the corresponding films, launching film and TV tourism lines in the characteristic of Lord of the rings. In order to promote the alleged folk palace-Qiajia Yard, the specialized TV plays Qiaojia Yard hit China in 2006. On December 22nd, 2010, with Beijing Tourism Administration as its chief partner, the film If You Are The One 2, was a model of film marketing for tourism destination, revolving many famous tourist resorts of Beijing. There is no denying the fact that films and TV plays will influence the choice of tourism destinations for tourist consumers. Tourism destinations can cooperate with TV producers as the location of film screening. Activities for public relationship, such as shooting, projecting help film and TV audiences make intentions for tourism destinations and contribute to travel behavior.

2. Research purpose

Nowadays with the rapid development of film and television plays, tourism destination marketing drawing support from the broadcast of films and television plays is an inevitable trend. As the media of tourists and tourism destination, films and television plays have brought great economic benefits and social benefits to destinations. Undoubtedly, the broadcast of films and television plays can bring tourist boom to scene location. Thus people begin to pay attention to this new way. The purpose of this research is to get a general idea of the influence of the movies and TV plays on the travel intentions of the potential tourists, and also could improve the effects of movie or TV’s marketing on tourism destination. It can enrich and improve film marketing theory for tourism destination through this research and then provide theory support to film marketing for destination in practice, especially for publicity strategy of government.

3. Summary of literature

3.1 Research on concept of film tourism

In western country, the research of the concept of movie tourism began earlier. In the 1990s, the emergence of Movie Induced Tourism concept was generally accepted by scholars.
Evans (1997) insisted that film tourism was tourist activities, which because of the tourism destination appeared in screen and shadow bands previously, then prompted the tourists to visit the tourism destination and the tourism attraction. Riley (1998) argued that film tourism were tourists activities, which because of the films, television, literature, magazines, records and videos strengthen the perception of tourists and left a deep effect and spiritual shock to the visitors. Busby and Klug (2001) made the definition of movie tourism as that, the tourists went to a specific destination or attractions due to the appearance of the place in TV, video and movie screen. Iwashita (2003), however from the angle of the main body of the movie tourism, deepened the concept. He considered that movies, television and literature could affect the preferences and destination choice of the individual by presenting the characteristics and charm of the destination to the audience.

In China, there are too many definition of film tourism to unify a common concept. Liu Binyi, Liu Qin (2004) thought that film tourism was tourism activities which attracted tourists by the whole process of making movies and things related with films and television plays. This concept has received recognition and references of most domestic scholars. Wang Yuling, Feng Xuegang and Wang Xiao (2006) explained the film tourism from two aspects of supply and demand. From supply perspective, in order to meet travel demand and economic interests, the so-called film tourism was a new type of tourist product, which tourism operators propagandized and marketed by developing the film and television production site, environment, process, festival activities and videos of reflected in the cultural content. From tourists’ angle, film tourism meant tourism experience to satisfy the psychological demand of curiosity, novelty and so on by spending a certain amount of time, tourists and energy experience environment, process of movies and extended resources stretching out by films. According to the different objects of film tourism, Guo Wen, Huang Zhenfang and Wang Li (2010) divided tourism into two types: broad sense and narrow sense. The objects of film tourism in broad sense could be anything that were related to film and television plays, no matter man-made landscapes, natural landscapes, historical sites and so; the objects of film tourism in narrow sense were mostly film and television theme park. The above statements elaborated the concept of film tourism from different foothold, promoting the development of both theory and practice of film tourism in china.

3.2Research on the travel intention of the potential tourists caused by movies and TV plays

The scholars overseas had done much research on reasons why the broadcast of film and television plays could spur the travel intention of audiences. Roger (1998) did a systematically research on the attraction of film shooting base to the audience and the increasing tourism phenomenon caused by film. He thought that due to the tourists' familiar with the film, they needed to have a confirmation of the place, so there was a expectation; The tourists went to the film shooting base mainly because of the film and the media propaganda; The star effect also played an important role in the movie tourism. Roger summed up two principles. Firstly, whether the film chosen could have a successful box-office, was the prerequisite of attracting tourists to the destination. Secondly whether the
film itself had the significant related appeal with the destination also decided whether the tourists could have an effective entrance. Kim and Richardson (2003) considered that, the viewing, acceptance and identity with the film shooting base of the tourists were different with that of the general destination marketing. It's gradually accepted by the tourists in the watching process. The visitors didn't appear as passives, but as active recipients. In the process, there emerged a phenomenon which called empathy, sympathy and resonance in the psychologies. Riley and Doren (1992) had an empirical research on 12 film shooting bases in America. They concluded that escape, pilgrimage and looking for not contaminated environment were the three motivation of film tourism.

There are all kinds of domestic research on the travel intention of the potential tourists caused by movies and TV plays. Wu Liyun and Hou Xiaoli (2006) thought that there were four motivations for tourists travelling to locations of film and television play: Confirmation, seeking dreams, escape, looking for beautiful environment. Among these, conformation was the main motivation for film tourists. Wu Pu, Ge Quansheng and Xi Jianchao (2007) thought that visitors went for film and television tourism on the purpose of confirmation, testimony, looking for meaningful place or pilgrimage. In the experience economy, more and more visitors think modern tourism is not completely where you've been. What's more, it is a kind of feeling, emotions, or lifestyle experience and tourism mood to share. Based on this, Shu Boyang, Zhou Yang (2007) thought that visitors were looking for personalized service, seeking adventure and experience in the film tourism, thus they can head for self-fulfillment from escape.

4. Methodology

4.1 Research hypothesis

As the promotion of film and television play for tourism is quite obvious, internal and external scholars has done certain research on the influence of the movie and TV plays on the travel intention of the potential tourists. The author put forward the following hypotheses which were based on the research of predecessors to further enrich the content of film tourism science system.

Hypothesis1: films and television plays could promote viewers to generate travel intention;

Hypothesis2: the reason for travel intention of audiences caused by film and television play was reports and propaganda of media;

Hypothesis3: the reason for travel intention of audiences caused by film and television play was introduction of friends and relatives;

Hypothesis4: the reason for travel intention of audiences caused by film and television play was that they were attracted by beautiful scenes in the film, hoping to find these pretty
Hypothesis 5: the reason for travel intention of audiences caused by film and television play was that they were attracted by plots in the film, hoping to confirm and experience story lines at the locations;

Hypothesis 6: the reason for travel intention of audiences caused by film and television play was that they were influenced by the celebrity effect, hoping to pursue stars' footprints;

Hypothesis 7: among all reasons for travel intention of audiences caused by film and television play, the main reason was looking for beautiful scenes in the film;

Hypothesis 8: different gender made the reasons for travel intention of audiences caused by film and television play different;

Hypothesis 9: different education degree made the reasons for travel intention of audiences caused by film and television play different;

Hypothesis 10: different age made the reasons for travel intention of audiences caused by film and television play different;

Hypothesis 11: the perfect combination of plots in the film and film shooting locations made the locations into the symbol of film connotations, thus it was able to attract more film and television play audiences to visit.

4.2 The selection of empirical research object

The author took *If You Are the One 2* which was released in the end of 2010 as empirical research object. The chief partner of *If You Are the One 2* was the Beijing Tourism Administration. *If You Are the One 2* was quite typical to this research as the result of cooperation which was a new exploration and practice in marketing by the Beijing Tourism Administration. At the same time, this cooperation also pioneered an innovative and cooperative mode: the cooperation of cultural and creative industry and tourism industry, the cooperation of government and film industry. The movie mainly told the changes of heart between hero Qin Fen and heroine Xiaoxiao before and after trial marriage. The whole movie was just like a tourist trailer which harmonized beautiful scenes of Beijing and Sanya with film plots, bringing visual and emotional feast for audiences.

The survey started in the middle of April, 2011. The main form was questionnaires sending through network. There were 107 effective questionnaires, which were 52% of the whole 207 questionnaires. The author conducted descriptive statistics analysis, independent-samples t test, one way ANOVA with SPSS software in order to understand the main reason for travel intention of audiences caused by film and television play, the relationship between demographic feature and film tourism, thus putting forward how to
make better use of film marketing for tourism destination.

5. Research results and analysis

5.1 Basic situation of respondents

The age of respondents mainly concentrated in 19-25, 75.7% of the whole headcount. It was mainly because that the plots of If You Are the One 2 was more fit for appreciation of the young. Most of the respondents had high education which was connected with the form of net survey, including 61.7% of audiences of bachelor degree. The smallest group was junior high school and below, only 1.9% of the whole. In this survey, male made up 38.3% while female 61.7%, showing this movie was more attractive to women.

5.2 Tourist publicity function of film and television play

Hypothesis 1 got confirmed at the fact that 61.7% of the respondents generated the idea of travelling after watching If You Are the One 2. In the subentry investigation of scenic spots of Beijing and Sanya, 58.9% of audiences had noticed tourist attractions of Beijing in the film, while 57.9% of audiences had noticed tourist attractions of Sanya in the film. Of all scenic spots appeared in the movie If You Are the One 2, Great Wall of Mu Tianyu had the maximum followers-45.8% of the whole. It was clear that the new exploration in marketing by Beijing Tourism Administration had achieved remarkable results.

However, of all the respondents, only 16.8% noticed that the chief partner of If You Are the One 2 was Beijing Tourism Administration while 25.2% thought it was Sanya Tourism Administration. What was more, More than half of the respondents even did not notice who was the chief partner of If You Are the One 2. In whole, audiences had made deeper impression on Sanya though the film propagandized scenic spots for both Beijing and Sanya. 3.7% of respondents thought that this film mainly marketed Beijing while 46.7% considered it was better for Sanya. Beijing Tourism Administration should find deficiencies from this to perfect its marketing strategies of film and television play further.

5.3 Reasons for travel intention of audiences caused by film and television play

According to the research results of the predecessors, it was easy to summarize that there were subjective and objective aspects attributed to reasons for travel intention of audiences caused by film and television play. Three subjective reasons were as follows: searching for beautiful environment, verifying and experiencing plots, making track for a star. At the same time, potential tourists might be stimulated to generate travel intention by the objective environments which included reports and propaganda of media and introduction of friends and relatives. Table 1 reflected the inquiry results of reasons for travel intention of audiences caused by If You Are the One 2. The author used Richter scale to analyze it. There were five operations-disagree, do not agree, neutrality, consent, very agree. The five numbers -1, 2, 3, 4, 5-represented the five operations respectively. Through comparison of the mean
and the summation, seeking beautiful environments was the main reason for inspiring travel intention of audiences caused by *If You Are the One 2*, thus hypotheses 1,2,3,4,5,6,7 were confirmed.

The unique and elegant natural spots of locations in the *If You Are the One 2*, meticulous shooting Angle, special effects and the sentiment rendered by plots made locations more beautiful in screen, thus gave a strong visual impact to the audiences, such as Greet Wall of Mu Tianyu where Qin Fen proposed to Xiaoxiao, Sanya tropical paradise forest park which was called a holy and beautiful paradise on earth and so on. Humans had been always yearning for glorious things, which stimulated the motive of audiences to find this beautiful environment.

| Table 1 Reasons for tourist intention of audiences by film and television play |
|-----------------------------------------------|----------|----------------|-----------------|-----------------|
| Mean value | Mid-value | Standard deviation | total |
| Reports and propaganda of media | 3.20 | 3.00 | 0.946 | 342 |
| Introduction of friends and relatives | 3.15 | 3.00 | 0.867 | 337 |
| find these pretty environments | 3.71 | 4.00 | 1.037 | 397 |
| confirm and experience plots | 3.21 | 3.00 | 1.010 | 344 |
| pursue stars’ footprints | 2.49 | 2.00 | 1.031 | 266 |

5.4 The relationship between demographic feature and travel intention caused by film and TV

1 There were no significant differences between genders in generating travel intention caused by film and TV

This paper adopted independent samples t-test to analyze the relationship between the genders and generation of travel intention in the audiences. In order to facilitate the instructions, this paper described the data based on the relationship between genders of audiences and travel intention of seeking beautiful environments. The null hypothesis H0: genders would not affect the intention of seeking beautiful environments, which meant $\mu_1-\mu_2=0$; alternative hypothesis H1: genders would affect the intention of seeking beautiful environments, which meant $\mu_1-\mu_2\neq0$. Therefore, $\mu_1$ and $\mu_2$ respectively represented the mean value of tourist motives of finding beautiful environments for men and women.
According to independent sample inspection table (the table only selected the data equal to the variance), Levene, variance equation of test statistics $F=0.931$, whose corresponding significant level $0.337 > 0.05$. Under the significant level 5 %, the hypothesis that each variance was equal couldn't be refused. Therefore, T-test results came to the focus when variances were equal.

It could be chosen to reject the null hypothesis or not through T test of independent sample mean equation. Since $T=-0.597$ of the two independent sample mean value and its corresponding significant level $0.552 > 0.05$. The null hypothesis $H_0$ couldn't be rejected under significant level of 5%. In other word, genders would not affect the intention of seeking beautiful environments. The same conclusion could be drawn by the same way in analyzing other four options. There were no significant differences in travel intention between audiences of different gender. Thus, hypothesis 8 was not confirmed in this empirical study.

Table 2 differences in travel intention of different gender

<table>
<thead>
<tr>
<th>Reasons of generating tourist intention</th>
<th>Levene inspection of Variance equation</th>
<th>T-test of mean equation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$F$</td>
<td>$\text{Sig}$</td>
</tr>
<tr>
<td>Reports and propaganda of media</td>
<td>0.266</td>
<td>0.607</td>
</tr>
<tr>
<td>introduction of friends and relatives</td>
<td>0.627</td>
<td>0.430</td>
</tr>
<tr>
<td>find these pretty environments</td>
<td>0.931</td>
<td>0.337</td>
</tr>
<tr>
<td>confirm and experience plots</td>
<td>0.122</td>
<td>0.727</td>
</tr>
</tbody>
</table>
2. Different education degree made no significant differences in reasons for travel intention of audiences caused by film and television play

This paper adopted one way ANOVA to study whether or not different education degree made significant differences in reasons for travel intention of audiences caused by film and television play. In order to facilitate the instructions, this paper described the data based on the relationship between educational level and travel intention of seeking beautiful environments. The null hypothesis H0: educational level would not effect the intention of seeking beautiful environments, which meant μ1=μ2=μ3=μ4=μ5; alternative hypothesis H1: educational level would effect the intention of seeking beautiful environments, which meant μ1≠μ2≠μ3≠μ4≠μ5. Thereinto, μ1, μ2, μ3, μ4, μ5 respectively represented the mean value of tourist motives for audiences of different educational level to find beautiful environments.

According to table of homogeneity test of variances, Levene statistics 1.485, its corresponding significant level Sig=0.212>0.05. Therefore, under the significant level 5% the hypothesis that each variance was equal couldn't be refused and basic premise analyzed by one way ANOVA was satisfied. ANOVA table (Table 3) showed that F=0.349, its corresponding significant level 0.844 > 0.05. Therefore, under the significant levels 5% the hypothesis that the mean value of each group was equal couldn't be rejected and the null hypothesis H0 was established. Thus, it could come to a conclusion that different education degree made no significant differences in reasons for travel intention of audiences caused by film and television play. Hypothesis 9 was not confirmed in this empirical study.

Table 3 Differences in travel intention of different educational level

<table>
<thead>
<tr>
<th>Reasons of generating tourist intention for film tourists</th>
<th>Homogeneity test of variances</th>
<th>ANOVA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Levene statistics</td>
<td>Sig</td>
</tr>
<tr>
<td>Reports and propaganda of media</td>
<td>1.238</td>
<td>0.300</td>
</tr>
<tr>
<td>introduction of friends and relatives</td>
<td>0.895</td>
<td>0.470</td>
</tr>
</tbody>
</table>
The relationship between the audiences' ages and the travel intention caused by film and TV play

This paper adopted one way ANOVA to study whether or not different ages made significant differences in reasons for travel intention of audiences caused by film and television play. The ANOVA table (Table 4) showed that the Sigs of the three options-introduction of friends and relatives, confirm and experience plots and pursue stars' footprints—were all greater than 0.05. Therefore, under the significant level 5%, the hypothesis that the mean value of each group was equal couldn't be refused. Thus, it could come to a conclusion that different ages made no significant differences in the three reasons above for travel intention of audiences caused by film and television play. But there were significant difference among different ages of people in the motivation of searching for beautiful environment. Hypothesis 10 was confirmed in this empirical study. Therefore, according to different ages, the tourism destination can choose different locations as the background of the film to attract different ages of audiences when doing film marketing for the tourism destination.

Table 4 Differences in travel intention of different ages of people

<table>
<thead>
<tr>
<th>Reasons of generating tourist intention for film tourists</th>
<th>Homogeneity test of variances</th>
<th>ANOVA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Levene statistics</td>
<td>Sig</td>
</tr>
<tr>
<td>Reports and propaganda of media</td>
<td>3.107</td>
<td>0.019</td>
</tr>
<tr>
<td>introduction of friends and relatives</td>
<td>1.785</td>
<td>0.138</td>
</tr>
</tbody>
</table>
find these pretty environments | 0.520 | 0.721 | 2.477 | 0.037
confirm and experience plots | 0.397 | 0.810 | 1.164 | 0.332
pursue stars' footprints | 0.976 | 0.424 | 0.716 | 0.613

5.5 How to make better use of film and television play to market tourism destination

One important reason for tourists generating tourist motives was the appeal of the tourism destinations. As for film tourists, appeal of locations of film and television play for tourist source market mainly included three categories: natural tourism resources, humanism tourism resources and shooting resources of locations of film and television play. A film or television play with favorable marketing effect for tourism destination contained at least one or several resource information. However, information of tourist resources contained in the film and television play was quite limited. Therefore, one important topic for film marketing of tourism destination was how to make full use of film and television play to appeal more audiences to travel. Table 5 reflected the fusion direction of travel and film. As we could see from the comparison of mean value and total score, making locations as the symbol of connotation of film and television play by perfect harmony of plots and locations might attract audiences' attention to tourist resources of locations, thus generating tourist intention. Hypothesis 9 was confirmed.

Table 5 Making use of film and television play for tourism destination marketing

<table>
<thead>
<tr>
<th></th>
<th>Mean value</th>
<th>Mid-value</th>
<th>Standard deviation</th>
<th>Total sum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Omni-directional show of natural scenery in movies</td>
<td>3.51</td>
<td>4.00</td>
<td>1.058</td>
<td>376</td>
</tr>
<tr>
<td>Human landscape and custom showed in movies</td>
<td>3.64</td>
<td>4.00</td>
<td>1.030</td>
<td>390</td>
</tr>
<tr>
<td>Perfect harmony of film plots and locations</td>
<td>3.75</td>
<td>4.00</td>
<td>0.933</td>
<td>401</td>
</tr>
</tbody>
</table>

6. Suggestion for film marketing
In China, the movie *If You Are the One 2* initiated the cooperation between cultural creative industry and tourism industry, the cooperation of government and film industry. Film marketing of tourism destination, as an innovative marketing mode no matter in theory or in practice, could provide a good reference for later generations. In order to expand awareness to tourists at home and abroad for these new spots without famous reputation in the world, Beijing Tourism Administration purposely promoted distinctive spots who did not have great popularity such as the purple bamboo park, 798 art district, Tanzhe temple. It was quite suitable for new spots which did not have great popularity to choose film marketing.

However, when tourism destination choose the partners of film marketing, it is important to emphasize on both sustainable development of locations and principle of maximum benefits. According to the destination marketing carried by corporation between Beijing Tourism Administration and *If You Are the One 2*, it is easy to find out some problems in it and propose some opinions about improvements. However, of all the respondents, only 16.8% noticed that the chief partner of *If You Are the One 2* was Beijing Tourism Administration while 25.2% thought it was Sanya Tourism Administration. In whole, audiences had made deeper impression on Sanya though the film propagandized scenic spots for both Beijing and Sanya. Apparently, the return of destination marketing for these two cities was not in proportion to the investment. As for Beijing Tourism Administration, there exists much room for improvement in this corporation of destination marketing. The author puts forward the following opinions in order to make better use of film marketing tools to self-advertisement. The key to apply film marketing tools is the management of the relationship between destination and film. In different shooting stages of film and television play, the destination should take different marketing strategies.

Before the film shooting, in order to make destinations which are backgrounds or shooting locations of the new movie known to audiences, destinations might conduct relevant media relation activities. As first impressions were strongest, it could lead the audience to pay attention to destinations when watching movies and televisions.

In the process of shooting movies, it must focus on the combination of tourism destination and film and television play extremely, not only showing the tourism destinations adequately in form, but making plots and tourism destinations harmonized perfectly. In the relevant investigation of *If You Are the One 2*, we found that Great Wall of Mu Tianyu was the most popular location in audiences because the hero proposed to heroine from the start of this movie in this place. We could say that the most wonderful shot was based on this background which was quite impressive to audiences for perfect harmony of plots and beautiful location. Among all spots of Beijing propagandized in movie, Great Wall of Mu Tianyu had the best effect of publicity while other spots were put into the movie reluctantly. As a result, audiences had finished watching the movie without awareness of existence of these spots, increasing difficulty in propaganda of destination. In the process of shooting, entertainment programs could be invited to visit, making destinations appear in the view of audiences more frequently. The best time for propaganda is before project after the movie is finished. Destinations should capture this time to proceed propagandizing with producers.
The critical moment is the process of projecting movie when many details can affect the tourist intention of audiences. For example, at the very end of *If You Are the One 2*, the characters—the chief partner was Beijing Tourism Administration—was played in the screen when audiences had already spilled out without noticing this. Even if they had noticed it, they could not pay further attention to when and where these spots appeared in the movie. If the announcement appeared at the beginning of the film, there would be more audiences noticing it. After *If You Are the One 2* hit in China, scenic spots distributed in different areas of Beijing were connected in series as line of *If You Are the One 2* which became main line of many travel agencies in Beijing. It was quite right for Beijing Tourism Administration to seize the opportunities and market the tourism destination when the film was hot.

7. Conclusion

Film and television works, as one kind of diversified cultural products, could not only satisfy the growing leisure needs of people, but also show the natural landscape as well as cultural custom and shape the tourism image of shooting locations. With the constant development of tourism economy, the competition of tourism industry was becoming increasingly fierce. As a new way to promote tourism destination marketing, film marketing was receiving wide attention from people.

Film tourism is a tourism phenomenon which caused by film or TV play. The emergence of tourists’ travel intention is influenced by two aspects factors. The subjective factors are the motivation of the film tourists, including searching for beautiful environment, verifying and experiencing plots, making track for a star. The objective factors are the effect of outside stimulation, including reports and propaganda of media and introduction of friends and relatives. Taking the movie *If You Are the One 2* as the empirical research object, we find out that seeking beautiful environments is the main reason for simulating tourist intention of audiences. According to the movie If You Are the One 2, different genders and different educational levels of audiences makes no significant differences in generating tourist intention by film and television play. Audiences of different age have significant differences in the tourist intention of seeking beautiful environments. In the process of tourist destinations marketing by film and television play, making locations as the symbol of connotation of film and television play by perfect harmony of plots and locations may attract more audiences' attention to tourist resources of locations, thus generating tourist intention.

References


Questionnaire
影视剧对观众出游意向影响研究——以《非诚勿扰2》为例

亲爱的朋友们：
您好！我是第二外国语学院的研究生，这是一份关于电影《非诚勿扰2》对观众出游意向影响的调查问卷。您的回答对我们至关重要，调查问卷大概占用您5分钟的时间。

问卷数据仅供学术研究之用，不会透露您的个人信息，再次感谢您的合作。

一、多选题（该题为多选题，在您所选答案的括号里打“√”。为了您的方便，“√”可直接通过复制粘贴的方式完成）
1. 您注意到电影《非诚勿扰2》中出现了下列哪些北京的旅游景点？
   （ ）慕田峪长城  （ ）北京欢乐谷
   （ ）北京潭柘寺  （ ）紫竹院公园
   （ ）798艺术区  （ ）银泰酒店
   （ ）后海  （ ）三里屯
   （ ）南锣鼓巷  （ ）没注意

2. 您注意到电影《非诚勿扰2》中出现了下列哪些三亚的旅游景点？
   （ ）艾美度假酒店  （ ）三亚亚龙湾热带天堂森林公园
   （ ）鸟巢度假村峭壁天池  （ ）石梅湾
   （ ）鸟巢度假村内的过江龙索桥  （ ）鸟巢度假酒店  （ ）没注意

二、单选题（该题为单选题，在您所选答案的括号里打“√”。为了您的方便，“√”可直接通过复制粘贴的方式完成）
3. 您是否注意到《非诚勿扰2》拍摄的首席合作伙伴是谁？
   （ ）三亚市旅游局  （ ）北京市旅游局  （ ）没注意

4. 您在看过《非诚勿扰2》后是否产生去某外景拍摄地旅游的想法？
   （ ）是  （ ）否

5. 您认为《非诚勿扰2》对您产生影视旅游想法的影响是
   （1）媒体的报道和宣传
   ①（ ）非常不同意  ②（ ）不同意  ③（ ）中立  ④（ ）同意  ⑤（ ）非常同意
   （2）亲朋好友的介绍
   ①（ ）非常不同意  ②（ ）不同意  ③（ ）中立  ④（ ）同意  ⑤（ ）非常同意
   （3）被电影中的美丽风景所吸引，希望寻找优美环境
   ①（ ）非常不同意  ②（ ）不同意  ③（ ）中立  ④（ ）同意  ⑤（ ）非常同意

16
（4）被电影中的故事情节所吸引，希望去外景地印证并亲身体验故事情节
①（ ）非常不同意  ②（ ）不同意  ③（ ）中立  ④（ ）同意  ⑤（ ）非常同意
（5）受明星效应的影响，希望追寻明星的足迹
①（ ）非常不同意  ②（ ）不同意  ③（ ）中立  ④（ ）同意  ⑤（ ）非常同意
6.您认为《非诚勿扰2》对哪个城市的旅游宣传效果更佳
（ ）北京  （ ）三亚  （ ）北京和三亚都有宣传  （ ）没什么宣传效果
7.您认为电影如何展现外景地，才会更加吸引您去外景地旅游
（1）电影中全方位的展现旅游景点的自然风光
①（ ）非常不同意  ②（ ）不同意  ③（ ）中立  ④（ ）同意  ⑤（ ）非常同意
（2）电影中展现外景地的人文景观和风俗习惯
①（ ）非常不同意  ②（ ）不同意  ③（ ）中立  ④（ ）同意  ⑤（ ）非常同意
（3）电影中的故事情节与外景地完美融合，使外景地成为影视剧故事内涵的象征地
①（ ）非常不同意  ②（ ）不同意  ③（ ）中立  ④（ ）同意  ⑤（ ）非常同意
8.您认为影视剧对外景地旅游宣传力度如何
（1）影视剧真实的反应了外景地的旅游资源信息
①（ ）非常不同意  ②（ ）不同意  ③（ ）中立  ④（ ）同意  ⑤（ ）非常同意
（2）影视剧蕴含了大量的外景地旅游信息，有助于观众较全面了解旅游景点
①（ ）非常不同意  ②（ ）不同意  ③（ ）中立  ④（ ）同意  ⑤（ ）非常同意
9.您的性别
（ ）男  （ ）女
10.您的年龄
（ ）18岁及以下  （ ）19—25  （ ）26—35  （ ）36—45  （ ）46—55  （ ）55岁以上
11.您的受教育程度
（ ）初中及以下  （ ）高中、中专  （ ）大学专科  （ ）大学本科  （ ）硕士及以上
ABSTRACT

With the further development of the Internet, network marketing has become an important component of Tourism Destination Marketing. Compared with the traditional Web Portal Marketing, Marketing on Social Network Sites (SNS), which is based on the technology of Web2.0, especially Real-name SNS, can be more pertinent and make the best of the effect of viral marketing. These advantages make SNS highly popular in Tourism Destination Marketing. In China, Renren.com is currently the largest Real-name SNS and most of its users are students and white collars who are potential customers of tourism destinations. Thus, the website’s marketing functions are constantly developed by tourism destinations. Through relevant keywords search in the internal Renren.com search engine, this paper has divided tourism destinations, which have pages on Renren.com, into three groups namely pages of tourism destinations of countries and regions, pages of tourism destinations of domestic cities and pages of scenic spots. Based on this classification, the author counted the number of pages tourism destinations have, analyzed the most popular functions of Renren.com used by tourism destinations, and analyzed evaluations of page members on the effect of page marketing by sample survey. Then the author summarized the status quo, advantages and disadvantages of main tourism destination's marketing activities (Swiss National Tourism Administration). In the end of paper, the author has put forward some feasible suggestions to improve means of Tourism Destination Marketing and promote the development of tourism destinations.

Keywords: SNS, Tourism Destination Marketing, Renren.com, SNTA
In recent years, there has emerged many Social Network Sites (SNS) with the development of the Internet, especially the technology of Web2.0. Tourism Destinations, both home and abroad, have implemented their marketing on these SNS. And the applications of SNS on destination marketing have been focused by foreign and domestic scholars. While in China, some of these researches are empirical researches, which are case studies of marketing on a SNS website of certain destination. For instance, through analysis of marketing on Kaixin.com of Singapore, Wang Xiaolu and Wu En (2010) summarized 5 critical factors for a successful marketing work on SNS and gave some advice to applications of this emerging marketing chance. Some of these researches are theoretical analysis of SNS’s potentials on destination marketing. For example, through summary of current situation of domestic SNS and drawing on advantages of TRIPSAY, a foreign SNS, Luo Zhongli (2008) suggested conditions for the development of SNS platform in tourism. And most of other researchers and scholars have paid great attention to SNS itself. They either discussed SNS’s effect on marketing of various industries and enterprises or summarized advantages and disadvantages of Real-name SNS by analyzing Facebook or Renren.com. Li Yuting (2010) discussed SNS exclusive effect on brand transmission through analysis of characteristics of SNS transmission and cited instances. Zhou Ying (2008) analyzed status quo of companies’ marketing on Facebook and found that the biggest strength of marketing on Facebook was precision marketing.

With respect to the current situation, in China, the main SNS platforms used by tourism destinations are Renren.com, Douban.com and Kaixin.com etc. While as the largest Real-name SNS domestically, Renren.com could rank 1st on effect of destination marketing. Meanwhile, there still lacks researches on destination marketing on Renren.com.

Thus, based on former studies, this paper summarized status quo of marketing on Renren.com of tourism destinations both home and abroad, took the example of Swiss National Tourism Administration since it has a tourism destination page with the largest number of fans on Renren.com. The author estimated its marketing work through two angles of view—information provider and receiver. And receiver’s perceptions were estimated through a sample survey. Then the author summarized several key factors for successful marketing on Renren.com and gave some feasible ways for tourism destination marketing on SNS.

2. Real-name SNS and destination marketing

2.1 Real-name SNS

In this paper, Real-name SNS refers to SNS that shows real names and information of users in both foreground and background.

Although, so far most part of the Internet is still a virtual world, but there has been existing potential desire for users to get to know others they exchange with. Shi Lei (2007) surveyed 1245 Internet users in 2007 and found that personal identity still could be
recognized though it has been hided in the Internet world. “Personally Identity of Spread Subject” is a major premise on the foundation of trust mechanism during the process of network interpersonal communication as well as a critical factor for sustainable development of communication relationship and good communication effect among spread subject.

And according to iResearch China Online Travel Research Report 2008-2009, more than 60% users still consult their family and friends when making travel decision. This might give another chance to Real-name SNS, since such kind of SNS is based on exchanges among familiar friends.

2.2 Renren.com

Renren.com, found in Dec, 2005, has been a representative of rapidly developed SNS since 2003. Xiaonei.com, the predecessor of Renren.com, was a real-name SNS most of whose users were students in China. With the slogan “So Wonderful Because the Real”, Xiaonei.com made a huge success. On Aug 4, 2009, Xiaonei.com was changed into the name of Renren.com and its target users have been expanded to various social groups. Now Renren.com is the largest Real-name SNS in China and most of its users are students then white collars who are potential customers of tourism destinations.

2.3 Tourism destination marketing on Renren.com

According to former studies, marketing on Real-name SNS like Renren.com have several superiorities.

Targeted information transmission. On one hand, the major groups of users in Renren.com are students and white collars. They are potential customers of tourism destinations. On the other hand, it’s totally voluntary action from users to become fans of pages or join any groups. This makes it clearer that what kind of users is interested in certain kind of topic. Information publishers can easily analyze fields readers are interested in through track of page view and share.

The force of viral marketing. Actually all of the marketing behaviors have the essence of viral marketing. A successful large-scale spread of information depends on information source, creating topic, generating empathy and realizing value transfer. Compared with traditional marketing, interactions on SNS platform are mainly driven by topics rather than commercial purposes. People are always against ads transferred through relative network, but it’s easier for them to accept news from SNS open platform. The one who first experience always acts as an opinion leader, making him or her transmit the information voluntarily to other users.

With respect to the current situation, potential ways of destination marketing on Renren.com can be divided into following three methods:
Social Ads—pages. Tourism destinations can create pages for their destination image brands, be good friends with users. Through pages, they can make use of functions like status updates, fresh news, and virtual gifts etc.

Social Targeting—tourism destination organizations can conduct directional delivery based on different social graphs, making its ads more precise.

Banners and Rich Media Ads—in its login page there has lager ad space, more clean ad environment and more colorful ad forms.

While, the author observed that the most common way for tourism destination marketing on Renren.com has been social bds.

3. Analysis of status quo of destination marketing on Renrenc.com

Through the internal Renren.com search engine, the author used keywords like travel, tourism administration, nation, tourism city, tourism destination and scenic spots to search pages, groups, application platforms etc. And according to its search result, this paper has divided tourism destinations, which have pages on Renren.com, into three groups namely pages of tourism destinations of countries and regions, pages of tourism destinations of domestic cities and pages of scenic spots. In particular, Renren.com Group is still a beta version. And key words search results there are such clutters that the author can not figure any group created by formal organizations out. Thus, this paper just counted pages.

Based on this classification, the author counted the number of pages tourism destinations have. By April 30, 2011, there were 19 pages of tourism destinations of countries and regions, 156 pages of tourism destinations of domestic cities and 2 pages of scenic spots. Besides, South Korea Tourism Bureau has created an open application platform called “HARU” instead of maintain its pages.

However, during these 178 pages and application platform, only pages of Tourism Administration of Swiss, Northern Europe and South Korea have gotten real-name authentication by Renren.com. Other pages of tourism destinations of countries and regions are comprehensive pages which cover services like study abroad, introduction of universities and living abroad. All in all, these pages are not aimed to transmit the countries and regions images or attract tourists. The problem reflected on pages of tourism destinations of domestic cities is that introductive information showed on their pages are most about destination tourism resources. But their page fans are most locals who are now not there. And fresh news of these pages is few. The two scenic spots are Nanluoguxiang and Weishan Lake. Though Nanluoguxiang also has great number of fans and its page has been well decorated, its fresh news has not been updated since Mar 18, 2011. And fans of page of Weishan Lake are also locals who are now not there. They are not the real tourists.

Through these pages, the author found that page of Swiss National Tourism
Administration (SNTA) has the largest number of fans, about 165,770 (by Apr 30, 2011), and highest update frequency. These suggest it a model of destination marketing on Renren.com. Therefore, the author took it as an example and estimated it from both information provider and receiver.

3.1 Case study of marketing on Renren.com of Swiss National Tourism Administration

Generally speaking, relevant elements which are available on a page of Renren.com for marketing cover page head portrait, basic information, key words for types, status, discussion board, photo album, share, background picture and music, journal etc.

Page of SNTA, created on Oct 14, 2009, now owns about 165,770 fans (by Apr 30, 2011). Here functions used by webmaster and their rate of update frequency are showed on following Table1.

Table1 Main Functions and Update & Interaction Frequency of Page of SNTA

<table>
<thead>
<tr>
<th></th>
<th>Update Frequency (per month)</th>
<th>Interaction Frequency(per time)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>4.95</td>
<td>144.40</td>
</tr>
<tr>
<td>Journal</td>
<td>2.84</td>
<td>305.72</td>
</tr>
</tbody>
</table>

Illustration:

- Update frequency is counted on this way: since this page has created on Oct 14, 2009, there are 94 statuses. By June 4, 2010, there are about 19 months. Times of status dividing 19 months comes out 4.95. So does Journal (total number is 54 passages).

- Status Interaction Frequency is counted on this way: total number of replies (the most active way of interaction) divides 94 statuses.

- Journal Interaction Frequency is counted on this way: total number of share times (the most active way of interaction in this part) divides 54 passages of Journal.

Photo Album and Share, the other two main functions used by SNTA are not estimated on Table1 for following reasons. Update time of Photo Album and Share mainly focused on Oct, 2009 to July, 2010. Since then there have been few updates of these two
categories. And main contents of these two parts are general situation in Swiss. This means that there are not so many changes and contents of general situation.

Statues on the page are mainly about notification about activities held by Swiss Tourism Destination Organization in China, regards on Chinese and Swiss festivals, infectious introduction of Swiss famous products and appeals to travel to Swiss, etc. And its journals are mainly scenic spots introduction, culture introduction etc.

Besides, SNTA page head portrait is a photo of a child playing with sheep, and at the top right corner there is an obvious logo of SNTA.

Figures on Table1 reflect SNTA excellent work of updating and interacting on its page. Then the author conducted a sample survey on its fans, aiming to find on what degree SNTA has motivated its fans travel to Swiss.

3.1.1 Methodology

The questionnaire designed by the author is aimed to know following issues:

- Why and how they became a fan?
- On what degree they participated in fresh news on the page?
- On what degree they felt satisfied with functions and interaction from webmaster on the page?
- Are there any changes on their tourism motivation after becoming fans?

From its fans list on the page, the author chose one for each 4 fans then asked them to finish the questionnaire through a certain link by leaving a message through message board or inbox. Data collection was conducted from May 4 to May 28, 2011. About 350 fans has been invited while only 100 fans finished it, effective number of answer sheets is only 28.57%. Among these 100 answer sheets, there are 31 males and 69 females, while 87% of them are students and 13% of them have income.

For reasons to become a fan, about 53% people are planning to travel to Swiss before becoming fans of this page, 24% fans have been paying attention to Swiss all the time and 21% fans are just following the mass idea. And there are only 2 fans who have traveled to Swiss and now share their experience on this page. In terms of ways to find the page, more than half of them (about 56%) found it through internal Renren.com search engine. About 37% of them saw it from fresh news of their friends and became fans.

These ratio data shows that there are more than half fans have been planning to Swiss and still half of them actively searched the page. While according to former studies, search
engine is still the top and basic tool for tourists to collect information through the Internet. Thus, the author analyzed the data to find whether most of people who have been planning to Swiss before becoming fans are just the ones who actively searched the page. And the result showed on Figure1.

![Figure1](image_url)

Figure1 shows that more than half of these people who paid attention to Swiss or planned to travel there actively searched the page, which proves the former studies.

As to level of participation or attention after becoming fans, the survey result is that 43% respondents just scan the fresh news of the page, never participate in interaction, and 36% of them responded when they felt it interesting. Only about 13% fans have taken active search of information on the page.

Then the author investigated fans’ satisfaction on the functions of the page used by SNTA. The result shows on Figure2.
Illustration:

- Axis Z in Figure 2 means functions used by SNTA. From top to bottom, they are status update, photo album, share, journal and active responses from webmaster.

Figure 2 shows that approximately half of the respondents felt satisfied with the functions used by SNTA and its webmaster’s interactive replies.

Last but not least, the author measured changes of fans’ tourism motivation after becoming fans of the page. The survey shows that 59% respondents became interested in Swiss after becoming fans while 37% of them have gotten no idea about it. 3% of them had trips to Swiss by making use of information presented on the page.

Since there are 24% respondents have been paying attention to Swiss and 53% of them are planning to travel to Swiss before becoming fans, these numbers could be mixed into the fans motivated by the page. Thus the author counted the number of respondents who have been motivated by the page and chose the answer that they just followed the mass idea to become fans of the page. And the author just found 8 respondents, which means among these 21 fans, only 8 of them have been totally motivated by the page. So the author rectified the number of 59% into 38.1% (21 fans had no idea about travel to Swiss before becoming fans, 8 of them have begun to plan to Swiss after becoming fans of the page). That’s the exact percentage of motivated fans after becoming fans.
Meanwhile, the author used SPSS 17.0 to conduct correlation analysis between the degree of satisfaction on functions used by SNTA and changes of fans’ travel motivation (showed on Table 2 to 6), aiming to find out whether these fans who felt satisfied with the page are certain to be motivated to travel to Swiss.

**Table 2: Correlation Analysis of Status and Motivation Change**

<table>
<thead>
<tr>
<th>Status</th>
<th>Motivation Change</th>
<th>Status</th>
<th>Motivation Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>Pearson 相关性</td>
<td>1</td>
<td>-0.093</td>
</tr>
<tr>
<td>显著性（双侧）</td>
<td></td>
<td>0.356</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>100</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Motivation Change</td>
<td>Pearson 相关性</td>
<td>-0.093</td>
<td>1</td>
</tr>
<tr>
<td>显著性（双侧）</td>
<td></td>
<td>0.356</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>100</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

**Table 3: Correlation Analysis of Photo and Motivation Change**

<table>
<thead>
<tr>
<th>Motivation Change</th>
<th>Pearson 相关性</th>
<th>Motivation Change</th>
<th>Photo</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation Change</td>
<td>Pearson 相关性</td>
<td>1</td>
<td>-1.90</td>
</tr>
<tr>
<td>显著性（双侧）</td>
<td>0.059</td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>100</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Photo</td>
<td>Pearson 相关性</td>
<td>-1.90</td>
<td>1</td>
</tr>
<tr>
<td>显著性（双侧）</td>
<td>0.059</td>
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<td></td>
</tr>
<tr>
<td>N</td>
<td>100</td>
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<td></td>
</tr>
</tbody>
</table>

**Table 4: Correlation Analysis of Journal and Motivation Change**

<table>
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<th>Pearson 相关性</th>
<th>Motivation Change</th>
<th>Journal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation Change</td>
<td>Pearson 相关性</td>
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<td>-0.050</td>
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<td>显著性（双侧）</td>
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<td>100</td>
<td></td>
</tr>
<tr>
<td>Journal</td>
<td>Pearson 相关性</td>
<td>-0.050</td>
<td>1</td>
</tr>
<tr>
<td>显著性（双侧）</td>
<td>0.619</td>
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<td></td>
</tr>
<tr>
<td>N</td>
<td>100</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>
Table 5 Correlation Analysis of Share and Motivation Change

<table>
<thead>
<tr>
<th>Motivation Change</th>
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<th>Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>显著性（单侧）</td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
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<tr>
<td>Pearson 相关系数</td>
<td>-0.059</td>
<td></td>
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<table>
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<td>100</td>
</tr>
<tr>
<td>Pearson 相关系数</td>
<td>0.561</td>
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</table>

Table 6 Correlation Analysis of Interaction and Motivation Change

<table>
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<th>Motivation Change</th>
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<th>Interaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>显著性（单侧）</td>
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<tr>
<td>Pearson 相关系数</td>
<td>0.268</td>
<td></td>
</tr>
</tbody>
</table>

Table 2 to 6 shows that there isn’t any obvious correlation between satisfaction degree and travel motivation.

3.1.2 Conclusion of survey on SNTA marketing on Renren.com

The survey results found above might suggest following points.

Though satisfaction degree on destination marketing on SNS just has a little influence on tourists’ decision-making, marketing on SNS like Renren.com could successfully transmit the destination image and motivate certain number of people to travel (38.1% through the survey on SNTA).

However, in terms of tourism decision, SNS like Renren.com just plays the role of one of the ways for tourists to collect information and it’s surely not the conclusive factor for tourists’ decision. Because tourism decision does not just depend on tourists’ desires, it also relies on time and money things.

Besides, the effective number of answer sheets, which is only 28.57%, has reflected another issue on SNS in China, that is, there still has not small number of users who are not actively log in Renren.com.

3.2 Conclusion of status quo of destination marketing on Renren.com
According to data of pages collection, most of pages which are named so-called tourism destination have not gotten any real-name authentication by Renren.com. It might suggest that most of them are not created by formal tourism destination organizations.

Among these 100 respondents, 87% of them are still students. This reflects that though the top two groups of users on Renren.com are students and white collars, the number of students are much more lager than white collars.

This may explain the relatively high number of respondents (about 37%) still have no idea about travel to Swiss after becoming fans of the page. And it may also explain why there isn’t so many official organization to create pages or groups on Renren.com, although it is currently the largest real-name SNS in China.

However, the author believes Renren.com still has great potential for destination marketing than other SNS in its bright future.

4. Summary of this paper

This paper is mainly a survey of status quo of destination marketing on Renren.com. It summarized status quo then took page of SNTA as an example since it’s currently the best page developed by webmaster. Moreover, the paper evaluated the page from angle of information provider and receiver, finding its advantages and points to improve and setting a reference for other destination organizations. And suggestions here seem to be specific to some degree.

In terms of mainstream way of marketing on Renren.com—creating pages, the most important thing for marketing is to update its fresh news and take active interaction to its fans. Updating & interacting frequency on page of SNTA is a model. Basically to update statuses per week, update journals per half month, respond fans’ messages and questions timely.

The author observed that some of pages of tourism destination on Renren.com have made use of discussion board while page of SNTA have not. Discussion board on Renren.com is just like the BBS on other SNS. It’s a common and effective way for users to address problems and get answers. It’s also a useful way for tourism destination organization to get more detail information about users’ demands. If possible, developing some kind of open application platform, just like HARU of South Korea. Recognizable logo or slogan on Page head portrait is also critical for enhancing degree of trust from users.

Compared with banners and rich media ads, creating a page costs much less. If possible, the way of banners and rich media ads on login page of Renren.com is worth of consideration.

Since network marketing is a combination of web portal, SNS even micro-blog as well as mobile service, it is recommended for tourism destination organizations to unify the
5. Shortages of this paper

Because of time limits, the number of recycled answer sheets is too small than issued number. And since page of SNTA has about 165,770 fans, sample size (about 350) is also small. These might reduce the representative of results from the survey. Also, several questions designed by the author on the questionnaire are not so accurate.

Any comments are welcomed.

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瑞士国家旅游局在人人网的营销状况调查

亲爱的朋友：
您好！我们是北京第二外国语学院旅游管理学院的学生。本次调查旨在了解旅游目的地在实名制社交网站的营销状况。经信息搜集发现，瑞士国家旅游局（http://page.renren.com/600002350/index）是人人网上拥有粉丝最多的目的地公共主页，因此，我们将其选为研究对象。在其16万多的粉丝当中，我们有幸中选您来填写这一问卷。本问卷共有7道题，最多耽误您2分钟时间。本次调查仅作为个人平日学习研究之用，不涉及任何隐私。

感谢您对我们的支持！

1. 您的性别？
A 男    B 女

2. 您现在的身份？
A 学生   B 上班   C 自主创业

3. 您关注瑞士国家旅游局公共主页的原因是？
A 一直就很关注瑞士旅游
B 看大家都关注，我也关注一下
C 有计划想去瑞士旅游，所以在人人上搜索下有关信息
D 有去过瑞士，想在其公共主页上和大家分享下自己的感受

4. 您是通过何种方式关注了瑞士国家旅游局的公共主页？
A 自己在人人站内主动搜索
B 从好友的新鲜事中发现并关注
C 现实生活中别人推荐看看
D 其他——

5. 关注该公共主页后，您对该主页动态的关注/参与程度为？
A 会主动访问搜索需要的信息，或有动态更新就访问/参与留言、评论
B 对其所发布的信息感兴趣时才会访问/参与留言、评论
C 从不留言、评论，但会关注其动态，感兴趣时路过看看
D 关注后就没再访问过，登录人人时，几乎忽略其所有动态与新鲜事

6. 以下是您对该公共主页主要功能的认可度评价。（1表示很不同意，2表示基本不同意，3表示基本同意，4表示同意，5表示完全同意）
A 该主页状态更新频率较高，信息发布及时有效
B 该主页相册很有吸引力，照片生动而全面
C 该主页视频分享有效介绍了瑞士旅游概况
D 该主页日志所提供的旅游信息全面，有用而且权威可信
E 该主页管理员积极回复粉丝留言，互动效果良好

7. 以下是关于您加入该主页后旅游行为的变化情况的调查
A 加入该主页后，对瑞士旅游产生兴趣，有计划去瑞士旅游
B 没什么太大的想法
C 加入该主页后，借助该主页提供的各项信息，去瑞士旅游了
D 之前就去过，现在与主页上其他粉丝分享感受
The Influence of National Culture on Tourist Expectation towards Tourism Signage System in Airports

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Abstract

Since 19th century people all over the world have become more mobile and they travel from place to place every day. Meanwhile, technology era has a vital effect on transportation expansion and its related facilities development to respond to passengers’ needs which has been increasing rapidly. Growth of traveler’s navigation required more complicated technologies which make it difficult for people to use them. Airport as a magnificent transportation facility which manipulates air travelling is not out of this discussion. Major international airports with specialized facilities have been built for huge number of passengers who travel from different part of the world. International Civil Aviation Organization (ICAO) suggested a pictorial language being understandable by regular air travelers. Combination of pictorial, graphics, written and spatial signals formed the signage in the airport. This signage system has made the travelers’ wayfinding much easier. However different nationalities with different cultures perceive the information in different ways or at least they have different expectations towards it. The aim of this study is to find out the relationship between passengers’ cultures and their expectations about airport signage system. Culture implies in different levels and one of the important one is the national level. Hofstede believes that people with the same nationality have more or less the same culture. He described differences in national culture with five cultural dimensions; Individualism, Uncertainty Avoidance, Masculinity, Power Distance, and Long Term Orientation. His model has been widely used in various disciplines, especially in cross-cultural studies in social science and management field. In order to reach to the objective of this study, semi-structured in-depth interview was conducted by interviewing international passengers in Kuala Lumpur International Airport (KLIA). Questions were in the area of passengers’ perception towards tourism signage in the mentioned airport. The result shows that passengers with the same culture have more or less the same opinion about the signage. More over their national culture influence their perception towards the airport signage.

Key Words: National Culture, Airport, Tourism Signage System, and Tourist Expectation.
1. Introduction

After a long flight, arriving to the international airport especially when it is the first time being there is really stressful. Passengers are tired both physically and mentally, so they want to proceed to the customs and immigration or another airplane if they have connection flight as quickly and effectively as possible (Leib, 2010).

Regarding to the availability of the airplane ticket to numerous number of people by diverse range of economical condition, airport faces several kinds of travelers every day, each of which have different demographic backgrounds. One of these differences could be their nationality which brings different culture for each group. This study is to find the influence of national culture on tourists’ way finding in airport and their preferences as well as needs and wants towards airport signage. Airport signage system is a major solution for passenger navigation difficulties. Text, symbol and directional arrows are used in the airport signage which according to Leib (2010) may interprets dissimilarly by different international passengers from different countries by diverse culture.

Fewing (2001) divides way finding into three types based on the reason of using them. He refers to recreation when passengers are not in rush and navigation is just for their self enjoyment. The second one is resolute way finding which should be as efficient as possible. The last type is emergency wayfinding which is getting to a particular destination as fast as possible. Accordingly Fewing (2001) asserts that way finding includes many visual cues including signs, terminal design, and maps of the area. Chen et.al (2009) studies the influence of individualism and collectivism in Chinese and Western countries culture. They found out that cognition is the product of context and consequently can be created and formed based on environment. The other result which they get from their study is that there is no relationship between conscious awareness of a person and their cognition shape. Finally they clarify how self-image has no influence on cognitive development in a given context. To conclude they find that culture effects cognition.

Concerning Chen et.al result, Leib (2010, P. 10) believes that “these results could have useful implication in the airport planning and the development of airport planning and the development of airport signage, specially the use of different language on signs and how it might actually be a barrier on the group level, as it promotes cognitive difference in the situation of airport way finding”.

2. National Culture

“The societies in which people live have its own different traditions and rituals which therefore lead to different views as far as family and social responsibilities are concern” (Meikano, 2009, P. 15). In words of Meikano (2009) Hofstede constructed a frame work by which culture could be measured easier. Hofstede’s model was a big help for all social science studies in case of understanding people who have been guided by different principles, beliefs, customs and ethical standards.

“In 1980, the Dutch management researcher Greet Hofstede first published the result of his study of more than 100,000 employees multinational IBM in 40 countries” between 1967 and 1973. He was challenging to find value dimensions towards cultural differences (Jandt, 2006, P.
Hofstede classified four dimensions as power distance, individualism/collectivism, masculinity/femininity, and uncertainty avoidance as national culture values. He identified the fifth dimension as long/short-term orientation by the help of Bond in 1984. The second survey which helps to develop the fifth dimension was called “Chinese Values Survey” which was used to identify Asian typical culture. Several significant studies were done to test the model as well as find the influence of each cultural dimension on people’s behavior in general and tourist behavior in specific. Next part of this paper discuss about each dimension and review of some studies in related issue.

2.1 Power Distance

It can be defined as the extent to which less powerful members of a society accept and expect that power is distinguish unequally. It influences the way people of the community give or accept authority. For example in Japanese culture everyone has his/her rightful place in social hierarchy and it is as natural for them as breathing (De Mooij, 2004). On the other hand Danish don’t have the same culture which affects their behavior in this matter. In high power distance culture there is strong dependency relationship with parents and children, bosses and employees, teachers and students. Conversely in low power distance culture, children are grown to be independent. One example for this group is American who hates to be dependent on others or others to be dependent on them.

In tourist behavior studies Lynn et al. (1993) find that the power distance culture dimension is positively related to tourists tipping behavior. Tourists with high PD culture tip the service provider while travelling more than those who are from low PD culture. Tourists with high PD culture prefer to have short trip comparing to those with low PD culture. Surprisingly tourists with high PD participate and spend more on shopping activities comparing to low PD ones. Moreover, “low power distance explains variance of visits to amusement facilities such as visiting theme parks or the zoo” (de Moije, 2004, p. 257). According to the Hofstede index, western countries have lower PD cultures comparing to Asian countries. Accordingly this dimension of their culture influences their behavior while travelling.

Meikano (2009) adapted a table from Andrew University (2009) including power distance culture influencing people’s interaction in four areas of social, political, work environment and school. (Table 1)
Table 1: Showing traits of power distance

<table>
<thead>
<tr>
<th>Indices covered</th>
<th>High power distance</th>
<th>Low power distance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social norms</td>
<td>Those in power have privileges, powerful people try to look as powerful as possible, inequality is the norm; everyone has specific place, respect for authority.</td>
<td>All have equal rights, powerful people try to look less powerful than they are, inequality should be minimized; no set hierarchy, respect for individuality.</td>
</tr>
<tr>
<td>Political</td>
<td>Military or autocratic government, power struggle, little discussion, violence is common</td>
<td>Government based on majority, power sharing, much discussion, little violence</td>
</tr>
<tr>
<td>Work</td>
<td>Tall organizational pyramids, wide salary range from top to bottom, subordinates expect to be told what to do</td>
<td>Short organizational pyramids, narrow salary range from top to bottom, subordinates expect to be consulted</td>
</tr>
<tr>
<td>School</td>
<td>Students dependent on teachers, parents side with teachers to maintain order, students treat teachers with respect - even out of class</td>
<td>Teachers treat students as equals, parents may side with students against teachers, students treat teachers as equals.</td>
</tr>
</tbody>
</table>

Source: Adapted from Andrew University (2009) in Meikano (2009)

2.2 Uncertainty Avoidance

The range of avoidance of uncertainty and ambiguity among people is related to this part of national culture value. People with high UA culture, care about rules and they don’t like to take risk while people with low UA culture more willingly accept risk. They feel that there should be as few rules as possible and they are open to have different behavior when is needed. In general, “Uncertainty avoidance reflects the degree of comfort members of a culture feel in unfamiliar or unstructured situations and the extent to which a society tries to control the uncontrollable” (Hofstede, 2001, p. xx). In tourism field, tourist with low UA culture put more time to search for the information about the destination they are travelling to, using different source of information, travel on prepaid tour, travel in larger group, stay for shorter time and visit fewer destination comparing to those with high UA culture (Money and Crotts, 2003). In this regards, Money and Crotts (2003) studied the effect of uncertainty avoidance on information search, planning and purchases of international travel vacations. They found different behavior by Japanese tourists with high UA culture, comparing to German tourists with low UA culture. Litvin, Crotts, and Hefter (2009) replicate and extend an alternative methodological approach the previous mentioned study. They found that the result of Money and Crotts (2003) can be generalized to more tourists with same UA culture in case of having the same behavior.

Taking the above argument into account, Meikano (2009) adapted a table (table 2) regarding to uncertainty avoidance culture and its influence on social norms, political and legal system, religion, school matter and family relation.
Table 2: Showing traits of uncertainty avoidance

<table>
<thead>
<tr>
<th>Factors</th>
<th>High uncertainty avoidance</th>
<th>Low uncertainty avoidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social norms</td>
<td>Conservatism law and order Xenophobic express emotions</td>
<td>Openness to change, innovation, tolerance of diversity suppress emotions</td>
</tr>
<tr>
<td>politics / legal system</td>
<td>Weak interest in politics Citizen protest repressed, More and specific laws and regulations</td>
<td>High interest in politics Citizen protest accepted, Fewer and general laws and regulations</td>
</tr>
<tr>
<td>Religion</td>
<td>Catholic, Islam, Judaism, Shintosm, Aggressively, fundamentalist ritualized / ceremonial</td>
<td>Protestant, Buddhism, Tao-ism, Hinduism, little persecution for beliefs, Avoid ritualization and ceremony</td>
</tr>
<tr>
<td>School</td>
<td>Teachers have all answers, Structured learning</td>
<td>Teachers may say “don’t know”, Open minded learning</td>
</tr>
<tr>
<td>Family</td>
<td>Traditional gender roles, Children taught world is hostile</td>
<td>Fewer gender roles, Children taught world is benevolent</td>
</tr>
</tbody>
</table>

Source: Adapted from Andrew University (2009) in Meikano (2009)

2.3 Individualism/ Collectivism

The relationship between individuals and groups is the focus of this dimension. In individualist culture, people go for their own purposes while in collectivist culture group interest is important for each member. Since individualists use “I”, collectivists use “we” in their natural manner. In this regards people in collectivist culture expect the group member to support them and be loyal to the group. Family is important for collectivist while in individualist culture self success is appreciated (Hofstede 1991, 64).

One of the characteristic of collectivist culture is having a higher tendency to trust comparing to individualist culture (Doney et al 1998; Parks and Vu, 1994; Triandis, 1990). They seldom leave the group which they join and as mentioned before they trust easily and cooperate with group members. One of the examples here is Chinese who have collectivist culture. Comparing to people from US., Germany or Poland, they take risk when goes to financial option (Weber and Hsee, 1998). Other characteristic of collectivist is not insisting on their idea when other members of their group have the negative opinion about it.

On the other hand people with individualist culture are unstable in the group chosen by them and the level of trust and cooperation is less than collectivists. It is confirmed that individualists are more optimistic and kind towards strangers (Inglehart et al, 1998; Yamagishi and Yamagishi, 1994). In this matter Kim and Son (1998) by comparing two groups of American with highly individualist culture and Koreans with highly collectivist culture found that majority of Americans trust members of other ethnic group nationality in their community while minority of Koreans have this attitudes. Yamagishi and Yamagishi (1994) present their points of view as well-built institutional protection like strong cultural norm or legal sanctions make relationship outside the groups. Regarding to online shopping Jarvenpaa et al. (1999) mentioned that lack of strong legal safeguards make the individualist culture not to take risk and purchase the goods.

2.4 Femininity/ Masculinity

The main values of masculine culture are achievement and success while feminine culture cares for others and quality of life. In masculine culture, people like to be the winner and they care about success. They teach their children to admire the strong. On the other hand in feminine
culture, trying to be the winner is negative and it is not really important to show success. Children learn sympathy for the underdog in this culture. According to Reisinger (2009) Arabs with their common values are in masculinity culture.

De Moije (2004) refers to masculinity and low uncertainty avoidance which explained the level of expenditure per vacation trip. He mentioned that expenditure on packaged holidays are high in masculine culture while in feminine culture tourists spend more on travel than accommodation (less than 25% of their total holiday budget). In the feminine culture, people have a great connectedness to home than in masculine ones, which influence the way they organize their vacation (the best examples are European who like to travel with their caravan to carry necessary stuff with themselves to feel at home while traveling). This culture causes lack of interest to stay in hotels. In the opposite way, low power distance culture and masculinity one prefers to stay in hotels.

2.5 Long Term Orientation

People with long-term orientation care about future while people with low-term orientation spending for now is more important rather than saving for future for them. Examples of long term orientation culture are East Asian countries while Anglo-Saxon societies have low-term orientation culture. Brazil and Netherlands are countries which score medium (Reisinger, 2009). According to de Mooij (2004) different leisure activity are related to varying culture dimensions. “LTO refers to stability, thrift, respect for tradition and the future” (Meng, 2010, P.341).

Taking the above arguments, Meikano (2009) adapted the following table concerning the characteristic of long term orientation as well as some extra tips in this regards. (table 3)

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Tips</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family is the basis of society.</td>
<td>Show respect for traditions.</td>
</tr>
<tr>
<td>Parents and men have more authority than young people and women.</td>
<td>Do not display extravagance or act frivolously.</td>
</tr>
<tr>
<td>Strong work ethic.</td>
<td>Reward perseverance, loyalty, and commitment.</td>
</tr>
<tr>
<td>High value placed on education and training.</td>
<td>Avoid doing anything that would cause another to &quot;lose face&quot;.</td>
</tr>
<tr>
<td>High LTO</td>
<td></td>
</tr>
<tr>
<td>Low LTO</td>
<td>Expect to live by the same standards and rules you create.</td>
</tr>
<tr>
<td>Promotion of equality.</td>
<td>Be respectful of others.</td>
</tr>
<tr>
<td>High creativity, individualism.</td>
<td>Do not hesitate to introduce necessary changes.</td>
</tr>
<tr>
<td>Treat others as you would like to be treated.</td>
<td></td>
</tr>
<tr>
<td>Self-actualization is sought.</td>
<td></td>
</tr>
</tbody>
</table>

Source: (Mind tools, 2008), (Sungmin, 2005) in Meikano (2009)

3. Airport Signage System

Wiseman (1979) refers to signage as one of the four environmental variables; plan configuration, architectural differentiation, perceptual access, and signage, which directly influences way finding behavior. Signage system in the airport as a large built environment plays an important role in users’ navigation process. New technologies, airport size enlarge, and increasing number of travelers cause airport signage to be more comprehensive, directional,
identification and informative (Erhat, 2001). Bilingual signages are available in most airports to facilitate both local and international travelers. The increasing number of travelers made the airports to be bigger and more complicated. This growth not only brings functional and operational challenges for airport crews but also create problems for passengers’ wayfinding (Suther, 1985).

“In its most literal sense, way finding refers to the ability of a person to find his or her way in physical space and navigate to a given destination. In airports, way finding refers to the movement of users through a myriad of lobbies and corridors in order to catch an airplane, exit the facility after arriving from a trip, meet an arriving passenger, etc. In most cases these processes are increasingly complicated, so each time the path to a destination increases in length and/or the number of choice points where travelers are asked to make a decision on which way to go increases in number”( Garcia-Castro, 2007, P.10).

Another problem which is created by airports growth and rising number of travelers is congestion right through the existing facilities, especially at decision points. These issues may result stress for travelers (Suther, 1985) although different travelers respond differently.

It is accepted that, people’s wayfinding behavior should be the base information system design. The necessary information should be provided for the users for a proper use in the given route (Arthur and Passini, 1992).

Erhad (2001) points out eight factors to be considered while designing signage for airports. He included standard terminology, message hierarchy, typography, word and line spacing, color, arrows and symbols, foreign language translation and viewing distances and copy size. For detailed explanation about message hierarchy, he refers to primary signage which include largest and more visible signs, secondary which reinforce information previously convey by the primary message and tertiary which are both primary and secondary and mostly refer to regulation and warning.

Regarding to foreign language translation, he asserts that the translation should be different either with different color, text weight and copy height although the same font can be used. The point is to make them clearly separate in order to be easier for travelers to distinguish especially when they are in rush.

4. Methodology
The qualitative approach was used to collect the data. Semi-structured in-depth interview was conducted from passengers with different nationalities who were in KLIA main terminal as well as Satellite building. The respondents were asking about signage system in KLIA international airport and its current situation as well as their preference towards tourism airport signage. The data were collected during two months of November and December, 2010. Qualitative analysis was done to compare passengers’ responds and the characteristics of their national culture. Hofstede national culture index was used to specify each nationalities culture dimensions index.
5. Analysis and Result

After collecting data, respondents were grouped according their nationalities. The interview was conducted with passengers from India, Malaysia, Australia, Sweden, UK, France, Bangladesh, Netherland, USA, and China. As far as the respondents from other countries were not significant their data wasn’t use in analysis part.

According to Hofstede national culture index regarding to the nationalities used in this research, each dimensions separately shows in table 4.

<table>
<thead>
<tr>
<th>Table 4: Hofstede national culture index (selected countries)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Power Distance</td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td>India</td>
</tr>
<tr>
<td>Malaysia</td>
</tr>
<tr>
<td>Australia</td>
</tr>
<tr>
<td>Sweden</td>
</tr>
<tr>
<td>UK</td>
</tr>
<tr>
<td>France</td>
</tr>
<tr>
<td>Bangladesh</td>
</tr>
<tr>
<td>Netherland</td>
</tr>
<tr>
<td>USA</td>
</tr>
<tr>
<td>China</td>
</tr>
</tbody>
</table>

Source: Hofstede (2005)

Having taken the importance of previous research on the influence of national culture on people’s behavior Reinecke, Schenkel, and Bernstein (2010), adapted a table which is more related to design preference and different cultural index. Table 5 shows the difference between low and high cultural dimensions’ rules.

<table>
<thead>
<tr>
<th>Table 5: Adaptation rules as derived from related work on the effect of Hofstede’s dimensions on user interface design</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hofstede’s Dimensions</td>
</tr>
<tr>
<td>------------------------</td>
</tr>
<tr>
<td>Non-linear navigation preferred</td>
</tr>
<tr>
<td>High information density, most information at first sight</td>
</tr>
<tr>
<td>Less structured data</td>
</tr>
<tr>
<td>Many options of functionalities</td>
</tr>
<tr>
<td>Individualism</td>
</tr>
<tr>
<td>Multimodal interfaces possible</td>
</tr>
<tr>
<td>Masculinity</td>
</tr>
<tr>
<td>-------------</td>
</tr>
<tr>
<td>Non-linear navigation preferred</td>
</tr>
<tr>
<td>Design for aesthetics</td>
</tr>
<tr>
<td>Less saturated and contrasting colors</td>
</tr>
<tr>
<td>Complex user interfaces</td>
</tr>
<tr>
<td>Non-linear navigation, leave room for exploration</td>
</tr>
<tr>
<td>Maximal content and choices in functionality (code colors to maximize information)</td>
</tr>
<tr>
<td>Low information density</td>
</tr>
</tbody>
</table>

Source: Reinecke, Schenkel, and Bernstein (2010)

As the above table shows Netherlands has low power distance culture (38). The interviews show that passengers from Netherlands asked for more maps which consider asking for whole information at first sight and not having them by linear navigation. People with this culture ask for many options of functionalities consequently, the respondents in this research asked for more detailed signage and not just signage relating to the important places like immigration and arrival or departure. With high individualism culture (80) polish passenger asked for more color usage in signage in order to navigate easier. The big letters also were requested for the same reason.

Indian with low individualism culture (48) asked for signs in different colors and they refer to current signs’ color as just blue and white. Their preference which is having bright and colorful signs is refer to their national culture. People with low individualism culture prefer colorful interfaces. They prefer traditional signage however KLIA doesn’t cover their preference. On the other hand they have high power distance culture (77) which normally people with this culture expect to get instructions with high level of support and many navigation cues. In this research many Indian passenger asked for more signs as the airport is big and they need help to see if they are proceeding the right way.

British by low power distance (35) culture asked for all information together and as previous studies shows people with low power distance culture prefer non-linear navigation and
information density, and most information at first sight. One of the British passengers mentioned about picture based signs which will be helpful for those who don’t know the language or it is difficult for him to read. These comments go back to their nearly masculinity culture (60).

American passengers with low uncertainty avoidance (46) didn’t notice any problem in the KLIA signage and they consider it as a good signage system. People with low uncertainty avoidance culture don’t need linear navigation and they like room for exploration.

Other group of respondents was Malaysian who has very high power distance (104) and it influences their signage preference. Incredibility against most of respondents they found the language preference in the current signage (Malay language as prior and English as secondary language) is satisfactory as in other countries like Japan, China and Arabic countries their local language is first and the English comes after that. They didn’t concern about same alphabet which make passenger to be confused especially when they are in rush. Their very high power distance culture influences them to ask for more languages to support their navigation. In language matter they ask for additional language (Chinese) in KLIA signage. (There are three races living in Malaysia and Chinese language is broadly spoken by Chinese race).

In low power distance culture which Swedish people have (31), people ask for many options of functionalities and in this research the Swedish respondents complain about the signage which doesn’t show the exact path and make them to walk doubtfully in the circular shaped building.

Respondent from Bangladesh and China with very low individualism culture (20) ask the necessary information from information desk. The other interesting result is that people in low masculinity culture prefer the signage design for aesthetics usage, consequently, in our survey it is confirmed since French respondents with low masculinity culture (43) request more color such as pink to have a better look and colorful design.

1. Conclusion and Suggestion

According to the result of this study, national culture influences traveler’s perception of airport tourism signage system. The essential components of tourism signage are including color, font, size, shape, pictograms for the signboard, information density and wayfinding reliability. On the other hand, travelers as the only users of tourism signage system in the airports are generally under influence of their national culture. Each dimension of national culture as Individualism/Collectivism, Uncertainty Avoidance, Masculinity/Femininity, Power Distance, and Long Term Orientation are directly effective on the personal behavior of travelers to encompass the airport as a complicated stressful environment. This study enlarges these significant undersized facts. Although with different range of national culture index, making international passengers to be completely satisfied is not possible but some changes in KLIA in specific and all international airports in general can decrease passengers’ confusion, pressure, doubt and misleading.

Further study is suggested to focus on national airports as they are dealing with locals by almost same culture.
REFERENCES


The Efforts of Managing Cultural Tourism and Archaeological Village for Jogotirto Village Community in Yogyakarta Special Province, Indonesia An Example of Community Empowerment Program for Tourism

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Abstract

Tourism is becoming an important sector in community economic development. Some countries in Southeast Asia have become renowned international tourist destinations, including Indonesia. In the national tourism map, the potential of Special Region of Yogyakarta (DIY) ranked second after Bali Province. One of the rich tourism assets villages in DIY is Jogotirto Village. Its villages have potential as a cultural tourist and archaeological site, with four types of tourism potential at some point in adjacent locations, namely (1) Candi Abang or Red Temple, (2) Sentono Cave, (3) Japanese Cave, and (4) the typical village landscape. Environmental rescue and management of landscape and cultural heritage in the village needs to be done by establishing a Tourism Village Management Team.

In addition, the tourist village management efforts need a variety of facilities that support the community empowerment program. The purpose of this management effort is to make people of Jogotirto Village be able to manage the tourism potential in their own villages, and to love of cultural heritage in its environment. Cultural characteristics of society and life in village areas of Yogyakarta Province become a fundamental consideration in this empowerment approach, which is very different from other regions, even from other countries.

The program was performed by training process for the community, and then evaluated. The results of the program are: (1) Increased knowledge of Jogotirto residents, regarding the management of tourism village. At pre-test gained 6 participants (24%) with knowledge on the criteria of "nil" and there was none in "very good" criteria. While in post-test, it was improved that no one with "nil" knowledge, and the criteria of "very good" was 5 people (20%). (2) The program produces a variety of outcomes, namely (a) training module, (b) travel guide book, (c) Management Team of Tourism Village, (d) out-bound teams, (e) tourism village brochure, (f) various forms of typical souvenir from Jogotirto Village, (g) video or Compact Disc/CD profile about tourist villages, (h) BlogSpot or free website address, (i) natural stone descriptions brochure, (j) environmental health and natural conservation brochures, (k) gift product model catalog, (l) product image souvenirs catalog, (m) the charter agreement of tourist villages "vision-mission", (n) promotional brochure from the event organizer and their organizations.

The conclusion is that the program can enhance management of cultural and archaeological tourism village that Jogotirto’s people can provide great benefits for their society.
The outputs are: (1) The people have felt the feeling of ownership of cultural heritage, archaeological, and the environment in the tourism village. (2) The independence of society in managing the tourist village. (3) Increasing prosperity in economic and social.

Keywords: tourism village, tourism management, community empowerment.

I. INTRODUCTION

A. Background

Tourism has great important role in developing economic sector of a society. Some countries in Southeast Asia have become international tourist destinations, such as Singapore and Malaysia. In fact, these countries are able to package their tourism potential by accentuating "uniqueness, peculiarity, rarity, cultural elevation, and completeness of the tour package." On the other hand, Indonesia has many places which are also highly valued cultural character, but these things are not supposed to be a proud and attractive packaging.

National tourism map of Indonesia ranks the Province of Yogyakarta (DIY) in second place after Bali Province. The assessment is based on several factors that help developing tourism in Yogyakarta, including the diversity of attractions. It has a diversity of attractions that are relatively complete, both in terms of physical and nonphysical, in addition to the readiness of tourism supporting facilities. As a leading region in the fields of education, DIY has better quality in human resources.

In Sleman District (one of five districts in Yogyakarta Province) many archaeological sites are located adjacent from one another, so that the concept will be very potential to be a model of tracking tour, or currently well-known as "heritage walk", i.e. on foot tours, walking down the places of historical or archaeological heritage, while enjoying the atmosphere of authenticity and natural beauty (Desky, 1999). Currently, heritage walk in high demand by foreign tourists and this is a better value, so it can be a new tourism icon for Sleman regency.

Kedaulatan Rakyat Daily newspaper (Monday, March 1, 2010) reported that heritage walk now so entrenched among foreign tourists, particularly from Japan and Europe that these opportunities have been being worked on by the Provincial Tourism Office of Yogyakarta. Search path between Prambanan and Borobudur Temple on the world tour packaging, October 2009, has become evidence that this tourism model has increased visitors’ enthusiasm.

Cultural character building found in villages declared as tourist villages immemorial must be in harmony with the archaeological characteristics contained in the village (Yoeti,
1996). Suppose in each area (village or district) in Sleman which mostly have archaeological sites are arranged in such a way that integrated to tourist heritage walk model connection, it is certain that this is the only district with largest and most comprehensive Archaeological tourist village in Indonesia, even in Asia. The slogan "Jogja, Never Ending Asia" will become a reality and real context in promoting the tourism program in DIY.

It is an emergency that this type of tourism must be developed professionally by creating a concept to run this program perfectly, complete with various dimensions, supported by various parties (mainly from the community) whom be empowered in terms of mentality and consistency in managing cultural heritage. Therefore, a skillful community can actively manage the existence of these sites. Meanwhile, management is only in the context of maintaining its continuity and guard the rule that people can not make any changes the originality of these sites. In addition, community involvement can be a benchmark in maintaining the historical site. (Direktorat Jenderal Kebudayaan, 1985).

Sleman is rich of tourism assets distributed evenly in its four regions: north, south, west and east. Many people have explored those three regions but the eastern part. Here, many golden tourism attractions hidden. They have not got the public attentions. One of the villages in the eastern part of this area is Jogotirto Village, Berbah Sub District. Occupied by 77 family heads, it has the potential to be developed into a tourist village. If this potential is well managed by local people, it is expected to become a developed tourist village, so it can attract many visitors to come, travel and invest.

The first tourism potential in the area is Candi Abang, which is in a form temple ruins, being located just below the highest hill of surrounding area. From this place we can see very beautiful natural scenery, wide spread rice fields. Patuk hills that separate the Districts of Bantul, Sleman, Gunung Kidul, and Klaten seem to be just in front of the eyes without insulation, accompanied by beautiful green trees and chirping of wild birds. This experience can provide peace and tranquility of the soul.

Figure 1. Candi Abang Site
The second is cave relics of Japanese Army occupation (Dai Nippon Army) in 1942—1945, which is later called the Japanese Cave. This rugged cave is 30 feet in depth, has 4 doors and cool, quiet, damp, and dark conditions. However, the cave is safe to enter because the texture of the cave made of rock. The third is the presence relics of the archaeological site of Hinduism kingdom made in the 9th century AD. The uniqueness of the site is that many huge and hard statues and stupas carved on rock walls. Smoothness and fine texture of the sculptures engraving shows the cultural heritage of the past interesting for further studied.

Figure 2. Japanese Cave

Figure 3. Cave Site Sentono

The fourth tourism potential is great natural scenery, a row of green hills and elongated, which circles the area. It is very potential for geological studies and landscape tourism. Those four tourism potentials lay in the village in about 5 km². This hilly village is situated in the middle of paddy field and a great potential for tourist attractions connected by well built paths. It can be reached by bicycle, motorcycle, or on foot.
Based on these great potentials, the first thing to do is to organize the communities by empowering them in order to: (1) create or establish a cultural tourist and archaeological village, and (2) manage it professionally. Having been fully utilized, they are expected to directly have an impact on improving the welfare of society economically and socially.

B. Problem Formulation

The formulations of a problem drawn from the background description above are as follows.
1. It needs management training undertaken in a comprehensive manner, in order to increase the knowledge and skills of the local community.
2. The government must immediately proclaim Jogotirto Village, as a cultural tourist and archaeological village.
3. A framework of post training program application and its follow-up must be available.

C. Program Objectives

The objectives of this program are:
1. Knowing the training target, to give people the knowledge and skills in the management of tourism village.
2. Empowering all resources to achieve the declaration Jogotirto as a cultural tourist and archaeological village.
3. A submission of post training program application framework and its follow-up.

D. Expected Outcomes

Expected outcomes from this program are as follows.
1. Producing training modules of a cultural tourist and archaeological village which can be used as a reference in the management or development of tourism village in Indonesia.
2. The formation of a reliable tourist village managing team taken from local community.
3. Accomplishment of various shapes (a) the activities and agenda or tour packages to attract potential tourists’ arrivals, (b) the creation of skillful community in making various handicrafts as unique souvenirs and illustrated local excellence value.

E. Program Purposes

The expected benefits of this program for the people of Jogotirto are as follows.
1. Providing knowledge and skills for the community in a way maximally serve the tourists (the aspect of education and skills).
2. Create new jobs and better incomes to the community in the field of tourism industry (economic aspects).
3. Increasing public awareness about the importance of maintaining cultural heritage or archaeological sites that exist in the environment (cultural aspects).
4. Increasing public awareness to maintain the cleanliness, health, and environmental sustainability (environmental aspects).
5. Village of Jogotirto well known as a cultural tourist and archaeological village distinctively has superior educational tour (the field of history, geology, biology, and forestry) in Sleman (educational aspect).
6. Can serve as a successful tourism village model empowering people to keep and maintain the nation's culture to other regions in Indonesia (the tourism aspect).

II. GENERAL DESCRIPTION OF COMMUNITY TARGET

Village profile Jogotirto and its people are described as follows.

A. Geographical Location

Jogotirto Village is one of the villages under the administration office of Berbah Sub District, Sleman District, Yogyakarta. This village is located in eastern part of Sleman. The program took place in Blambangan Block which has two local administrative offices and population of 70 family heads. This place is located about 13 km from Yogyakarta City and only needs 30 minutes by vehicles due to good road access.

B. Village Potential and The People

Based on the explanation from Jogotirto Village head, it is one of the villages with a lot of archaeological relics and historical sites that have not been managed properly. The best answer to continue preserving and promoting the tourism potential in the region is to
empower its people. He adds that almost 70% of his people have no permanent job, and most of them are freelance workers. Community empowerment has been believed contributing to solve the problem of poverty and to improve the health, education, and their economies.

The village has four types of tourism potential at some point nearby. This can serve as a tourism model of natural exploration or tracking to move from one another. In addition, a vast meadows and green trees around the court of the Candi Abang are very suitable for camping ground and out-bound. The existence of State Junior High School 3 Berbah in the village can be a human resource managing the tourism, especially in terms of guiding for tourists. Empowering junior high school students will give them a lot of advantages that they can directly practice their language lessons (both languages Java, Indonesia, and English). Another positive impact of tourism program is the society will increasingly love the environment and cultural heritage in its environment.

III. APPROACH METHODOLOGY

A. Training Methods

Method of training in managing Jogotirto Tourism Village were delivered in three ways, namely (1) counseling or consulting with audio visual media in the classroom, (2) distribution of brochures and posters, and (3) practice and guidance to people appointed as managing staff and guide for tourists. Before the training materials given, the people did pre-test to determine the level of their basic technical knowledge regarding the management of tourism village. At the end of training sessions a post-test was performed to determine the level of community control on material given.

B. Training Materials

Preparation of training materials delivered was strived to match with the local problems faced in the Jogotirto Village. Field observation and direct interviews are conducted to get the real situation and then gathered in such a way that people can achieve the solution from which they can manage their own village. Preparing the lecture, some references are taken from literature study and the internet. At each of training session, the material has been prepared in specifications. The titles of material presented in the training, are as follows.

a. Development of art, culture, and local excellence character.
b. Structuring facilities and physical infrastructure and environmental tourist sites.
c. How to promote, communicate, and develop cooperation network.
d. Hygienic and environmental sanitation at tourist spots around the village.
e. Safety, health, and emergency relief to tourists.
f. Protecting the environment and reforestation program.
g. Making a program of cultural and archaeological tourism village, and organisational structure and the duty of tourist village management.
h. Tourism guiding, language, and interaction with tourists.
i. Tour packaging: tracking, camping, and out-bound.

C. Teachers and Coaches

The training is provided by masters who have great knowledge in this field, including academics, practitioners, and the team of students of this program.

D. Training Documentation

Each training session was documented, both printed and electronic records. Both could be information and guidance for similar training activities in the future.

IV. IMPLEMENTATION OF THE PROGRAM

A. Time and Place

Training took place between February 7—28, 2010 divided into two main sessions (theory and practices), 8 sessions of theory and 2 sessions of practice. The theory was given at 3:30—5:00 p.m., in one of the villagers’ house. At each of theory class training which discusses 2 titles of material above, delivered lectures for 45 minutes, followed by questions and answers for 45 minutes. Question and answer session had always been a lengthy and 'live' discussion. In-class and field practice are performed in the morning until noon (7:30 a.m.—12:30 p.m.). Field practice (out-bound) involved 10 members of young men and women. It was located in the field owned by local residents.

B. Implementation Phase

The implementation of tourism village training for Jogotirto communities uses the following stages.

1. Survey stage.

Survey was conducted on September 14th, 2009 in Sentonorejo Kampung, Jogotirto Village. The team interviewed the chairman of the local leaders, to know the problems engaged. The result of these interviews is that all the people in the village have not got the ability to manage some sites in their villages, even though they are potential for tourism. Moreover, facilities and infrastructure found in the village are not hygiene and
environmental sanitation has not been good. Basically, they are lacking of human resources who capable to optimally manage the tourism potential of the village.

2. Preparatory phase of training.
Preparatory phase of training was conducted on February 4th, 2010, including (a) organizing the workshop participants, (b) scheduling the program and looking for the place of training, (c) preparing instruments and logistics to support training. The team proceeded training in accordance with the agreement between the local leaders and community. The participants were then appointed, they were 30 people of young, adults and parents.

3. Socialization and delivery of content.
Socialization for training was done at the first meeting on February 7th 2010. Socialization included in the first day of material delivery, while the second and so the delivery of material held on schedule. At the end of the training session, all parties involved in the training such as the presenters, student teams, and communities met to determine follow-up actions and the concept of tourism village development in the future.

4. Implementation phase.
Training of cultural tourism and archaeological village to the people of Jogotirto more detailed can be described as follows.

a. Delivering lessons in the form of the theory and practice.
The lessons were delivered on February 7–28, 2010. In the presentation, participants were invited to open their insight associated with the content being delivered. After the presentation, participants sat together in order to find solutions about various problems faced in managing a tourist village. In practice session, participants are guided directly by the practitioners who are experts in their fields, so that trainees can find out the difficulties and how to overcome them, until manufacturing a product.

b. Submission of Decree as a member of the Tourism Village Management Team and its supplier of supporting products.

b. At the end of the training, participants were given "training certificate" as proof of accomplishment, which can be shown in a time of need. Team Coach also provides products to support tourism village management.

C. Implementation Instruments

In the delivery of training materials (content theories), team used audio-visual media (LCD and laptop computers), while a variety of equipment to practice is determined by the coach. Pre-test and post-test are given to find out the level of knowledge of trainees in managing tourism village. To document the course of training, the team used a video recorder and digital camera.
V. RESULTS AND DISCUSSION

Having been carried out in the tourism village program, training was considered quite successful. According to the expected target, it has already met in compliance with achieved optimum outcomes, in the following explanation.

1. Knowledge and understanding about the tourist village management to the workshop participants before and after training, described in table 1 below.

<table>
<thead>
<tr>
<th>No.</th>
<th>Value</th>
<th>Criteria</th>
<th>Percentage and Number of Persons</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Pre-test</td>
</tr>
<tr>
<td>1</td>
<td>81–100</td>
<td>Excellent</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>61–80</td>
<td>Good</td>
<td>4 (16%)</td>
</tr>
<tr>
<td>3</td>
<td>41–60</td>
<td>Enough</td>
<td>7 (28%)</td>
</tr>
<tr>
<td>4</td>
<td>21–40</td>
<td>Poor</td>
<td>8 (32%)</td>
</tr>
<tr>
<td>5</td>
<td>0–20</td>
<td>Nil</td>
<td>6 (24%)</td>
</tr>
</tbody>
</table>

Based on table 1, it is clear that prior to training, participants with knowledge and understanding of "nil" criteria are 6 people (24%), whereas the criteria of "excellent" is none. After the training, there is no participant with ‘nil” knowledge and understanding, while on the criteria of "very good" are 5 people (20%). In general, the value of knowledge and understanding of training materials increases. Based on these results, theoretically, the training is considered successful and has given a huge contribution to people in further tourism village management program. In particular, the achieved target outcomes of this type are:

a. Increased knowledge, motivation, and spirit of Tourism Village Management Team personnel who are ready to make a leading tourism program. Increased knowledge and understanding of trained society, especially for residents who are directly involved in the tourist village management organization, will be a great asset for the mobilization and empowerment of local communities in managing their own tourism village in a professional manner.

b. Establishment of the organization "Archaeological Tourism Village and Tracking Management Team" Jogotirto Village. This management team will make the whole community work. Table 2 below describes the hierarchy of the organizational structure.
Table 2. Organization Hierarchy of Tourism Village Management Team

<table>
<thead>
<tr>
<th>Position in Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairman</td>
</tr>
<tr>
<td>Secretary 1</td>
</tr>
<tr>
<td>Secretary 2</td>
</tr>
<tr>
<td>Treasurer 1</td>
</tr>
<tr>
<td>Treasurer 2</td>
</tr>
<tr>
<td>Sections:</td>
</tr>
<tr>
<td>Events and Programs Section</td>
</tr>
<tr>
<td>Art and Souvenirs Section</td>
</tr>
<tr>
<td>Guide and Out-bound Section</td>
</tr>
<tr>
<td>Promotion and Information Section Facilities</td>
</tr>
<tr>
<td>and Environment Maintenance Section</td>
</tr>
<tr>
<td>Health and First Aid Section</td>
</tr>
<tr>
<td>Order and Safety Section</td>
</tr>
</tbody>
</table>

c. Establishment of Out-bound Trainer Team consisting of twenty young men and women from local community, prepared to increase the availability of tour packages. This trainer team headed by a chairman.

d. The team has a letter of legality stating that they have passed the course, each of them has certificate of appreciation signed by the chairman of team coach, complete with a list of training materials.

2. Has produced many products, both in printed and goods. These products, in addition to primary products (based on the primary target), can also generate a secondary product (important addition) that emerges as a positive effect (add value) to the successfulness of the program. Details of the various products are as follows:

a. Tourism Village Management Training Module, is a reference for the community of Jogotirto Village to get knowledge and its application. The material in the module is taken from the literature that relates to the topic. The module can be used as a guideline in managing the similar tourist villages in other regions in Indonesia.

b. Brochures to describe and to promote tour packages and descriptions of tours offered. This brochure is printed in large quantities and designed in such a way to attract tourists.

c. Archaeological Tourism Village and Tracking Tourism Guide book which contains the profiles of Sentonorejo Village, Jogotirto Village, historical sites of Sentono Cave, Japanese Cave, and Candi Abang site, as well as souvenirs that can be purchased, and distribution maps of places and sights in the village of Sentonorejo, including tracking path.

d. Brochures about the manual maintenance of environmental sustainability, waste management of tourists and household production, and maintenance of environmental and cultural conservation.

e. Brochures about the specifications and descriptions of the stone that became the raw material of typical souvenir from Sentonorejo (note: Jogotirto Village’s stone is so
specific that becomes one of three locations found on the Java Island, which has these types of stone, no other places except of those three locations.)

f. Souvenirs in the form of various models of stone handicrafts, made by some talented people.

g. Video or CD describes tourist village profiles that describe the beauty and tourism potential in Sentonorejo. This material is very supportive to promotion program, especially in terms of atmosphere and authenticity and original descriptions of tourist sites. This CD is copied for tourists the consumption or sold at affordable prices.

h. BlogSpot (website) on the internet, which contains Jogotirto Village profiles, historical sites Sentono Cave, Japanese Cave, and Red Temple site, the natural beauty of the hills, and various models of souvenirs that can be obtained. Through this website, it is expected that potential tourists can access general information about the village (information can be accessed on this link: http://www.wisataberbah.blogspot.com).

i. Catalog of product sampling for manufacturing stone handicraft. The purpose of this catalog is to make the craftsmen develop the model based on the examples given. It also functions as a sample when tourists order souvenirs.

j. Catalog of handicraft products image (souvenirs) from the stone, which contains images of handicraft produced and fixed price. This catalog is used as promotion media of typical craft products of the village.

k. The formation of Event Organizer (EO) in which goal is helping to promote the tourism village, in order to keep continuity or sustainability of the community empowerment program. EO has independent management and duties distribution.

l. Brochures about the promotion of the EO and the "supporting tour service package", the aim is to assist the successful promotion of the tourist village. Promotion aided by the EO can provide great benefits to make this village more famous.

m. Agreement Charter called "Five Pillars in Tourism", which contains "the vision - mission", as well as a message, impression, and hope of coach team to tourism village management team, to always be consistent and creative in managing the tourist village. The purpose of the Agreement which is aesthetically framed as a reminder to motivate the Tourism Village Management Team.

VI. CONCLUSIONS AND SUGGESTIONS

A. Conclusion

The result of training program concerning with of cultural tourism and archaeological village management for Jogotirto’s people has many good impressions. In other word, it is a successful project and can provide enormous benefits for society. The followings are results obtained.
1. Improved knowledge of trainees after being involved in the training, taken from the results of pre-test and post-test.
2. Production of a wide range of post training finished products or main product on target, both printed and goods, especially those produced by trained participants.
3. Production of a wide range of finished products ("additional products" that appears over the process or activity) post training, especially printed products, which add value to the success of the program of activities for local community empowerment.

B. Suggestion

The followings are:
1. To the local government leaders, in any level of coordination at the district, sub district, or village, entirely support the potential development of the tourist village, in order to be a leading tourist village in Yogyakarta province, especially in Sleman district.
2. To all members of Jogotirto tourism village management team, keep spirit, united, innovative, and creative, in managing the tourist village, so that it is really capable for being independent.
3. To the tourists and potential tourists, publish the existence of Jogotirto "culture and archaeological " tourism village, keep on living up the tour package, and preserving its nature.

REFERENCES

Appendix 1. Photographs of program implementation

Figure 1. Delivering theories for the trainees

Figure 2. The practice of out-bound on the training participants

Figure 3. Practice of manufacturing stone craft souvenirs
Figure 4. Interviews with local people (the history perpetrators)

Figure 5. The types of souvenirs produced after training

Figure 6. The simplicity of children living in Jogotirto Village
Appendix 2. Brochures of Tourism Village
PERCEPTION OF SOUTH KOREANS

ON THE TOURISM ACTIVITIES IN THE PHILIPPINES by Raymund Sisenando R. Mercado

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Abstract

A significant number of South Koreans had been visiting the Philippines for several years. Their main reason is to study the English language. Some have already pursued a degree in different universities and schools in the Philippines. Their stay gave them an opportunity to experience Philippine culture and travel within the Philippines during vacation. While on vacation and traveling to different tourist destinations they engage in various activities. This study will help determine the perception of South Koreans on the tourism activities in the Philippines. Specifically, the tourism related activities that will interest the young South Korean professionals, families, senior citizens or retirees, and businessmen.

Introduction

Globalization (Robbins and Coulter, 1999; Stoner, 1995) is a major contributory factor that encourages the need to learn the English language. It is important for non-English speaking nationals from other countries to learn the language to be able to study, do business and/or find employment in more developed English speaking countries. One of the most recent nationalities gaining much interest to learn the language are the South Koreans. The South Koreans strongly believed that education including learning the English language is the key to national growth and development. It has been proven by the South Koreans and other Asian countries that education has made their country as a newly industrialized country (NICs) or has reached a status as a Tiger Economy or an Asian Tigers (http://www.highbeam.com/doc/1G1-13492267.html).

South Koreans choose to study the English language in the Philippines for several reasons. The Philippines is relatively nearer from South Korea as compared to other English speaking countries. It is the 3rd largest English speaking country in the world. The Philippines has a very high basic literacy rate and gives very high importance to education. The cost of living is relatively lower as compared to other countries. The people are naturally warm, friendly, and proud to have foreign friends or visitors. There is an excellent balance of city life and natural and man-made tourist attractions (Libosada and Bosangit, 2007) all over the country which the South Korean students or any other nationality can experience while learning the English language. All of these Philippine features make the Philippines as a country of choice to learn the English language.

The South Korean students usually combine study and leisure particularly tourism during their stay as a student in the Philippines. They initially attend their English language classes, meet Filipino friends, go around the city, and eventually go to major tourist destinations during long breaks, weekends, and before or after the actual dates of their classes. Learning English for the South Koreans is also an opportunity to integrate tourism while learning the English language.

This study will determine the level of interest of selected South Korean groups or segments (Gorman., 2003; Kotler and Armstrong, 1997; Kotler and Keller, 2006; Kotler et
al., 2003) specifically the young professionals, families, senior citizens or retirees, businessmen, and students. The student group or segment became part of this study as a result of the answers made by some of the respondents on the questionnaire. The South Korean groups or segments rated specific activities which belong to the following activities: leisure activities, water-based activities, adventure activities, sports, and other recreational activities. Hopefully, the study will help determine the specific activities that interest specific South Korean groups or segments. This will help concerned stakeholders to arrange for or improve on activities that interest South Korean groups or segments. Eventually, the Philippines can be branded (Kotler and Armstrong, 1997; Kotler and Keller, 2006; Kotler et al., 2003) as a major destination to learn the English language complimented with tourism activities.

**Philippine Literacy and Language**

The Filipinos have a very good ability to provide the need of South Koreans as well as other non-English speaking nationalities to learn the English language.

The Philippines is known to have one of the highest literacy levels in the world. The simple literacy rate was estimated at 93.4 percent, while the functional literacy rate was 84.1 percent in 2005 (http://tagaloglang.com/The-Philippines/People/population-demographics-and-literacy.html).

The English language in the Philippines follows the American model. This is based on the teachings of the Americans when it colonized the Philippines in 1898 (http://www.freemalaysiatoday.com/2011/06/02/top-education-for-less-in-the-philippines/). Further, the American language is used in almost all the universities as the medium of instruction and in the country as a means of communication with some mixture of local or “Tagalog” words. The language highly influenced the Filipino lifestyle as can still be observed (So, 2008) in movies, television programs, magazines, textbooks, media, and other channels of communication.

The relatively very high literacy level and the competence of using the English language are the reasons why Filipinos are considered to be good teachers and have the ability to adapt with foreigners.

The availability of good teachers complimented with one of the most extensive and varied man-made and natural tourist attractions makes the Philippines as the best destination to learn the English language while traveling in an undiscovered paradise.

**Undiscovered Paradise**

Less is known of tourism in less developed countries (LDCS) (Page, 2008) such as the Philippines. To those who have traveled to the Philippines they consider it beautiful and captivating (Greie and Yousry-Jouve, 2001) such as the powdered white sand beaches (Libosada, 2010) particularly “Boracay,” sand bars particularly at “Camiguin,” and the crystal clear and turquoise waters spread all over the country. It is also blessed to have mountain ranges and volcanoes (Libosada, 2010) such as Mayon volcano, the most perfectly cone-shaped volcano in the world.
The Philippines as an undiscovered paradise has an estimated 10,000 different species of plants, 1,000 different species of animals, and 2,000 species of fish (Barreveld, 2000) large enough to be considered as one of largest species of marine life in the world. It is also where tourist can see the biggest fish or the whale shark, locally called the “Butanding,” the smallest fish, the “Sinarapan,” the smallest monkey, the “Tarsier,” and other unique plants and animals only to be seen in the Philippines.

Aside from the very rich Spanish inspired heritage sites, churches and other structures, the Philippines has one of the widest highways in the world with ten (10) lanes both directions and some of the biggest malls in the world.

The Philippine tourist attractions can be offered to the increasing number of South Korean tourist or can offer compliment activities to those South Koreans studying the English language.

The arrival of South Korean tourist in the Philippines has increased significantly more than the other nationalities as shown in the Table 1 representing the Department of Tourism (DOT) Tourist Arrival Statistics for 2008 (http://www.koreatimes.co.kr/www/news/nation/2009/09/113_51729.html). Some of these South Korean tourists will study to learn the English language.

<table>
<thead>
<tr>
<th>Visitor Arrivals in the Philippines</th>
<th>Jan-Dec 2008</th>
<th>Share (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Korea</td>
<td>611,629</td>
<td>19.48%</td>
</tr>
<tr>
<td>U.S.</td>
<td>578,246</td>
<td>18.42%</td>
</tr>
<tr>
<td>Japan</td>
<td>359,306</td>
<td>11.44%</td>
</tr>
<tr>
<td>China</td>
<td>163,689</td>
<td>5.21%</td>
</tr>
<tr>
<td>Australia</td>
<td>121,514</td>
<td>3.87%</td>
</tr>
<tr>
<td>Taiwan</td>
<td>118,782</td>
<td>3.78%</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>116,653</td>
<td>3.72%</td>
</tr>
<tr>
<td>Canada</td>
<td>102,381</td>
<td>3.26%</td>
</tr>
<tr>
<td>Singapore</td>
<td>100,177</td>
<td>3.19%</td>
</tr>
<tr>
<td>U.K.</td>
<td>87,422</td>
<td>2.78%</td>
</tr>
<tr>
<td>Malaysia</td>
<td>69,676</td>
<td>2.22%</td>
</tr>
<tr>
<td>Germany</td>
<td>55,303</td>
<td>1.76%</td>
</tr>
</tbody>
</table>

The significant number (19.48%) of South Korean tourist arrivals is the major reason to determine the level interest of South Korean groups or segments.

Research Objectives

1. To determine the interest of young South Korean professionals on the types of tourism activities in the Philippines
2. To determine the interest of South Korean families on the types of tourism activities in the Philippines
3. To determine the interest of South Korean senior citizens or retirees on the types of tourism activities in the Philippines

4. To determine the interest of South Korean businessmen on the types of tourism activities in the Philippines

**Significance of the Study**

The study will determine the perception of South Koreans on the tourism activities in the Philippines. Hopefully, from the findings of this study we will be able to create a “niche” of activities that will satisfy the interest of various South Korean market segments. Further, we will be able to improve or develop activities that will be interesting to the current young South Korean professionals who plan to return in the future for a vacation as well as to other South Koreans who plan to visit the Philippines for the first time.

**Scope and Limitations**

The study will determine the perception of South Koreans on the tourism activities in the Philippines. This study will further help determine the interest of young South Korean professionals, families, senior citizens or retirees, and businessmen on the tourism activities in the Philippines. The perception of South Koreans on the tourism activities in the Philippines will be based on the perception of South Korean students from a language training center in the Philippines. The South Korean student respondents also depend on the actual number of students enrolled in the class for summer.

**Review of Related Literature**

Most of the available literature are related to the general information, culture, history, geography, religion, language, government, and other information about South Korea (Dunung, 1995) as a country.

Tourism related information on South Korea are available in travel books and promotional materials given to tourists. Additional South Korean tourism information are available in several websites.

Statistical reports on South Korean arrivals in the Philippines are the most relevant information for this study. However, the statistics will only provide on the number of tourist arrivals and no available information is available on the level of interest of South Korean tourist on various activities related to tourism.

**Method**

South Korean students from an international language center were considered as respondents. The student respondents were currently enrolled in an English language class for summer. A questionnaire was developed using the Likert-scale to determine the level of interest of South Koreans on the tourism related activities in the Philippines. Further, there was an open-ended question portion in the questionnaire to gather additional information not covered in the Likert-scale. The survey was administered or conducted by the international language center coordinator instead of the researcher conducting an interview schedule. This was due to the availability of the students. The accomplished questionnaires were gathered then tabulated to get the mean score to determine the perception of South Koreans on the
tourism activities in the Philippines. The open-ended question encouraged multiple responses. It made use of simply tabulating the responses to get the total then compute for its percentage. The quantitative data was interpreted and finally followed by writing of the research findings, conclusions and recommendations.

**Findings**

The following are the results of the survey conducted among the students of an international language center within Metro Manila, Philippines:

**Table 2 – Age of the Respondents**

<table>
<thead>
<tr>
<th>Age</th>
<th>No.</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>16 – 20 years old</td>
<td>2</td>
<td>8.3</td>
</tr>
<tr>
<td>21 – 25 years old</td>
<td>12</td>
<td>50</td>
</tr>
<tr>
<td>26 – 30 years old</td>
<td>7</td>
<td>29.2</td>
</tr>
<tr>
<td>31 – 35 years old</td>
<td>1</td>
<td>4.2</td>
</tr>
<tr>
<td>Above 36 years old</td>
<td>1</td>
<td>4.2</td>
</tr>
<tr>
<td>No answer</td>
<td>1</td>
<td>4.2</td>
</tr>
</tbody>
</table>

Half (50%) of the respondents are between 21 – 25 years old.

**Table 3 – Gender of the Respondents**

<table>
<thead>
<tr>
<th>Gender</th>
<th>No.</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>14</td>
<td>58.3</td>
</tr>
<tr>
<td>Female</td>
<td>10</td>
<td>41.7</td>
</tr>
</tbody>
</table>

Majority (58.3%) of the respondents are male.

**Table 4 – Civil Status of the Respondents**

<table>
<thead>
<tr>
<th>Civil Status</th>
<th>No.</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single</td>
<td>23</td>
<td>95.8</td>
</tr>
<tr>
<td>Married</td>
<td>1</td>
<td>4.2</td>
</tr>
<tr>
<td>Others</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Almost all (95.8%) of the respondents are single.

**Table 5 – Profession/Occupation of the Respondents**

<table>
<thead>
<tr>
<th>Profession/Occupation</th>
<th>No.</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed</td>
<td>3</td>
<td>12.5</td>
</tr>
<tr>
<td>Self-employed</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Student</td>
<td>20</td>
<td>83.3</td>
</tr>
<tr>
<td>Others: Unemployed</td>
<td>1</td>
<td>4.2</td>
</tr>
</tbody>
</table>

Most (83.3%) of the respondents are students.
Table 6 – Travel Purpose of the Respondents

<table>
<thead>
<tr>
<th>Travel Purpose</th>
<th>No.</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leisure/personal</td>
<td>1</td>
<td>4.2</td>
</tr>
<tr>
<td>Business</td>
<td>1</td>
<td>4.2</td>
</tr>
<tr>
<td>Others: To study/study English</td>
<td>22</td>
<td>91.7</td>
</tr>
</tbody>
</table>

Almost all (91.7%) the respondents traveled to the Philippines to study or study the English language.

Table 7 – Travel Arrangements of the Respondents

<table>
<thead>
<tr>
<th>Travel Arrangements</th>
<th>No.</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self arranged</td>
<td>8</td>
<td>33.3</td>
</tr>
<tr>
<td>Group tour</td>
<td>1</td>
<td>4.2</td>
</tr>
<tr>
<td>Others: Agency</td>
<td>13</td>
<td>54.2</td>
</tr>
<tr>
<td>Arranged by Father</td>
<td>1</td>
<td>4.2</td>
</tr>
<tr>
<td>No answer</td>
<td>1</td>
<td>4.2</td>
</tr>
</tbody>
</table>

Majority (54.2%) of the respondents made their travel arrangements through an agency.

Tables 8 – 12 made use of the following rating to determine the interest level of the South Korean students of the tourism activities in the Philippines: 5 – Most Interesting; 4 – Very Interesting; 3 – Interesting; 2 – Slightly Interesting; and 1 – Not Interesting.

Table 8 - Activities of Young Professionals

<table>
<thead>
<tr>
<th>Activities</th>
<th>Mean</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leisure Activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Shopping</td>
<td>3.7</td>
<td>Very Interesting</td>
</tr>
<tr>
<td>2. Sightseeing</td>
<td>3.6</td>
<td>Very Interesting</td>
</tr>
<tr>
<td>3. Dining or eating</td>
<td>3.6</td>
<td>Very Interesting</td>
</tr>
<tr>
<td>4. Going to bars &amp; cafes</td>
<td>3.5</td>
<td>Interesting</td>
</tr>
<tr>
<td><strong>Water-based Activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Scuba diving</td>
<td>3.9</td>
<td>Very Interesting</td>
</tr>
<tr>
<td>2. Snorkeling</td>
<td>3.5</td>
<td>Interesting</td>
</tr>
<tr>
<td>3. Surfing</td>
<td>3.3</td>
<td>Interesting</td>
</tr>
<tr>
<td>4. Fishing</td>
<td>3.3</td>
<td>Interesting</td>
</tr>
<tr>
<td><strong>Adventure</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Mountain climbing</td>
<td>2.9</td>
<td>Interesting</td>
</tr>
<tr>
<td>2. Cave exploration</td>
<td>3.1</td>
<td>Interesting</td>
</tr>
<tr>
<td>3. Wall climbing</td>
<td>2.3</td>
<td>Slightly Interesting</td>
</tr>
<tr>
<td>4. Biking</td>
<td>2.8</td>
<td>Interesting</td>
</tr>
<tr>
<td><strong>Sports</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The leisure activities that were perceived to be very interesting by the young professionals are shopping, sightseeing, and dining or eating. Scuba diving as a water-based activity was perceived to be very interesting. Mountain climbing, cave exploration, and biking are considered to be interesting type of activities. Swimming is considered as a very interesting sport. Finally, it is perceived that young professionals are very interested in going to theme parks and the beach.

Table 9 - Activities of Families

<table>
<thead>
<tr>
<th>Activities</th>
<th>Mean</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leisure Activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Shopping</td>
<td>4.0</td>
<td>Very Interesting</td>
</tr>
<tr>
<td>2. Sightseeing</td>
<td>4.1</td>
<td>Very Interesting</td>
</tr>
<tr>
<td>3. Dining or eating</td>
<td>3.8</td>
<td>Very Interesting</td>
</tr>
<tr>
<td>4. Going to bars &amp; cafes</td>
<td>3.4</td>
<td>Interesting</td>
</tr>
<tr>
<td><strong>Water-based Activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Scuba diving</td>
<td>3.5</td>
<td>Interesting</td>
</tr>
<tr>
<td>2. Snorkeling</td>
<td>3.6</td>
<td>Very Interesting</td>
</tr>
<tr>
<td>3. Surfing</td>
<td>3.3</td>
<td>Interesting</td>
</tr>
<tr>
<td>4. Fishing</td>
<td>3.6</td>
<td>Very Interesting</td>
</tr>
<tr>
<td><strong>Adventure</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Mountain climbing</td>
<td>3.5</td>
<td>Interesting</td>
</tr>
<tr>
<td>2. Cave exploration</td>
<td>3.5</td>
<td>Interesting</td>
</tr>
<tr>
<td>3. Wall climbing</td>
<td>2.9</td>
<td>Interesting</td>
</tr>
<tr>
<td>4. Biking</td>
<td>3.3</td>
<td>Interesting</td>
</tr>
<tr>
<td><strong>Sports</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Playing golf</td>
<td>4.1</td>
<td>Very Interesting</td>
</tr>
<tr>
<td>2. Playing soccer</td>
<td>3.2</td>
<td>Interesting</td>
</tr>
<tr>
<td>3. Playing basketball</td>
<td>3.3</td>
<td>Interesting</td>
</tr>
<tr>
<td>4. Swimming</td>
<td>4.0</td>
<td>Very Interesting</td>
</tr>
<tr>
<td><strong>Other Recreational Activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Visiting the zoo</td>
<td>3.5</td>
<td>Interesting</td>
</tr>
<tr>
<td>2. Entering the museum</td>
<td>3.6</td>
<td>Very Interesting</td>
</tr>
<tr>
<td>3. Going to theme parks</td>
<td>3.9</td>
<td>Very Interesting</td>
</tr>
<tr>
<td>4. Going to the beach</td>
<td>4.2</td>
<td>Very Interesting</td>
</tr>
</tbody>
</table>

South Korean families perceived leisure activities such as shopping, sightseeing, and dining or eating to be very interesting. Snorkeling and fishing are the water-based activities perceived to be very interesting for families. All adventure activities were only perceived as
interesting. Playing golf and swimming are considered as very interesting sports. Finally, families are perceived to be very interested in entering museums, going to theme parks and the beach.

Table 10 - Activities of Senior Citizens or Retirees

<table>
<thead>
<tr>
<th>Activities</th>
<th>Mean</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leisure Activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Shopping</td>
<td>3.3</td>
<td>Interesting</td>
</tr>
<tr>
<td>2. Sightseeing</td>
<td>3.7</td>
<td>Very Interesting</td>
</tr>
<tr>
<td>3. Dining or eating</td>
<td>3.5</td>
<td>Interesting</td>
</tr>
<tr>
<td>4. Going to bars &amp; cafes</td>
<td>2.8</td>
<td>Interesting</td>
</tr>
<tr>
<td><strong>Water-based Activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Scuba diving</td>
<td>2.6</td>
<td>Interesting</td>
</tr>
<tr>
<td>2. Snorkeling</td>
<td>2.8</td>
<td>Interesting</td>
</tr>
<tr>
<td>3. Surfing</td>
<td>2.9</td>
<td>Interesting</td>
</tr>
<tr>
<td>4. Fishing</td>
<td>3.5</td>
<td>Interesting</td>
</tr>
<tr>
<td><strong>Adventure</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Mountain climbing</td>
<td>2.9</td>
<td>Interesting</td>
</tr>
<tr>
<td>2. Cave exploration</td>
<td>2.9</td>
<td>Interesting</td>
</tr>
<tr>
<td>3. Wall climbing</td>
<td>2.5</td>
<td>Slightly Interesting</td>
</tr>
<tr>
<td>4. Biking</td>
<td>2.6</td>
<td>Interesting</td>
</tr>
<tr>
<td><strong>Sports</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Playing golf</td>
<td>3.9</td>
<td>Very Interesting</td>
</tr>
<tr>
<td>2. Playing soccer</td>
<td>2.5</td>
<td>Slightly Interesting</td>
</tr>
<tr>
<td>3. Playing basketball</td>
<td>2.3</td>
<td>Slightly Interesting</td>
</tr>
<tr>
<td>4. Swimming</td>
<td>3.1</td>
<td>Interesting</td>
</tr>
<tr>
<td><strong>Other Recreational Activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Visiting the zoo</td>
<td>3.1</td>
<td>Interesting</td>
</tr>
<tr>
<td>2. Entering the museum</td>
<td>3.4</td>
<td>Interesting</td>
</tr>
<tr>
<td>3. Going to theme parks</td>
<td>3.5</td>
<td>Interesting</td>
</tr>
<tr>
<td>4. Going to the beach</td>
<td>3.7</td>
<td>Very Interesting</td>
</tr>
</tbody>
</table>

Senior citizens or retirees perceive sightseeing as very interesting. All water-base activities were just perceived as interesting. Mountain climbing, cave exploration, and biking are also considered to be just interesting type of activities. Playing golf is considered as a very interesting sport. Going to the beach is also considered as a very interesting recreational activity.

Table 11 - Activities of Businessmen

<table>
<thead>
<tr>
<th>Activities</th>
<th>Mean</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leisure Activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Shopping</td>
<td>3.8</td>
<td>Very Interesting</td>
</tr>
<tr>
<td>2. Sightseeing</td>
<td>4.1</td>
<td>Very Interesting</td>
</tr>
<tr>
<td>3. Dining or eating</td>
<td>4.3</td>
<td>Very Interesting</td>
</tr>
<tr>
<td>4. Going to bars &amp; cafes</td>
<td>3.7</td>
<td>Very Interesting</td>
</tr>
</tbody>
</table>
Water-based Activities
1. Scuba diving  3.8 Very Interesting
2. Snorkeling  3.7 Very Interesting
3. Surfing  3.5 Interesting
4. Fishing  3.2 Interesting

Adventure
1. Mountain climbing  2.8 Interesting
2. Cave exploration  3.0 Interesting
3. Wall climbing  3.1 Interesting
4. Biking  3.2 Interesting

Sports
1. Playing golf  4.4 Very Interesting
2. Playing soccer  3.4 Interesting
3. Playing basketball  3.3 Interesting
4. Swimming  3.8 Very Interesting

Other Recreational Activities
1. Visiting the zoo  2.9 Interesting
2. Entering the museum  3.3 Interesting
3. Going to theme parks  3.4 Interesting
4. Going to the beach  4.0 Very Interesting

All leisure activities were perceived to be very interesting for businessmen. Scuba diving and snorkeling are perceived to be very interesting. All adventure activities are considered to be interesting. Playing golf and swimming are considered as very interesting sports. Going to the beach is perceived to be a very interesting recreational activity.

Table 12 - Activities of Students

<table>
<thead>
<tr>
<th>Activities</th>
<th>Mean</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leisure Activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Shopping</td>
<td>4.3</td>
<td>Very Interesting</td>
</tr>
<tr>
<td>2. Sightseeing</td>
<td>3.0</td>
<td>Interesting</td>
</tr>
<tr>
<td>3. Dining or eating</td>
<td>4.3</td>
<td>Very Interesting</td>
</tr>
<tr>
<td>4. Going to bars &amp; cafes</td>
<td>4.7</td>
<td>Most Interesting</td>
</tr>
<tr>
<td>Water-based Activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Scuba diving</td>
<td>3.7</td>
<td>Very Interesting</td>
</tr>
<tr>
<td>2. Snorkeling</td>
<td>3.7</td>
<td>Very Interesting</td>
</tr>
<tr>
<td>3. Surfing</td>
<td>4.0</td>
<td>Very Interesting</td>
</tr>
<tr>
<td>4. Fishing</td>
<td>4.3</td>
<td>Very Interesting</td>
</tr>
<tr>
<td>Adventure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Mountain climbing</td>
<td>3.3</td>
<td>Interesting</td>
</tr>
<tr>
<td>2. Cave exploration</td>
<td>3.3</td>
<td>Interesting</td>
</tr>
<tr>
<td>3. Wall climbing</td>
<td>3.0</td>
<td>Interesting</td>
</tr>
<tr>
<td>4. Biking</td>
<td>3.3</td>
<td>Interesting</td>
</tr>
<tr>
<td>Sports</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Playing golf</td>
<td>2.7</td>
<td>Interesting</td>
</tr>
<tr>
<td>2. Playing soccer</td>
<td>3.0</td>
<td>Interesting</td>
</tr>
<tr>
<td>3. Playing basketball</td>
<td>3.0</td>
<td>Interesting</td>
</tr>
<tr>
<td>4. Swimming</td>
<td>4.0</td>
<td>Very Interesting</td>
</tr>
</tbody>
</table>
### Other Recreational Activities

<table>
<thead>
<tr>
<th>Activity</th>
<th>Rating</th>
<th>Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visiting the zoo</td>
<td>3.7</td>
<td>Very Interesting</td>
</tr>
<tr>
<td>Entering the museum</td>
<td>4.3</td>
<td>Very Interesting</td>
</tr>
<tr>
<td>Going to theme parks</td>
<td>4.0</td>
<td>Very Interesting</td>
</tr>
<tr>
<td>Going to the beach</td>
<td>3.7</td>
<td>Very Interesting</td>
</tr>
</tbody>
</table>

The table for students as a tourist group or segment was included because three (3) respondents indicated that their response is based on the perception of a student. They perceive students to be most interested in going to bars and cafes. All water-based activities are perceived to be interesting. All adventure activities were perceived to be just interesting. Swimming is considered as a very interesting sport. All the other recreational activities are also perceived as very interesting.

Positive suggestions or comments:

1. The Philippines is a very good or good place, I like and love it; a lot of sights & spots, very attractive, good scenery, lots of great places, a lot of good experiences and the sunset is very wonderful
2. A lot of mango or fruits
3. I like the Philippines especially the food and the weather
4. I will try to sky dive
5. Most Koreans like water-based activities in the Philippines
6. Filipinos have very good waters such as the river & the sea
7. Shopping in the Philippines is just like in Korea but sightseeing in the Philippines is better
8. I enjoyed my stay to play golf
9. Golf is very exciting and cheap
10. Filipinos are really kind and humorous
11. I learned to be kind and humorous from other people
12. Almost all Filipinos are very kind and friendly
13. I like leisure activities
14. Old people need to rest
15. Businessmen are busy making money but want a lot of activities

Suggestions or comments for improvement:

1. The weather is very hot
2. Some places are noisy or loud
3. Some places are dangerous
4. Take care of many street dogs and cats
5. Negative behavior of some Filipinos
6. Some places are dirty
7. A lot of cockroaches
8. A lot of tricycle
9. Add traffic lights and U-turn
10. Have more golf areas because Korean professionals, families, and businessmen like it
Conclusion

South Korean young professionals and families perceive shopping, sightseeing, and dining or eating as leisure activities as very interesting. Senior citizens or retirees perceive only sightseeing as very interesting. Businessmen perceive all leisure activities as very interesting. Students perceive going to bars and cafes to be the most interesting leisure activity.

Young professionals and businessmen perceive scuba diving as a water-based activity as very interesting. Both families and businessmen perceive snorkeling as very interesting. Only South Korean families perceive fishing as very interesting. Senior citizens or retirees and students perceive all water-base activities to be interesting.

All adventure activities are perceived to be interesting by all the South Korean market segments. Both the young professionals and senior citizens or retirees are interested in mountain climbing, cave exploration, and biking. While the South Korean families, businessmen, and students are interested with all the adventure activities.

All the sports are perceived to be very interesting by all the South Korean market segments. The young professionals, families, businessmen, and students perceive swimming as very interesting. While South Korean families, senior citizens or retirees, and businessmen perceive playing golf as very interesting.

All other recreational activities are perceived to be very interesting by all the South Korean market segments. The young professionals and South Korean families perceive going to theme parks and the beach as very interesting. The South Korean families also perceive entering museums as very interesting. The senior citizens or retirees and businessmen perceive going to the beach as very interesting. All the other recreational activities are very interesting to the students.

Recommendations

1. Coordinate with the Department of Tourism (DOT) and other academic institutions in conducting a similar follow-up research as perceived by the group or market segments in this study. It will be ideal if we can request each group or market segment to answer survey questions pertaining to their own group or market segment.

2. An interview schedule should be conducted for data gathering. This will help clarify instructions and contents of the questionnaire which the respondents have difficulty understanding. An interpreter or a translated questionnaire should be available to further help the respondents understand the instructions and questions.

3. The DOT, academic institutions, and other stakeholders should focus on the significant results of this study. The tourism related activities that are considered as “very interesting,” “most interesting,” and the very good or good image of the Philippines should be used to market the Philippines to South Korean students studying English
language and up to a certain extent to the general South Korean tourists. The suggestions or comments for improvement should be given attention to further develop the positive image of the Philippines. Hopefully, the Philippines can be branded as one of the top tourist destinations in Asia.

4. A marketing plan for the South Korean groups or market segments in this study should be developed. Marketing strategies of the plan should prioritize and focus on the “niche” activities or those that were found to be “most interesting” or “very interesting.”

5. Sustain the English language classes offered by the international language centers. There should be accreditation of these centers to assure quality teaching. Also, always compliment with tourism related activities the English language classes to make learning more enjoyable.

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The Effects of Competition in Restricted Economic Environments on the Density and Clustering Patterns of Populations of Organizations: The Cases of the Hotel Populations in Niagara Falls, New York, USA and Ontario, Canada, and Macau SAR, PR China

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ABSTRACT

Organizational ecology focuses on the competition and evolution of populations of organizations and on the emergence of more effective organizational forms. The cases of the hotel populations on the Niagara River banks at Niagara Falls (New York, USA and Ontario, Canada) are reviewed and compared with the evolution of the hotel population in Macau SAR, PR China. The high concentration of organizations is explained by a unique attractor influencing travel patterns, in the first case the Niagara Falls, and in the second case the Macau status as a leading international casino destination. In both cases, rapid economic development lead to intense competition and to the emergence of specific organizational forms, high density of the organizational clusters, and saturated distributions within very restricted geographic areas. The literature on organizational ecology is analyzed and introductory theoretical hypotheses are presented to study the effects of competition in restricted economic environments on the density and clustering patterns of populations of organizations.

Keywords: organizational ecology, competition, organizational population density, restricted economic environments, organizations cluster zones, organizations clustering patterns.

THE EVOLUTION OF ORGANIZATIONAL POPULATIONS AND THE INFLUENCE OF ATTRACTORS IN THE FORMATION OF CLUSTER ZONES

“The greater the unexhausted capacity in an environment, the faster should be the rate of growth of populations of organizations.”
Hannah, Freeman (1977:941)

“The degree of competition between two organizations should be a negative function of the distance between them.”
Ingram, Inman (1996:646)

Ecological perspectives explain patterns in nature as a result of selection processes. Organizational ecology studies the behavior of units of the population and the limiting factors of the environment to understand the forms, distribution and the number of the population units (Elton, 1927; Hannah, Freeman, 1977, 1997). The cases of Niagara Falls of Ontario in Canada and New York in the United States of America, share with Macau SAR, PR China the circumstance that the tourism industry development is built around a single powerful travel attractor – the natural landscapes of the Niagara Falls at Ontario and New York, and the lawful casino gambling at Macau SAR. These attractors generated a strong initial demand for hotel units, creating the conditions for competition of the hotel organizations and influencing the evolution of the population and the formation, location and density of zone clusters. Given the limited area with view of the cataracts at the Niagara Falls and the location zones of the casinos at the small territory of the Macau SAR, parallels can be established.
between the cases for the conditions of powerful travel attraction combined with a restricted economic environment. When the hotels cluster zones are superimposed over the maps of the attractors the symmetry of the two cases becomes even more evident, with two cluster zones located in the proximity of the Niagara Falls and the highest density clusters corresponding to the casino locations in Macau SAR (Figure 1).

Figure 1
Attractors and Cluster Zones of the Hotel Populations:
(1) Attractors and Zone Clusters at Niagara Falls, New York, USA and Ontario, Canada
(2) Cluster Zones at Macau SAR, PR China
(2a) Macau SAR, PR China, Macau Attractors
(2b) Macau SAR, PR China, Taipa Attractors

When discussing the evolution and distribution of populations of organizations, five organizational theories seem relevant to the theme: (1) the adaptive perspective; (2) the open systems
perspective (3) the resource dependence perspective; (4) the population ecology perspective, and; (5) the Red Queen perspective. The dominant adaptive perspective analyses the capacity of organizations to respond to the dangers and resource sources of the environment with internal processes of change and adaptation. The open systems concept discusses the link between the organization and the surrounding environment (Bertalanffy, 1956). The resource dependence perspective focuses on the control of resources and the external dependence of the organization (Pfeffer and Salancick, 1997). The population ecology perspective assumes the existence of a process of selection that will influence the evolution of organizational forms and populations of organizations (Hannah, Freeman, 1977). The Red Queen perspective is directed to the study of intense competition environments and the adaptive evolution of the efficiency and effectiveness of organizations through the process of surviving competition (Van Halen, 1973). Two classic theories of biology and evolution developed in the beginning of the 19th century are in the base of the modern organizational theories perspectives. The theory of evolution by adaptation developed by Lamarck explained evolution through the adaptation to the environment during the organism life leading to the inheritance of the acquired characteristics by the next generation. The theory of evolution by natural selection developed by Darwin explained evolution through advantageous variations of organisms leading to survival in specific environments and to the fact that the organisms with more probability of survival are also more likely to reproduce and transfer these variations to the next generation.

Organizations compete naturally for resources. In a population of organizations, according to Pfeffer and Salancick (1997), the resource dependence increases when: (1) the resource is critical to the organization activities and survival; (2) the resource can not be obtained somewhere else or replaced by a substitute resource; (3) the resource is scarce. These are also the conditions for the emergence and rise of competition in populations or clusters of organizations. Transposing these conditions to restricted environments and the cases of the hotel populations around Niagara Falls and Macau SAR, PR China, competition is expected to increase with: (1) the rise of the population; (2) the cluster density, and; (3) the decline of available resources. These hypotheses are supported by Ingram and Inman (1996:644) who defend that “competition increases with density at an increasing rate” and that “the degree of competition between two organizations should be a negative function of the distance between them” (1996:646); and McPherson (1983, referred by Ingram, Inman, 1996:633) who suggests that “the degree of competition between organizations is determined by the overlap of the resources they require”.

According to Hilborn and Stearns (1982), the hypothesis stating that competition regulates population density around the equilibrium point implies some important implicit assumptions to the study of ecology, applicable to the field of populations of organizations: (1) some critical resources are continuously in limited supply; (2) individuals are sufficiently similar to be grouped in categories and summed; (3) there is a point of equilibrium density tolerable by all individuals; (4) the population is considered closed, and; (5) the habitat is considered homogeneous for all the individuals. These five conditions are assumed for the organizational population of hotels in Macau SAR included in this study and the following theoretical hypotheses are proposed:

H1 The end of the monopoly and the opening of the casino market was the first major factor in the scission of the population in clusters, and positively influenced the hotel population.

H2 The opening of the Taipa COTAI reclaimed zone was the second major factor in the scission of the population in clusters, and positively influenced the hotel population.

H3 The opening of the market of sea transportation to the new operators and the opening of the Taipa COTAI sea terminal was the third major factor in the scission of the population in clusters, and positively influenced the hotel population.
H4 There are four dominant zone clusters in the population of hotel organizations operating in Macau SAR, and there is competition between them.

H5 With the establishment of the new cluster zones the hotel organizations founding rates increased.

H6 The hotels cluster zones are defined by travel attractors (Niagara Falls, Ontario, Canada and New York, USA and the casinos location in Macau SAR, PR China).

H7 Markets and resources access are perceived as more important than the costs of zone cluster saturation and intense competition.

H8 The effectiveness of the population of hotel organizations (and the overall effectiveness of the travel destination) increased as a result of the formation of zone clusters and the competition between them.

The next section will present some support evidence for these hypotheses and comment on the parallels between the cases of the hotel populations in Niagara Falls, New York, USA and Ontario, Canada, and Macau SAR, PR China.

INITIAL ARGUMENTS FOR THE HYPOTHESES, METHODS AND SOME FIGURES SUPPORTING THE THESIS OF THE CLUSTERS SCISSION

All the hotels included in the sample were rated 3 stars and above at the time of the study. The figures of accommodation units and hotel units were obtained during May 2011 from the Macau Government Tourist Office website and the hotels web pages. A final crosscheck for consistency was performed by comparison with the Macau Statistics and Census Service latest official figures until the end of the year of 2010. The first hypothesis can be confirmed by analyzing the evolution of the figures in Table 1. From 2002, the year in which the first gaming licenses to the new operators were issued, the number of hotels increased progressively, mostly in the Macau 1 zone, contributing to the density increase of the city centre location that lead to the expansion to the new Taipa COTAI zone. In 2006, the new hotel units started to open at the Taipa COTAI, contributing to the rise in the numbers until 2010, supporting the second hypothesis. After the opening of the market of sea transportation to new operators and the inauguration of the new Taipa COTAI sea terminal the Taipa island consolidated its market share and in May 2011 the total numbers were already identical to the total of hotels and accommodation units in Macau, mostly due to the new developments in Taipa COTAI (Table 2), confirming the third hypothesis.

<table>
<thead>
<tr>
<th>Year</th>
<th>Accommodation Units</th>
<th>Hotel Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>8,954</td>
<td>68</td>
</tr>
<tr>
<td>2003</td>
<td>9,185</td>
<td>69</td>
</tr>
<tr>
<td>2004</td>
<td>9,168</td>
<td>70</td>
</tr>
<tr>
<td>2005</td>
<td>10,832</td>
<td>75</td>
</tr>
<tr>
<td>2006</td>
<td>12,978</td>
<td>80</td>
</tr>
<tr>
<td>2007</td>
<td>16,148</td>
<td>82</td>
</tr>
<tr>
<td>2008</td>
<td>17,533</td>
<td>84</td>
</tr>
<tr>
<td>Year</td>
<td>Number</td>
<td>Code</td>
</tr>
<tr>
<td>------</td>
<td>--------</td>
<td>------</td>
</tr>
<tr>
<td>2009</td>
<td>19,259</td>
<td>90</td>
</tr>
<tr>
<td>2010</td>
<td>20,091</td>
<td>91</td>
</tr>
</tbody>
</table>

*Source: Macau Statistics and Census Service, May 2011*
The fourth hypothesis is confirmed both by the higher numbers of hotel and accommodation units in Table 2 for Macau 1, Macau 3, Taipa 1 and Taipa COTAI, but also by the fact that these are the only zones located in the proximity of the attractors.

The confirmation of the fifth hypothesis for the four dominant zones is more evident in the specific cases of the Macau 1 and the Taipa COTAI zones, although it also applies to the Macau 3 and Taipa 1 cluster zones.

When the maps of the attractors and the cluster zones are superimposed (Figure 1) it is clear that the sixth hypothesis is confirmed. In addition, in the case of Macau SAR, the dominant cluster zones are located closer to the attractors, and the zones with no attractors (Macau 2, Macau 4, Taipa 2, Coloane 1 and Coloane 2) are the ones with the lower numbers (Table 2).

Hypothesis seven is confirmed by the consistent interest in the prime locations of the more saturated dominant cluster zones while the rate of growth in the secondary zones is stagnant.

---

**Table 2. Hotel and Accommodation Units in Macau SAR by Zone Cluster**

<table>
<thead>
<tr>
<th>Zone Cluster</th>
<th>Hotel Units</th>
<th>Percentage</th>
<th>Accommodation Units</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Macau 1 (City Centre)</td>
<td>27</td>
<td>53</td>
<td>9731</td>
<td>47</td>
</tr>
<tr>
<td>Macau 2</td>
<td>2</td>
<td>4</td>
<td>151</td>
<td>1</td>
</tr>
<tr>
<td>Macau 3</td>
<td>1</td>
<td>2</td>
<td>408</td>
<td>2</td>
</tr>
<tr>
<td>Macau 4</td>
<td>2</td>
<td>4</td>
<td>144</td>
<td>1</td>
</tr>
<tr>
<td>Macau Total</td>
<td>32</td>
<td>63</td>
<td>10434</td>
<td>50</td>
</tr>
<tr>
<td>Taipa 1</td>
<td>6</td>
<td>12</td>
<td>2189</td>
<td>11</td>
</tr>
<tr>
<td>Taipa 2</td>
<td>1</td>
<td>2</td>
<td>300</td>
<td>1</td>
</tr>
<tr>
<td>Taipa COTAI</td>
<td>10</td>
<td>20</td>
<td>7544</td>
<td>36</td>
</tr>
<tr>
<td>Taipa Total</td>
<td>17</td>
<td>33</td>
<td>10033</td>
<td>48</td>
</tr>
<tr>
<td>Coloane 1</td>
<td>1</td>
<td>2</td>
<td>208</td>
<td>1</td>
</tr>
<tr>
<td>Coloane 2</td>
<td>1</td>
<td>2</td>
<td>30</td>
<td>0</td>
</tr>
<tr>
<td>Coloane Total</td>
<td>2</td>
<td>4</td>
<td>238</td>
<td>1</td>
</tr>
<tr>
<td>Macau SAR Total</td>
<td>51</td>
<td>100</td>
<td>20705</td>
<td>100</td>
</tr>
</tbody>
</table>

*Source: Macau Government Tourist Office, May 2011*

---

**Table 3. Hotel Checked Guests in Macau SAR, 2002-2010**

<table>
<thead>
<tr>
<th>Year</th>
<th>Hotel Checked Guests</th>
<th>Accumulated Growth Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>3,154,801</td>
<td>100</td>
</tr>
<tr>
<td>2003</td>
<td>3,043,505</td>
<td>96</td>
</tr>
<tr>
<td>2004</td>
<td>3,956,154</td>
<td>125</td>
</tr>
<tr>
<td>2005</td>
<td>4,121,088</td>
<td>131</td>
</tr>
<tr>
<td>2006</td>
<td>4,680,854</td>
<td>148</td>
</tr>
<tr>
<td>2007</td>
<td>5,739,734</td>
<td>182</td>
</tr>
<tr>
<td>2008</td>
<td>6,537,661</td>
<td>207</td>
</tr>
<tr>
<td>2009</td>
<td>6,714,413</td>
<td>213</td>
</tr>
<tr>
<td>2010</td>
<td>7,753,708</td>
<td>246</td>
</tr>
</tbody>
</table>

*Source: Macau Statistics and Census Service, May 2011*
Finally, hypothesis eight is confirmed by the figures of checked in hotel guests for the period of 2002-2010 (Table 3). The accumulated growth percentage of hotel checked guests for 2010 is 246 percent when compared with the total for the year of 2002.

When all the information is analyzed two prime cluster zones can be isolated due to its importance: the Macau 1 cluster zone at the Macau city centre and the Taipa COTAI cluster zone at the Taipa island. Although as we observe in Figure 1 the Macau 3 and the Taipa 1 clusters also include casinos as zone attractors, the number of accommodation units and hotel units is much lower than in the prime clusters (Table 2). These two secondary clusters seem however to have still growing potential. Now that the Macau 1 zone seems to have reached a stable level of consolidation and that the second phase of the Taipa COTAI development is already in progress, these two areas hold some potential to emerge as alternative prime clusters and probably will be the selected locations for new developments as the COTAI later approaches development maturity.

THE TRAGEDY OF THE COMMONS, PARALLELS BETWEEN THE CASES OF NIAGARA FALLS AND MACAU SAR, AND END NOTES

The cases of the evolution of the populations of hotel organizations on both sides of the cataracts of the Niagara River at the cities of New York and Ontario and at the Macau SAR have a fundamental parallel in the existence of a single unique and powerful travel attractor: the natural beauty of the cataracts and the lawful gambling conditions at a leading international casino destination. These two cases also share the fact that the attractors are located in a confined geographic space, generating restricted environments with conditions for competition, cluster formation and high density of organizations per cluster zone.

In ecology, Arnquist and Wooster (1995) found a strong but variable effect of competition over the density or biomass of competing organisms. The density or biomass is the number of living organisms in a given area or volume. The effect of natural selection on competing species will stimulate the rise in density or biomass of the most efficient forms of organisms in capturing available energy and directing it to preservation (Lotka, 1922). In parallel, the hypothesis that the natural selection in organizational populations spares the most efficient organizations and increases the density in successful organizational clusters should be considered as the saturation of the clusters and the proximity to other hotels represents disadvantages to each individual organization.

The tragedy of the commons (Hardin, 1968) describes situations in which the unrestricted access to a common resource in competition restricted environments leads in the limit to the complete depletion of the resource. By increasing the number of arrivals to the cluster zone it is possible for the organizations to overcome the tragedy of the commons effect with a form of cluster alliance, as described by Ingram, Inman (1996:631): “Although two hotels in New York are competitors, they would both prefer that tourists come to New York, where the two hotels have the opportunity of competing for them, than that tourists go to Ontario. Hotels in Ontario are in an identical position with respect to New York Hotels.” In the case of the Niagara Falls the two competitive groups were on the two sides of the border and in the case of Macau SAR, the two dominant clusters are located in the Macau city centre and in the new Taipa COTAI development zone.

Ingram and Inman (1996) refer to Porter (1980) noting that if there is a differentiation of competitive groups of organizations, some of those will be excluded from access to the enhanced resources by legal or other mechanisms including restrictions on geographical location, with the more distant competitors benefiting less from those resources. This happened in the Niagara Falls with the hotels with less attractive or no direct view of the cataracts being less successful and in the same way with the cluster zones that have less attractive or no casinos in the Macau SAR. However in the same way the border at Niagara Falls was permeable and allowed the tourists to stay at an hotel in one side
of the border and go for a day visit at the other side, the development of the transportation network in Macau, to be upgraded in the near future with the light rail system, and the short distance and permeable borders to both Zhuhai, PR China and Hong Kong SAR, PR China, might come to contribute to the emergence of external competing clusters located far away from the attractors.

Ingram and Inman (1996) considering the proximity of relevant attractors as a positive factor to hotels measured the Euclidian distance of each hotel unit to the Niagara Falls, noting that the proximity advantage would decrease with time as transportation developed. Along with further compilation of information to deeper analyze the confirmation of the hypotheses and the evolution of the hotel cluster zones in the Macau SAR, one of the next studies could also include the measurement of Euclidian distances and other access measures between the cluster zones and the focal attractors.

This preliminary study reveals some aspects of the cases under analysis that can be transposed to the fundamental field of organizational science and organizational ecology. Considering that the development period analyzed in the Macau SAR case is minimal when compared with the hotel population evolution at the Niagara Falls, the first results and the pace of development already suggest several interesting objects and lines of study for future research.

REFERENCES

ABSTRACT

Forecasting is worthy for planning in any organisation (Armstrong 1985). It can be used in developing models for marketing purposes, for capacity building and budgeting purposes (Clifton & Nutt, 1992). Many organisations use qualitative approaches to forecast (Frechtling, 1996; 2001). Meanwhile, Martin and Witt (1989) have questioned the accuracy of these forecasts. Quantitative methods are used only minimally (Levenbach & Cleary, 2006). In this study, quantitative approach to forecasting is done. Analysis of the nature of tourism industry would enable the choice of appropriate time series models for forecasting in tourism. This is done by developing forecasts for a tourism industry using real time series data. Tourism demand forecasting may be modeled effectively using scientific models of time series. Levenbach and Cleary (2006) point out that international tourism has developed speedily over the past decades and has become a chief component of the worldwide operation. Tourism interaction is overwhelmed by interest in tourism demand, mainly measures of a visitor’s use of a tourism facility. Procedures that are used universally for tourism forecasting involve the number of visitors to and from a stated destination, the number of transportation passengers, and the amount of tourism expenditure. Factors that affect tourism demand include personal disposable income, travel costs, natural and human-made disasters, and weather. In planning and management of tourism facilities, the main focus is in the number of tourists willing to use the facilities. The study interest is in the number of tourists traveling in South Africa. Time series, a statistical method to forecast, is applied on tourism flows. According to Brockwell and Davis (1996), a time series model for the observed data \( \{X_t\} \) is a specification of the joint distributions of a sequence of random variables \( \{X_i, i = 1, 2, 3, \ldots\} \) of which \( \{X_t\} \) is postulated to be a realization. (This discussion is based on a study completed for an MSc degree at the University of Limpopo, Medunsa Campus, South Africa.)

1. INTRODUCTION

Problem Statement: The time series application on tourism forecasting is fairly new. Forecasts are prepared for various tourism institutions. Complaints are that methods used (qualitative and quantitative) are not specified, and the forecasts are often highly inaccurate. An attempt is made to increase forecasting credibility by employing time series forecast models to assist in providing a scheme that could be adopted for improved forecasting. The main purpose of this study is to identify useful time series models for tourism flows forecasting. The objectives of the study are to identify appropriate time series forecasting methods for the South African tourism industry, and to provide forecasts for a tourism industry through experiential exercise.

Data sources: Statistics South Africa (Stats SA) and the Department of Environmental Affairs and Tourism (DEAT) provided data for ten years from 1996 to 2005. Ideally, data required for this study should be in the universal format that acknowledges the various types of tourists and their reasons for touring. As a result, data analysis is focused on data of a combined format. Tourism data are expected to reflect the categories of business tourist, student tourist, tourist visiting friends and relatives, cultural tourist, and any other tourism type of significance. The two departments (Stats SA and DEAT) with which this study is entrusted with the supply of data could provide monthly data of tourism flows. The data were analysed using Excel together with the additional package of Analyze-it. The study revealed...
some weaknesses in the data collection. The data provided by Stats SA and DEAT did not reflect the

**Methodology:** Different time series methods are presented. These include the filtering and differencing methods that are usually used when analysing data with a trend component, and the seasonal adjustment method that is used for data with a seasonal component. Their appropriateness and inappropriateness in tourism forecasting are also appraised. This forms the basis of comparison of time series models for application in tourism. The objective of using time series analysis is to be able to find the best model that fits the data set well. Further analysis to link theory and application is made and modification and adaptation to theory done where necessary. The study is limited to the discussion and comparison of several time series forecasting models, namely; moving averages, exponential smoothing, and briefly the Box-Jenkins method. The main focus of the study revolved around the moving average (MA) and the autoregressive (AR) models. However, due to the interest in applying these models in tourism, outlining of the tourism industry was made. An example of a forecasting exercise is used to illustrate the appropriateness of the identified time series models in tourism. Furthermore, the study provides recommendations and then proposes an implementation plan. The disciplines covered are statistics (time series) and tourism in brief. The geographical area of the study focus is South Africa.

**Study contributions:** The study provides benefits at both theoretical level and application level. At the theoretical level, the study pioneers new applications and modifications to the time series models; and integrate statistical methods with tourism expert knowledge. On application level, four contributions were anticipated, namely; (1) experiential learning exercise on the application of time series models will benefit from the application; (2) the results of the study would serve as a guide to tourism forecasting and marketing practitioners; (3) the study intends to accomplish a simple, customised time series forecast model that can be revisited for future applications; (3) it also intends to develop and enhance relevant consultant knowledge for the researcher, and (4) it hopes to encourage entrepreneurship spirit and development of skills, and to instill more confidence in time series applications in tourism for the researcher.

2. **TIME SERIES MODELS APPLIED IN TOURISM FORECASTING**

A time series is stationary if the statistical properties (for example, the mean and the variance) of the time series are essentially constant through time.

**Forecasting in tourism using time series:** Forecasting is an essential element in the process of management. Managers need forecasts for future planning to minimize risk of failure and maximize the possibilities of success. Forecasts are made either by guesswork, teamwork or by use of complex models (Witt & Witt, 1992). In this study, time series models are tried out. Ryan and Page (2000), point out that the forecasting of tourist demand appears to be a pre-requisite for successful strategic planning and management at national and regional levels. Tourism is believed to be the highest growing business globally, an important employment agency and a generator of wealth and boost for the economy. Thus, accurate tourism forecasts are important and customized forecasting models are necessary. Since statistics represent facts, and time series models are effective and efficient in using past statistical data for forecasting in many industries, it is proper that these models are applied to South African tourism data after a proper customization.

**Forecasting methods:** Frechtling (1996) point out that a comfort zone in many organizations is to avoid using quantitative approaches to forecast. Quantitative methods organize past numerical information about a phenomenon, and employ mathematical rules to explore underlying patterns and relationships in the data of interest to the forecaster. Two categories of quantitative methods are time series and causal. Time series methods include naïve, single exponential smoothing, double exponential smoothing, single
moving average, classical decomposition, Box-Jenkins and auto regression methods. Causal methods are regression analysis and structural models. Time series methods assume that the variable’s past course are the key to predicting its future (Frechtling, 1996). Patterns in the data over the past history are used to project or extrapolate future values. On the other hand, causal methods attempt to mathematically simulate cause and effect relationship. Time series methods are quantitative techniques that extrapolate the past history of the forecast variable to develop forecasts (Witt & Witt, 1992).

**Seasonality:** Seasonality refers to movements in a time series during a particular period that recur similarly during that period (Harvey, 1989). Reasons for these patterns vary widely, but common ones in tourism include climate and weather (e.g., summer vacations, snow skiing, cruise line departures, popularity of tropical destinations), social customs and holidays (e.g., Christmas/New year holidays, school breaks, travel to visit friends and relatives, fairs and festivals, religious observances, pilgrimages), the calendar effects (e.g., number of days in the month, number of weekends in the month, quarter, season or year) and the business customs (e.g., conventions, trade shows, government assemblies, political campaign tours, sports events) (Wei, 1990).

**Diagnostic checking:** Making poor predictions/forecasts is worse than no predictions because it can make planning to be in vain. Predictions are worthy only when they can provide a picture about the future. Therefore, it is imperative that any model to be used for forecasting is tested or validated for usefulness. The final forecasting model must be subjected to rigorous statistical checking (Song & Witt, 2000) to lead to its statistical acceptability. Such a model should not exhibit autocorrelation, heteroscedasticity, or structural instability. The final model should also have a correctly specified functional form, and the independent variables should be exogenous. Moreover, it should compete with all rival models by encompassing them. If any of these conditions is not met, then the model is misspecified and should not be used for policy evaluation and forecasting. A statistically satisfactory or acceptable forecasting model should possess the following attributes (Bowerman et al., 2005): (1) best corrected $R^2$ value, (2) Durbin-Watson (DW) statistic indicating strictly no first-order autocorrelation of the error term, and (3) the number of statistically significant coefficients at the 5% level relative to the total number of explanatory variables. The most commonly used diagnostic statistics according to Witt and Witt (1992) are testing for autocorrelation, heteroscedasticity, normality, mis-specification, and structural instability.

**Residual analysis in forecasting:** Let $y_i$ be the $i^{th}$ actual observation and $\hat{y}_i$ the corresponding forecast developed. The forecast error (Bowerman et al., 2005: 13) is defined as:

$$\hat{\epsilon}_i = y_i - \hat{y}_i, \quad i = 1, 2, 3, \ldots, n$$

(1)

A negative forecast error implies that an underestimation was made while a positive one implies that there was overestimation. The size of the error provides a guideline about the quality of forecasting. Large errors imply poor predictions while small errors imply more reliable predictions.

The *absolute deviation* requires the forecast errors in terms of “how far the estimate is from the actual observation” (Bowerman et al., 2005: 15). That is:

$$|\hat{\epsilon}_i| = |y_i - \hat{y}_i|, \quad i = 1, 2, 3, \ldots, n$$

(2)

The *mean absolute deviation* (MAD) is the average of forecast errors in the usual sense of the mean. Bowerman et al. (2005: 15) define the MAD as:

$$\text{MAD} = \frac{1}{n} \sum_{i=1}^{n} |\hat{\epsilon}_i|$$

(3)
The squared error is given by:
\[ e_i^2 = (y_i - \hat{y}_i)^2, \quad i = 1, 2, 3, \ldots, n \]  

The **mean squared error** (MSE) (Bowerman et al., 2005) is defined as:
\[ \text{MSE} = \frac{1}{n} \sum_{i=1}^{n} e_i^2 \]  

The **absolute percentage error** (APE) is defined as (Bowerman et al., 2005: 18):
\[ \text{APE} = \frac{|\hat{y}_i - y_i|}{y_i}, \quad i = 1, 2, 3, \ldots, n \]  

The **mean absolute percentage error** (MAPE) is defined as (Bowerman et al., 2005: 18):
\[ \text{MAPE} = \frac{1}{n} \sum_{i=1}^{n} \text{APE} \]  

**Factors to consider in forecasting:** Bowerman *et al.* (2005: 19-20) list important factors that need to be considered when a forecasting method is selected: time frame, data patterns, forecasting cost, desired accuracy, data availability, and convenience.

### 3. DATA ANALYSIS

The first step in analysing time series data is to plot a graph of the series values versus time. This enables identification of the nature of the series, trends and outliers in the data. Analysis determines the appropriate general time series model. The data used for analysis purposes were obtained from Statistics South Africa (Stats SA, 2005). They were collected over a period of five years, January 2001 to December 2005.

**Organisation and presentation of data:** The original raw data is provided on a monthly basis in a form of a table (see Appendix A). The data covers the years 2001 to 2005, and are presented graphically in bar graphs and line charts. Excel spreadsheets were used to perform the initial analysis of the data.

**Seasonality examination of the tourism flows:** Figure 1 is generated from the data in Appendix A. It shows an increase in tourism arrivals on a yearly basis each month. October to January shows more tourism arrivals than the other months, while May to July shows relatively few arrivals. The sharp increase in tourism arrivals is observed in 2005 each month, with the exception of April that shows a slight decline from the previous year.

Figure 1 shows that tourism flows are highest in December. They drop slightly from January onwards, reach the minimum in June, rise gradually July, and reach the climax again in December. Closer observation illustrates that the in January, March, July, August, October November and December; tourism flows are generally on the high. February, April to June, and September reflect low tourism flows.

*Figure 1: Bar chart of Tourism Arrivals for the years 2001-2005*
**Trend examination of the tourism flows:** The long-term trend on tourism arrivals is easily detected from the line graph of Figure 2.

*Figure 2: Line chart of Tourism Arrivals for 2001-2005*

Figure 2 reveals a lucid increase in tourism arrivals. Each year peaks in December, corresponding to time periods 12, 24, 36, 48 and 60 on the graph. The seasonal patterns that were identified in Figure 1 are still visible in this graph. That is, months that were said to be showing high tourism flows are still clearly indicating that. The same applies to those months which showed low tourism flows. The minimum number of arrivals is also seen in June each year while December shows the maximum. Figure 3 depicts line charts for the five years on the same graph.

The number of tourism arrivals has generally been increasing over the five year period, 2001 to 2005. The largest increase in January is from 2004 to 2005. Other prominent increases are between July and December from 2004 to 2005, and between August and December from 2001 to 2002. Between 2002 and 2004, the number of tourism arrivals remained virtually constant. The month of April, in particular, saw the least number of tourism arrivals in South Africa, with no increase at all between 2004 and 2005. Summary tables of the analysed data follow.

*Figure 3: Individual line charts of tourism flows for 2001-2005*
Summary Tables: Some Actual minus Trend values are positive while others are negative, an indication of the possibility of seasonality in the monthly data. The months of May, June and September give many negative Actual–MA values, while April, July, August, October, November and December show some positive Actual–MA values. The negative values indicate the possibility of a decline in the number of tourists visiting the country during those periods, and positive values indicate an increase.

Table 1: Moving averages for seasonal variations

<table>
<thead>
<tr>
<th></th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>Averages</th>
</tr>
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</tbody>
</table>

Negative averages appear for MA’s for January, February, March, May and June. Other months have positive MA’s. The negative seasonal variations indicate tourist declines during those months while positive ones show increases. The random variations are very small, with the largest in magnitude coming from -0.629. This accounts for about 3 percent (0.629/20.51) of the corresponding trend figure (4.74+4.9+5.05+5082), implying that forecasts from this analysis are reliable. This data fit the pattern of trend plus seasonal variation reasonably well. The trend starts from 4.93 in April 2001 to 6.865 in December 2005. There are therefore 56 periods. The average increase is thus (6.865-4.93)/56 = 0.034554. If the conditions will continue to be the same for some months to come, then we can use the trend as given by the above method. To obtain future trends we simply add the rate of increase on the last one predicted, in this case it is 0.034554. For example, the trend for January 2006 is obtained as follows: the trend value for December 2005 is 6.865, and we add the rate of 0.034554 to obtain a new trend value of 6.9002. For February 2006 we simply add 0.034554 to 6.9002 of January to get 6.9354.

Table 2: Ad hoc approach forecast
**Seasonality:** Monthly data are used. Tourism data are seasonal. The data presented show that the months on which tourism activity is high are November, December and January. The months on which tourism activity is low are April, May, and June.

**Determining the Trend**

**Table 3: Statistical measures for comparing models**

<table>
<thead>
<tr>
<th>Type of Measure</th>
<th>$R^2$</th>
<th>$VIF$</th>
<th>$MAPE$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Straight line</td>
<td>0.4625</td>
<td>1.8605</td>
<td>0.7695</td>
</tr>
<tr>
<td>Logarithmic model</td>
<td>0.3647</td>
<td>1.5740</td>
<td>0.2152</td>
</tr>
<tr>
<td>Quadratic model</td>
<td>0.4704</td>
<td>1.8882</td>
<td>0.0537</td>
</tr>
<tr>
<td>Polynomial of 3$^{rd}$ power</td>
<td>0.5273</td>
<td>2.2255</td>
<td>0.0563</td>
</tr>
<tr>
<td>Polynomial of 4$^{th}$ power</td>
<td>0.5475</td>
<td>2.2099</td>
<td>0.7722</td>
</tr>
<tr>
<td>Polynomial of 5$^{th}$ power</td>
<td>0.5488</td>
<td>2.2163</td>
<td>0.1056</td>
</tr>
<tr>
<td>Power function</td>
<td>0.3758</td>
<td>1.6021</td>
<td>0.8709</td>
</tr>
<tr>
<td>Exponential model</td>
<td>0.4602</td>
<td>1.8525</td>
<td>0.0571</td>
</tr>
</tbody>
</table>

$R^2$ is high for the polynomial models of third, fourth and fifth powers. However, high multicollinearity is displayed by large values of $VIF$ for these three models. The power function, fourth power polynomial, straight line, and the logarithmic (in this order) have very high $MAPE$ values. These imply that the power function is about 87.1% faulty, the fourth power polynomial 77.2% faulty, the straight line 77.0% faulty and the logarithmic model 22% faulty. Polynomial models of the third and fifth power are competitive. These models are therefore eliminated. As per $MAPE$, best functional forms are quadratic function, third power polynomial, exponential function and fifth power. The third power polynomial is eliminated next due to having more severe multicollinearity than the quadratic function and having a higher $MAPE$ than the quadratic equation. The fifth power polynomial is worse than the third power. It is the next to be eliminated also because the multicollinearity occurring in the fourth power polynomial also occurs for it. The quadratic function is superior in terms of $R^2$ and $MAPE$ over the exponential model. The $VIF$ for the quadratic model is slightly higher, but their $VIF$ values are nearly the same. Hence, there is no reason to retain the exponential model.

**Forecasts**

\[
\text{Forecast} = \text{trend} + \text{seasonal index for the period} \quad (8)
\]

The analysis showed that the appropriate model has a quadratic trend. The developed trend is:

\[
y_t = 22.386t^2 + 1278t + 490658 \quad (9)
\]

Estimates of the seasonal indices were also made. They are given by:
Table 4: Seasonal indices

<table>
<thead>
<tr>
<th>Month</th>
<th>Seasonal index</th>
<th>Month</th>
<th>Seasonal index</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>-9687</td>
<td>July</td>
<td>32300</td>
</tr>
<tr>
<td>February</td>
<td>-49250</td>
<td>August</td>
<td>50350</td>
</tr>
<tr>
<td>March</td>
<td>-13000</td>
<td>September</td>
<td>15950</td>
</tr>
<tr>
<td>April</td>
<td>3200</td>
<td>October</td>
<td>29600</td>
</tr>
<tr>
<td>May</td>
<td>-33750</td>
<td>November</td>
<td>20050</td>
</tr>
<tr>
<td>June</td>
<td>-53300</td>
<td>December</td>
<td>62900</td>
</tr>
</tbody>
</table>

To obtain forecast for 2006, it is necessary to identify January to December of 2006 in terms of the context of the model developed. The months, stated as appropriate values of the time period \( t \), are \( t = 61, 62, \ldots, 72 \). Using the forecast model \( F \), with the trend \( T \) and seasonal indices in Table 4 the forecasts for 2006 are:

Table 5: Forecasts for 2006

<table>
<thead>
<tr>
<th>Month</th>
<th>Seasonal index</th>
<th></th>
<th>Forecasts</th>
<th>Month</th>
<th>Seasonal index</th>
<th></th>
<th>Forecasts</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>-9687</td>
<td>61</td>
<td>642227.306</td>
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<td>32300</td>
<td>67</td>
<td>709074.754</td>
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<td>February</td>
<td>-49250</td>
<td>62</td>
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<td>August</td>
<td>50350</td>
<td>68</td>
<td>11074264.1</td>
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<td>March</td>
<td>-13000</td>
<td>63</td>
<td>647022.034</td>
<td>August</td>
<td>15950</td>
<td>69</td>
<td>701369.746</td>
</tr>
<tr>
<td>April</td>
<td>3200</td>
<td>64</td>
<td>667343.056</td>
<td>October</td>
<td>29600</td>
<td>70</td>
<td>719409.4</td>
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<tr>
<td>May</td>
<td>-33750</td>
<td>65</td>
<td>634558.85</td>
<td>November</td>
<td>20050</td>
<td>71</td>
<td>714293.826</td>
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<tr>
<td>June</td>
<td>-53300</td>
<td>66</td>
<td>619219.416</td>
<td>December</td>
<td>62900</td>
<td>72</td>
<td>761623.024</td>
</tr>
</tbody>
</table>

5. CONCLUSION, INTERPRETATIONS AND RECOMMENDATIONS

Tourism data are clearly seasonal. Reliable data for forecasting should disregard data collected prior to the new changes where previously missed data were included. The decomposition into a model should exclude the cycle component. A useful model for tourism forecasting in the context of this study should be:

\[
Y_t = T_t + S_t + I_t
\]  
(10)

The comparisons made earlier leads to the form of the trend as quadratic:

\[
\hat{T}_t = a_2 t^2 + a_1 t + a_0
\]  
(11)

Monthly data show seasonality in fluctuations of tourist flows in different months. As a result there are factors \( S_0, S_1, S_2, S_3, S_4, S_5, S_6, S_7, S_8, S_9, S_{10}, S_{11} \) to explain the seasonal influences for the twelve months. The \( S_0 \) factor is the seasonality index of a base month since the start of the tourism season is not necessarily fixed. It is common to equate \( S_0 \) to 0, but it is allowed in this study to be real as may be determined by seasonal fluctuations. Introducing dummy variables to complete the model and present effects in the twelve mutually exclusive months will help include appropriate terms and exclude inappropriate ones in the tourism flow model. The dummy variable is defined by:

\[
D_{ij} = \begin{cases} 
1 & \text{if } i = j \\
0 & \text{if } i \neq j 
\end{cases}
\]
The seasonal pattern will take the form:

\[ S_t = \sum_{j=0}^{11} S_j D_{ij} \]  

(12)

Therefore, combining equations (10), (11) and (12) we obtain an appropriative seasonal model for tourism flows in South Africa given by:

\[ Y_t = a_2 t^2 + a_1 t + a_0 + \sum_{j=0}^{11} S_j D_{ij} + I_t \]  

(13)

**Summing-up:** There are problems identified in recording tourism time series data at ports of entry into South Africa. Consequently, the tourism arrival collected tourism data are incomprehensive. Tourism patterns changed since 1994, tourism data prior to this date are deficient in tourism analysis and forecasting for the new South Africa. Thus, available time series are short because data are limited. It is difficult to develop a short-term forecast model, and more difficult to develop long-term forecasts from available data. There is a suspicion that the consolidation of tourism arrivals data from the different collection systems or approaches distorts patterns of tourism arrivals.

**NB:** Different institutions collect their own tourism data somewhat differently. There were more suspicions that the data were different, especially that some institutions were not confident that their data were correct. Authenticity of those data was doubted, hence only Stats SA data were used.

### 6. RECOMENDATIONS

**Recommendations for the tourism role players**

It is recommended that:

- a statistical sampling system be used for tourism data collection
- all ports of entry be equipped with identical equipments for data collection
- all ports of entry should understand the importance of inclusive data collection
- experts in time series be consulted for tourism data collection.

**Recommendations for future research**

It is recommended that:

- ports of entry undertake research for South Africa to determine best practice tourism data collection methods based on international standards
- a statistical impact analysis be made of tourists entering South Africa in comparison with entry for other reasons.

### 7. BIBLIOGRAPHY


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**APPENDIX A: ORIGINAL TOURISM ARRIVALS**

<table>
<thead>
<tr>
<th>Month</th>
<th>2001</th>
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<th>2003</th>
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<td>554640</td>
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<td>457437</td>
<td>455921</td>
<td>517830</td>
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<td>526890</td>
<td>542560</td>
<td>536389</td>
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</tr>
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<td>573412</td>
<td>552603</td>
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<td>650290</td>
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<td>December</td>
<td>582249</td>
<td>657734</td>
<td>641108</td>
<td>698340</td>
<td>743515</td>
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</table>

Source: Statistics South Africa
Architectural Research in Hospitality Design: The first five theses
Glenn NP Nowak with Bell, Moser, Renteria, Rind, and Sullivan
University of Nevada, Las Vegas/College of Fine Arts/School of Architecture
Las Vegas, United States of America
glenn.nowak@unlv.edu

ABSTRACT

This paper examines the emergence of the world’s first graduate concentration in hospitality design offered by an accredited school of architecture. It presents the processes of partnering with professional architects (credited with designing some of the most iconic works of architecture in the industry), connecting with colleagues across campus (School of Architecture collaborating with the William F. Harrah of Hotel Administration), creating the curriculum, and developing design research topics. The idea of emerging tourism and hospitality trends allows the paper to present the evolution of architectural education and research themes that are becoming simultaneously more concentrated and more comprehensive. At its core, architectural education prepares students to design for the health, safety, and welfare of the public. Yet, nearly all schools’ curricula progress/expand to include complex issues of aesthetics, sustainability, project delivery, and/or other topics deserving of critical inquiry. However, prior to the UNLV School of Architecture Hospitality Design (HD) Concentration, none systematically engaged design research that focused on the hospitality industry. The diversity and complexity of the first HD studio’s architectural theses are testaments to the untapped potentials of design research in hospitality. Following the brief introduction to the creation of the concentration and a short history of architectural education, the paper will share some of the research methods and results of the following design research projects: Psychological Underpinnings of Architectural Spaces: Architectural acoustics in the arrival sequence of successful hotels, Adaptive Reuses of the Mega-Resort, Plectic Architecture: the building of sophisticated space, Architectural Terroir: Marrying culture, pasture, and structure, and New archetypes and emerging social acceptances: architecture’s role in negotiating complex realities. Excerpts from the studio-conducted research will include literature reviews, case studies of architectural precedents, site analysis, and interviews with expert critics, practitioners, operators, and end-users, along with design drawings, conceptual models, and research conclusions.

EMERGENCE OF THE CONCENTRATION

Every school of architecture has emerged to form a pedagogy surrounding the built environment. From the apprenticeships of the antiquities, to the polytechnic pursuits of post-war Europe, and the studio-based approach of l’ecole des beaux arts, schools have had at their center an attention to architectural form and function. At their core, architectural academies educate students to design for the health, safety, and welfare of the public. However, nearly all schools’ curricula progress/expand to include complex issues of aesthetics, sustainability, project delivery, and other topics deserving of critical inquiry. These unique foci are typically rooted in the physicality surrounding the school or embedded within the cultural fabric in which they exist. For this reason we can understand, for instance, why Massachusetts Institute of Technology (MIT) is renowned for its integration of urban design and computer technologies within architectural studies while Auburn University’s Rural Studio excels at melding a southern vernacular with the needs of the very poor. To some extent every school has a pedagogical connection to its context.
The context of Las Vegas has always been a strong presence for the UNLV School of Architecture but more often as a kind of distraction than a part of critical dialogue. “The Strip” simultaneously presented an environment that was detached from several traditional aspects of reality and an environment that held an uncomfortably honest view of the evolving state of architectural futures for the country and economies around the world. All of this would have been difficult for a relatively young UNLV School of Architecture to address while operating along more accepted practices of educating students. Its concerns (without fault) lied with familiarizing Las Vegans about ancient Greek and Roman architecture, with teaching formal analysis and space making, and insisting on a sustainable design approach that respected the ecology of the Mojave Desert. There was little room in the curriculum to open the proverbial can of worms.

Young schools grow up fast. The Hospitality Design (HD) Concentration has been a welcomed addition to the Las Vegas architectural community. For decades, other schools have flirted with “The Strip,” but none are in a better position to invest the kind of constant attention and inquiry necessary to make sense of the constantly changing city. Maturing from its origins in the predominant model of studio-based learning throughout architectural education, the HD Concentration places increased emphasis on the co-requisite seminar. The seminar is a kind of careful precursor to design. It provides the opportunity to define the problem, whereas the studio searches for solutions. The significance might be explained best by recounting a colleague’s request that I not let the school be know as “the casino design school.” To date, the concentration has not designed one casino; not because we were asked not to but because none of the design students have determined that the casino has a significant problem worth fixing or there is an idea worth testing within the context of a casino space. To assign an archetype or specific design project within a studio (for the sake of teaching how that kind of space is designed) underutilizes the studio environment. The studio becomes vocational training ground instead of design research laboratory. What has emerged from the HD Concentration is a paradigm that sees architectural education not as simply engaging form and function but finding facets of our culture that have not fully utilized the potentials of architectural intervention.

Professional Partners

First and foremost, the non-faculty architect practitioners were invited to the table during the initial planning stages of the HD curriculum. Instead of simply inviting them in to an existing pedagogy, all seven architects played an important role in shaping this new concentration in the academy. They recognized the opportunities of the studio and its limitations. For this reason, a seminar was created to expand on topics deserving more attention than what is typically afforded in the design studio. Practitioners agreed that this would be the ideal setting to explore such “real world” impacts on design.

The architect partners of the HD Concentration took turns leading the Friday seminars. Each non-faculty architect led approximately two to three seminars and participated in others. Therefore, students routinely had three or four architects from different (competing) firms each week sharing their unique perspectives on the specialized topic of hospitality design and architecture in its broadest definitions. The mornings would start with overviews and critiques of student work generated in the studio, followed by presentations of how similar challenges might be approached in a professional setting. By mid-morning, as if on cue, questions would be raised, debates fired-up, and very meaningful dialogue between students, faculty, and practitioners filled the room. Finally, before studio would begin, all participants went back to their respective drawings boards knowing
something they had not just hours earlier… faculty learned from students, students learned from architects, architects learned from each other and the totality of the seminar.

Our partners offered invaluable critiques of student design work throughout the semester in the seminar and studio. Ultimately, their comments contributed to the students pushing their work to higher levels of inquiry and ultimately earning recognition for their efforts through awards in international student design competition. In addition to critiquing design projects, the non-faculty architects critiqued research proposals and thesis developments. Students and faculty alike wanted to explore what we felt were some of the most exciting philosophical or theoretical questions, yet we understood that the research’s full potential was in its application. Therefore, the architects were occasionally asked to consider their work in ways they perhaps rarely or never thought. What ensued was a recorded dialogue that saw the group working through complex issues in search of poignant research proposals to be undertaken in the spring semester.

The written exchanges between student and architect were of utmost importance to the HD Seminar. What started as an email to simply keep architects that had to miss class abreast of our progress became a kind of tome that read like a shared private journal of some of the most distinguished architects having an internal dialogue about hospitality design. Students summarized the seminal issues of the class and requested all partners to respond to what they considered the “question of the week.” Written replies ranging from brilliant one-liners to thoughtful paragraphs allowed students to consider single topics from a multitude of angles. One partner invited his entire office to provide feedback… an eye-opening experience. The monograph of The HD Seminars I is currently being prepared for publication.

Hotel College

A major development that came out of the early meetings with the professional partners was their unanimous encouragement to integrate the William F. Harrah College of Hotel Administration with the School of Architecture Hospitality Design Concentration. The academic collaborations that could result would enable students from both areas to work with future clients, consultants, or business partners. Therefore, through a series of meetings with professors, department chairs, and other administrative personnel, including the dean(s), a number of hotel courses were identified as being complementary to the HD Concentration and are among the choices of electives for architecture students wishing to focus in this area. Similarly, select architecture courses have been opened up for hotel students. A graduate of the UNLV Singapore program (and current PhD candidate), Courtney Suess has already enrolled in the graduate architecture studio where she was part of two international design competition award winning teams.

Other synergies emerging from collaborations with the hotel college include partnerships with certain research initiatives, joint sponsorship of a hospitality design lecture series. Additionally, collaborative pursuits are bolstering library special collections relating to the architecture of hotels, casinos, golf courses, convention centers, retail spaces, restaurants, and other hospitality related spaces.

SHAPING RESEARCH TRAJECTORIES

The diversity and complexity of the first HD studio’s architectural theses are testaments to the untapped potentials of design research in hospitality. A look at the evolution of each of the five theses’ objectives points to the applicability and appropriateness of architectural study of issues traditionally thought of as tangential to the realm of architecture. Initially,
each graduate design researcher came into the program with a preconceived notion of architecture studios. Each also carried intentions of investigating a specific project (ex. a fine dining restaurant in the desert) or more broadly, a certain archetype (ex. food and beverage facilities). In years past, studios had a precedent of engaging different typologies and scales deemed appropriate for students to test their ability to integrate ideas from their other architectural courses. However, as a group, we quickly reconceived the role of the studio and its products. Instead of the studio being the place where students’ current architectural knowledge is assembled into an affirmation of what is known, the studio probed the unknown in an effort to reconceptualize integrative potentials of what is being learned in areas surrounding architecture. Instead of a project being developed as an end in itself, the studio design investigations were transformed into means to test theses developed without bias toward the architectural object.

Architectural Terroir

The first explanation of the evolution of a Hospitality Design research project comes from Garrett Sullivan. Sullivan wanted to design a winery. He understood that the archetype held a number of relationships with hospitality: it dealt with the food and beverage industry, it could serve as a tourist destination, its design had a lot to do with customer experience, etc. Some studios might have concluded that the broad overlapping warrants the design of a winery. The HD Concentration asked, “so what?” End of semester critiques of a fictional winery would have only been marginally applicable to other winery designs in the future and even less beneficial to general food and beverage design commissions. Rather than a singular product (a winery), the ensuing project dealt with the development of a process that defines architecture through the lens of specific clients and a repeatable practice of equating architectural language to the clients/customers it serves.

It was noted by one of the architect partners of the HD Concentration that he rarely does design work anymore. His role is more centered on client relations and ensuring that customer needs are clearly communicated to the design staff. What started as the design of a winery ended up being an intensive study on an elusive and contentious concept of terroir and how notions of terroir could be transcribed into the architectural making of a winery. Terroir, when used in the wine world, constitutes the subtle characteristics that distinguish a fifteen dollar bottle of wine from a five hundred dollar bottle. Similarly, a concept of architectural terroir may help architects describe design considerations that may be of exceptional value to the wine developer but difficult to appreciate without a kind of designed dialogue between the two realms.

To achieve this dialogue, Sullivan adapted elements in Roger Bohmrich’s Terroir Wheel: topography, material, methods, history, marketing, and experience (used to explain wine traits) to the same or similar topics describing architectural qualities. The qualitative measuring device was applied not to wines but wineries located throughout the world. The green color represents a responsible score for addressing the issue. If a project responds poorly, then the segment of the wheel will reflect a small amount of red. This study was used to demonstrate the importance of maintaining a high balance within each category in order to achieve terroir. One can begin to see at a glance where each winery focused their attention and also point out the categories that need to be addressed. By trying to fulfill the highest standards of the measure, Sullivan’s work approached a level of architectural terroir on par with some of the most sought after wines. What is more is that the process of translating architectural phenomenon into the nomenclature of any client’s programme will likely yield similarly productive forays into understanding the highly specialized needs of diverse clients, and interestingly, these diverse clients may recognize unique ways in which their business
needs may be met by architects. Sullivan and the HD Studio are continuing work on devices that translate between architecture and such industries as casino gambling/gaming, performing arts, transportation, and education to name a few.

New Archetypes and Emerging Social Acceptances

Yissa Renteria similarly entered the design research semester intending to design a building related to a topic of interest. And while Renteria’s earnest concern for the end users of her proposed facility (the often disenfranchised women in places of prostitution) might have yielded a compassionate (if not cool) brothel, the HD Concentration gibed, to what extent can a building affect change in the world’s oldest industry? Thus, Renteria embarked on a study that analyzed major architectural milestones in the nearly equally controversial industry: gambling. By investigating the key social, political, and economic factors that enabled the gaming industry to grow from rugged back-door card rooms to elegant multi-billion dollar mega-resorts in a relatively short period of time, her application of such findings were designed to point to the benefits of more fully integrating places of prostitution in cultural mainstream (or insulating it with supportive programmatic elements). Either way, Renteria’s work ultimately deals with architecture’s role in navigating these complex realities. By extrapolating social acceptances out, her work illustrates the potentials of “The Strip” and other world destinations recognized as much for their gaming and retail as for their prostitution and adult entertainment.

On different level, new archetypes and emerging social acceptances is about identifying new hospitality markets and the need for design specialization. As societies progress and become more accepting of diverse behaviors, new clients and customers will expect spaces to emerge that accommodate their activities (ex. same sex wedding chapel or medical marijuana shoppes). Therefore, architects can begin to anticipate these changes. Or, as in the case presented by Renteria, architects can help to affect change by working collaboratively with colleagues outside of the architectural profession: entrepreneurs, special interest groups, politicians, etc. One of the HD partners described the invaluable influence projects like these could have on facility programming, zoning, urban planning, and even world markets.

Adaptive Reuse

The third project presented was led by Josh Moser. Moser wanted to do an adaptive reuse design project. By potentially investigating a vacant property for the purpose of proposing a retrofit for a hospitality function, he would have at least been exposed to the basic physical issues surrounding the re-design of existing building stock. However, by zooming out, we recognized more of the non-physical determinants of the built environment. For instance, adaptive reuse is almost always an opportune response to economic conditions among other things. With Las Vegas (among many other big cities) in a recession, adding more hospitality programming in a place where supply exceeds demand would have been designing without regard to context. Instead, Moser explored a timely twist on adaptive reuse. Many older structures (banks, churches, warehouses, apartment buildings, etc.) have been adapted into hospitality facilities (restaurants, clubs, hotels, etc.) but there are few precedents for hospitality venues becoming something else. Moser has now examined three such potentials...moreover, beyond the designed resultants he investigated the developmental causes.

Three projects that each engage a hospitality facility with an educational programme (through architectural addition, adaptive reuse, or another variation of programme
augmentation) were examined in a way to qualify the variables that are present in each unique project that contribute to rationale behind most design decisions. By focusing on projects’ driving factors: societal, environmental, economic, and innovative solutions; the analytical process developed throughout his study can provide hierarchical snapshots of architectural design determinants. By taking the time to paint a “high-level” picture of the variables and their apparent hierarchy for a project, a valuable discussion is opened up between architect, client, contractor, consultants, lending constituents, etc. and a visual cue can summarize what the details of contractual obligations communicate.

Though the relative differences between design considerations cannot be quantified, the process depicted throughout this investigation illustrates that an effort to make visible for everyone what is typically held in the mind of a few key project team members, qualifies entire teams to have a critical sense of design impacts. This process may be just as applicable to new construction as it is to adaptation, rehabilitation, or preservation.

Plectic Architecture

Fourth, is a project by Sara Rind. The challenge for her was not in identifying a potentially valuable idea in the hospitality industry but in figuring out where and how to test it, architecturally. By taking the nearly ubiquitous information gathering seen in shopper’s cards, player’s clubs, or other customer tracking devices, Rind’s work asked how such bits could go beyond email marketing or point of sale promotion to actually trigger real-time responses to user behavior by buildings themselves.

Rind’s work integrates a concept developed by Nobel Laureate in physics, Gell-Mann, into the realm of architecture. Plectics is described as “a broad transdisciplinary subject covering aspects of simplicity and complexity as well as the properties of complex adaptive systems.” By critiquing existing Las Vegas hooks at the urban, vehicular, and pedestrian scales, her work enables the architect and non-architect to recognize the significant efforts in developing interactive spaces and the substantial shortcomings of systems that are not sophisticatedly integrated into the spaces in which they perform. A prime example is presented from Rind’s work analyzing the successful Forum Shops at Caesars Palace. Interior fountain and laser light shows routinely draw hundreds of spectators every hour, but they simultaneously drag prospective buyers out of stores. A substantial redesign of the shopping mall with attention to the architectural interface between personal space and cyber-space illustrates how plectic architecture may capitalize on a wealth of information already available to most architects’ clients.

Architectural Acoustics

Finally, Mark Bell had one of the most ambitious goals, which was to design a space such that it was articulated in a way so as to cause the occupant to recognize the extent to which architecture has command over all human senses when it conceived with painstaking coordination being visual, auditory, olfactory, tactile, and taste inputs. In a single semester, this seemed to overreach the feasible. Bell then decided to focus on just one sense to test his hypothesis. Through careful ambient sound recordings, two surprising things emerged: first, many guests at the research presentation could correctly identify the resort with only the sounds provided; second, several architects admitted that the resultant soundscapes were mostly happenstance afforded by the predominant visual components of the spaces.

Essentially, this study brought into focus, the non-visual components of architecture that still contribute to a property’s identity and people’s perceptions of that identity. Through comparative analysis of acoustics from multiple venues, trends were identified in hotels’
architectural and acoustical design strategies. Best practices are highlighted through reconnecting characteristics from spectromorphology graphs to the spatial conditions of hotel lobbies. Conclusions drawn from the design research not only educate non-architects about the sophisticated interrelatedness of structural and sound systems, they suggest to architects that the architectural acoustics alone may be a valuable portfolio component (in and of itself) of interest to any high-end client and the field of architectural acoustics research has potential for increased expertise in the hospitality industry.

CONCLUSIONS

This paper announced the founding of a graduate concentration in hospitality design (to the author’s knowledge, the first in the world) at the UNLV School of Architecture. It has given brief overviews of the five inaugural design research projects. The presentation implicitly invites students, faculty, and professionals in the hospitality and/or design disciplines to participate in future collaborative inquiries concentrated on issues related to the built environments of emerging tourism and hospitality trends.
Management Perceptions and Customer Expectations in the Pet Luxury Kennel Market

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Abstract

Pet ownership is increasing in the United States. As Americans continue to increase their pet spending on expenditures, a recent industry that has emerged is the luxury pet kennel market, a kennel with enhanced product attributes, amenities, and services. This qualitative study addresses the unique phenomenon of management’s perceptions and customer’s expectations of the luxury pet kennel market. First, a detailed literature review provided the researcher with a guideline in explaining the pet human relationship. A qualitative study used semi-structure interviews of managers of luxury pet kennel markets and customers who use the facilities. The results identify a variety of key insights and themes of similarities and differences between the two groups. Finally, a model is presented that describes the luxury pet kennel experience and states gaps between manager perceptions and customer expectations.

*Key words:* manager perceptions, customer expectations, dog kennel, pet owners
Management Perceptions and Customer Expectations in the Pet Luxury Kennel Market

In the United States, 62% of households, about 71.4 million, own a pet according to the American Pet Products Manufactures Association (APPMA, 2010). This year alone, Americans are expected to spend about $47.7 billion on their pets in expenditures of food, supplies, pet care, and pet services, which is about a 100% increase in pet spending in the last decade (APPMA, 2010). The product category of new pet products and services has exploded in recent years, and marketers have now identified the pet owner as a unique and key demographic. Some of these new products and services include “pet insurance, day care, and pet-friendly hotels.” (Schwarz, Troyer, & Walker, 2007, p. 1) Moreover, an airline has recently started that only allows pets as passengers to travel between nine domestic cities and is expected to increase its service to over 25 cities in the next year (Bachman, 2010.)

Financial implications aside, pets are an important part of consumer’s lives. Many authors and researchers have noted that pet ownership improves one’s physical and mental health. Kidd and Kidd (1980) show that “pet owners have higher self-esteem, more self-confidence, and a more optimistic outlook on life” (el-Alayli, Lystad, Webb, Hollingsworth, & Corilli, 2006, p. 133). In addition to life success qualities, pet ownership also has health benefits for humans. Allen, Blascovich, and Menders (2002) conclude that “pet owners have lower heart rates and blood pressure levels than non-owners, especially during times when their pets are present” (el-Alayli, Lystad, Webb, Hollingsworth, & Ciolli, 2006, p. 133). Another study explained that dog owners are generally physically more active than non-dog owners (Duncan, 1997). Additional studies showcasing that pets can improve health come from a variety of benefits: increased cardiovascular benefit (Patronek & Glickman, 1993); lower health problems
Manager Perceptions and Customer Expectations

(Serpell, 1991); a format of therapy (Barker, 1999) and for sexual abuse survivors (Barker, Barker, Dawson, & Knisely, 1997).

The growth in pet ownership and products and services for this market has resulted in a continued interest in this product category. “The increased amount of time, energy, effort, and money that people spend in providing for their dogs results in significant lifestyle changes for dog owners” (Dotson & Hyatt, 2008, p. 458). Perhaps one of the biggest lifestyle changes for pet owners is accommodation, especially when pet owners travel. Three-quarters of traveling pet owners said they would take their pet on vacation if they could (Miller, 2009).

Americans are now traveling more than ever for both business and personal travel (Walker, 2008.) Numerous hotel and resorts are now offering pet-friendly accommodations for pet owners that include distinct pet offerings as a competitive advantage. Kimpton Hotels claims it is “the first full-service hotel company to welcome pets” and offers pet packages that include gourmet canine cuisine, travel tags, doggie massage, and pet sitting services (Kimpton, 2010). The chain also has a “Guppy Love” program in which the hotel will loan out a goldfish to keep its guests company if they are missing their pet from home. According to Smith Travel Research, the percentage of hotels that allow pets varies: forty-five percent of upscale hotels and independent hotels allow pets (Miller, 2009). While numerous hotels and resorts utilize pet offerings as a unique competitive advantage, many hotels do not. The reasons why they do not include some dog accommodations are plentiful and include guest complaints, hygienic reasons, and potential lawsuits. Additionally, many consumers can not travel with their pets due to a variety of factors like business travel.

As a result, a question arises of pet owners in the selection of accommodations for a pet while they are traveling. Because of the high-degree and unique relationship between a pet
owner and the pet, a recent trend in the kennel industry has been that of a luxury pet kennel. The traditional kennel concept is now grown up and has transformed into a resort for pets. These “resorts” are now offering unique amenities for pets including private suites, bedding, television in suites, enhanced play areas with swimming pools, and room service. The Wall Street Journal recently noticed this marketing opportunity and reported on a new $4.4 million pet hotel opening in Fort Worth, Texas; such a space includes “custom upholstered beds, satin blankets, 18-inch flat-screen TVs” for $65 or more per night (Campoy, 2010). From a service perspective, enhanced monitoring systems and a report card highlighting activities and a pet’s progress during the stay are given to the owner. Uniquely, these pet kennels stays can cost more than the pet owner’s actual accommodations.

The relationship between humans and pets is a unique relationship and has been studied extensively; however, implications for the tourism industry have not been identified. The emergence of a unique product offering of the luxury pet kennel has called for a revisit of this relationship to provide insight into this relationship for academia, researchers, practitioners, and marketers.

Despite the recent trend of travelers traveling with their pets and spending increased money on products and services, little is known about the relationship between humans and pet from a travel perspective. Additionally, research in this emerging service provider of the luxury pet kennel market is scarce; little is known about the managers operating such facilities and the consumers that utilize them for their pets. A proposed study, such as this one, will remedy the deficiencies in literature and provide a unique contribution to this emerging industry.

The purpose of this exploratory study is to analyze the relationship between management perceptions and customer expectations in the luxury pet hotel market. There are essentially three
central questions that will be identified in this study. First, what are the customer’s expectations of a luxury pet kennel? Second, what are management’s perceptions of the service they provide consumers? Third, what are the positive and negative similarities and differences between the two groups?

First, an extensive literature review was created in an attempt to explain the pet-human relationship from a holistic and a consumer viewpoint. Next, the qualitative study methods that were determined best to answer the research question are presented. Key findings are shared from the perspectives of both managers and customers. Finally, a luxury pet kennel experience model is presented that provides insight to various gaps between managers and consumers, while providing suggestions for managers. Finally, limitations and a call for future research are shared.

**Literature Review**

The luxury pet kennel market is a unique phenomenon, and an understanding of the theoretical background and past studies provides insight to the pet-human relationship. The stream of literature in explaining the human pet relationship often derives itself from psychological, sociological, veterinarian science, and behavior theoretical foundations.

The dog is one of the oldest domestic animals and has lived with humans for 10,000 years (Messent & Serpel, 1991). Since ancient times, artifacts and paintings show us that people from all levels of society have kept dogs as pets and members of their family (Dotsom & Hyatt, 2008). Generally bred for hunting and farming purposes, dogs were primarily used as a working and security product. Native peoples in Europe were found to be with pet keeping (Hirschman, 1994). What has changed in the past several decades, though, is a new and enhanced relationship that is based more on love and companionship. This new relationship has its roots in Victorian England; first, the Victorian presence for “emotion over intellectualism” emerged, and second,
an interest in Dawin’s evolutions theories suggesting that humans had emerged from the animal family (Ferguson, 2004).

Whereas numerous societies have utilized dogs primarily as working dogs for agriculture, hunting, and safety, many present-day societies keep a variety of companion animals. The “Australian Aborigines keep tame wallabies, possums, dingoes, bandicoots, and cassowaries; the Inuit of the Artic regions maintain pet bear clubs, foxes, porcupines, birds, wolves, and baby seals; and South American natives keep parrots, rodents, sloths, and monkeys” (Savishinsky, 1986). While the notion of keeping animals for strictly companion purposes is not new in American society, an explosion of popularity of pets has emerged in recent years as evident by a plethora of new products and services on the market catering to pet owners.

Many researchers have utilized the attachment theory to explain the relationship between humans and dogs. The attachment theory has its beginnings with Bowlby (1969) who suggested that an intimate and critical relationship exists between a mother and infant. Bowlby states that the bonding with a caregiver is essential for social and emotional development to occur (1969). This attachment bond is essential in serving as a biological need and security presence (Sable, 1995) as the infant requires its mother to provide nourishment, safety, and security. As an infant grows up, the attachment theory still plays a continued role in relationships with others; an adult is still motivated by attachment in relationships to other human beings, often drawing to close human relationships in times of fear and insecurity. When human beings are not present, many adults turn to their pets to provide an emotional bond of attachment that promotes a sense of well-being and security (Sable, 1995):

In terms of Weiss’s (1974) social provisions of relationships pets can provide opportunities for attachment and the nurturance of others and more broadly offer extended social networks and social interaction. Pets can uniquely fill a combination of emotional needs, sometimes substituting for an absence of human attachment and at other
times expanding the range of relationships and social contacts that add to the pleasures of life and give a feeling of comfort and companionship in times of difficulty (p. 336).

Ainsworth (1989) suggests that family pets have the “potential provide an emotional bond of attachment that promotes a sense of well-being and security (Sable, 1995).

Additionally, the attachment theory can also be used to explain the relationship between human and specifically, dogs. Kurdek (2008) utilized four criteria set forth by Hazan and Zeigman (1999) to explain the attachment theory of bonds. Hazan and Zeigman’s four criteria include physical contact (e.g. members of the pairs engaging in physical intimacy); reactions to separation and loss (e.g. bonded pairs should find it upsetting if one member of the relationship leaves); selection criteria (e.g. choosing a partner in a relationship should be familiar); and physical and psychological and physical health effects (e.g. positive health benefits should arise between the attached theory). Kurdek used the four criteria in explaining attachment theory as it relates to pets. Kurdek utilized a quantitative study to ask over 600 undergraduate students to measure the features of an attachment figure. Kurdek concluded that “the notion that persons strongly attached to their pet dogs can be characterized in terms of individual differences variables relevant to both them and their pet dogs” (2008, p. 263).

A person’s attachment towards another can have various properties. In the context of a relationship, another theory emerges that explains perceptions in a relationship. Hinde (1995) states that “a person’s self-concept influences how one behaves and perceives a relationship, as influenced by the interactions that occur in that relationship” (Mosteller, 2008, p. 512). In a qualitative study of interviews of consumers caring for multiple animals, Mosteller (2008) created a model that of facts that influence the human-pet relationship. Figure 1 showcases Mosteller’s model and suggests there are five main factors that influence the human-pet
relationship: emotional attachment, housing/space, pet experience, pet traits, and childhood socialization.

Figure 1

*Factors that influence the human-pet relationship*

Many researchers have also attempted to explain the human and pet relationship by suggesting that humans see their pets as extensions of themselves or of their own personalities. One of the first researchers to explore the self-extension theory was Feldmann (1979) who observed that “pets can be extensions of how pet owners see themselves, or would like to be seen” (p. 18). For example, if one perceives a certain breed having specific traits (e.g. loyal), then one
may select that breed as a companion to strongly affirm that the human has those traits (Mosteller, 2008).

Consumer behavior literature also includes several studies that attempt to explain the relationship between humans and pets. Belk was one of the first scholars to bring the notion of domesticated dogs as implications for consumer behavior potentials by suggesting that animals may serve as an extension of self (1988). This theory of possessions and the extended self suggests that consumer’s possessions can be a contributor of one’s identity and self. For example, Belk states that “a souvenir may make tangible some otherwise intangible travel experience” (p. 148). The souvenir then becomes a reflection of one’s travel experience, and the individual often correlations this possession relating to one’s identity and self. This theory is consistent with Tesfom and Birch’s consumer research theories that consumers are often looking for products that relate to themselves and reinforce their identities (Tesfom & Birch, 2010). Belk basis his theory in a variety of background literature including the fact that people often place humanistic characteristics into their pets (Foote, 1956) and pets are often thought of as family members (Cain, 1985; Friedmann and Thomas, 1985).


Building on Belk’s work, Hirschman (1994) attempted to understand the various roles that animals provide in consumer’s lives. Instead of focusing on pets as merely possessions from a consumer perspective, Hirschman suggested that pets can serve as “friends and family members” and suggests the idea that “the human effort to give their pets human identities and
incorporate them into their lives” (Tesform & Brich, 2010). Hirschman suggests that animals serve various functions and roles in the consumers’ environment: animals as ornaments (e.g. exotic birds); animals as statue symbols (e.g. unusual dog breeds like King Charles spaniels); animals as avocation (e.g. breeding); animals as equipment (e.g. hunting dogs); and animals as people (e.g. companionship). The researcher utilized in-depth interview to expand Belk’s definition of animals as an extension of self, stating that animals are “perceived and treated as a subject, as a personality in its own right” (p. 619) and that animals serve as an extension of one’s self. Two additional themes emerged in Hirschman’s interviews: first, pets reside in mediation between nature and culture” and second, “consumers socialize their pets to a companion preference” (p. 619).

Hirschman, in the same study, found that approximately 80 percent of pet owners described their pets as family members (1994). This is consistent with Cain (1985) and Friedmann and Thomas (1985) findings that people view their pets as family members. Tesform and Birch (2010) utilized a survey of 1300 dog owners to ask if there is a significant relationship between whether dog owners buy products and services for their dogs the way they buy for themselves. The authors used food and medical services as constructs and concluded that often times, dog owners are more “serious about buying health dog food than about buying healthy food for themselves” (Tesform and Birch, 2010, p. 910). The authors also found that both dog owners and dogs visit health services about twice a year (2010, p. 910). This is limiting, however, in that only food and medical services for pets were analyzed, yet substantial in that pet owners often make consumption decisions that are better for their pets than themselves.

Belk (1996) continued his research of the pet human relationship in a later study and completed interviews with 13 pet owners and 27 other people as well as attending various events
with pets: a dog obedience show, a horse show, a horse auction, and “two special events in which people brought their pets to have them photographed with Santa Claus” (p. 123). Various quotations and observations from the author provide insight to a variety of key observations of the pet human relationship. First, Belk, noted that for the highly involved pet owners that he interviewed and observed, “having a pet…changed their lives” (1996, p. 139). Second, Belk stated that “pets are possessions producing a playful pleasure” and that “pets are clearly objects of affection as well as sources of gratification” (p. 139). Perhaps most insightful for marketers, Belk concluded “…if pets act as part of our extended self, they represented a divided self that is both civilized and tame, well-behaved and animalistic, controlled and chaotic” (p. 140).

Aylesworth, Chapman, & Dobscha expanded upon Belk’s theory and contributed a study for animal lifecycle and consumer behavior (1999). They suggested that there is an animal companion lifecycle and consumer behavior framework related to pets and pet owners, and that all pet owners go through a three stage lifecycle including stages of “acquisition, consumption, and disposition” (Aylesworth, Chapman, & Dobscha, 1999, p. 386). Figure 2 states an animal companion lifecycle by Aylesworth, Chapman, & Dobscha.
Figure 2

*Animal Companion Lifecycle and Consumer Behavior Framework*

<table>
<thead>
<tr>
<th>Acquisition</th>
<th>Consumption</th>
<th>Disposition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adoption Decision</td>
<td>Relationship</td>
<td>Human Voluntary</td>
</tr>
<tr>
<td>Species Decision</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Breed Decision</td>
<td>Maintenance</td>
<td>Animal Voluntary</td>
</tr>
<tr>
<td>Seller Decision</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Choice of Animal</td>
<td>Medical</td>
<td>Involuntary</td>
</tr>
<tr>
<td>Purchase Process</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Degree of Anthropomorphism
- Attitude Toward Pet Companionship
- Past Experiences
- Key Demographic Differences

Veterinarian Visits
- Pet Insurance
- Toys/Treats
- Supplies
- High/Low end Purchases
- Lavishness


Their study, however, was limited to primarily food consumption choices for pets and was built upon the “traditional view of the consumption process as applied to pet ownership” (Tesfom and Birch, 2010, p. 900). Another important theory of consumer behavior and pets comes from d’Astous & Deschenes (2005) who state that “dog owners imagine that their dogs possess a desired product, or construct images and scenarios involving their dogs consuming products or living certain experiences” (p. 899). Based on this theory, consumers often visualize a dog playing with a new toy before purchasing the new toy. Additionally, when choosing pet
accommodations, consumers often visualize their pet in specific accommodations before consumer selection of accommodations.

Most of the studies address the human and pet relationship have been qualitative in nature and have described the importance of the dog-human relationship. One of the first quantitative projects to examine this unique relationship comes from Dotson and Hyatt (2007). The authors used a sample of 749 dog owners who filled out a questionnaire in a mall-intercept setting, a veterinarian waiting-room setting, and a dog Internet-discussion-group setting. The survey measured various aspects of the dog-human relationship experience, attitudes toward ownership, and demographics of dog owners. They identified seven underlying dimensions that comprise the construct of dog companionship; these dimensions include “symbiotic relationship, dog-oriented self-concept, anthropomorphism, activity/youth, boundaries, specialty purchases, and willingness to adapt” in explaining predictions of dog ownership (p. 457.)

With a background in theory in explaining the human and pet relationship, the methodology can be proposed that answers the question: what are the management perceptions and customer expectations in the luxury pet kennel market

**METHODOLOGY**

Because of the explorative nature of this study, qualitative procedures were utilized to understand management’s perceptions and customer expectations in the luxury pet kennel market. In hospitality and tourism research, qualitative research is best utilized in exploratory research (Walsh, 2003) as well as in research that is based on a positivist, or a social phenomenon of human events (Bruanman, 1984; Creswell, 2009). Results from this study will be obtained directly by the researcher from the key informants of managers and customers in the natural setting of the industry. This is unique and beneficial in that the findings will be derived
from real-world settings where the “phenomenon of interest unfold naturally” (Patton, 2001, p. 39).

To improve validity and reliability in the study, a triangulation approach of collection and analysis was utilized (Campbell & Fisk, 1959; Golafshani, 2003). Triangulation is often used in social sciences by utilizing several methods of research to enhance the validity of the project. For the purposes of this project, semi-structured interviews with key personnel (e.g. managers and customers), unstructured observations as an observer (e.g. multiple site visits), and unstructured field notes (e.g. notes pertaining to the interviews) were utilized to increase reliability and validity for the project. Additionally, the researcher had his personal pet stay at a luxury pet kennel to obtain first-hand knowledge about the experience from a consumer perspective. Integrating a variety of methods will improve the accuracy of the researcher’s judgments and results (Jick, 1979). Additionally, an audit trail was utilized; this method was selected following Crewswell and Miller’s (2000) suggestion of two dimensional frameworks.

Before the semi-structure interviews were completed, interview questions were created for both the managers and customers. The questions were based off the literature review and from this study to obtain appropriate questions for this study. Several questions were asked to answer the research question:

Research Question: What are management perceptions and customer expectations in the pet luxury kennel market?

For example, questions asked from managers include:

- Question #1: Why do customers choose your pet kennel?
- Question #2: What services do you provide that ensure a dog is treated like they are from a person’s family (Hirschman, 1994)
Additionally, demographic and psychographic questions were asked to understand the complete picture of the managers and customers.

Questions asked to customers were also based from the literature review and this study. For example, questions asked to customers include:

Question #1: Do you consider your pet a family member (Hirschman, 1994)

Question #2: Why do you bring your pet to a luxury pet kennel versus a regular kennel?

The interviews were designed in a semi-structured format for both managers and customers to integrate a two-way communication method of framework (Rubin and Rubin, 2005; Creswell, 2009). This was to promote an open-ended environment in which participants could address the questions with an open framework and the researcher could create and add questions to the interview as needed.

There are currently fifteen pet luxury kennel markets in central Florida per an initial internet search. A phone call and an email were sent to the managers of all fifteen pet luxury kennels discussing the parameters of the research project. Six managers responded, and an initial meeting was scheduled at the actual location for an introductory meeting and facility tour. A formal letter explaining the research project was given to each manager. Additionally, it was stated that an executive summary of this project would be provided to each participant after the initial research process. After the first visit, a follow-up interview meeting was set up with the manager at a mutual convenient time. A descriptive detail about each of the locations is included in Figure 2. The interviews were completed in a semi-structured format, and the interviews were digitally recorded accompanied by note taking. The average time to conduct the interview was 23 minutes and ranged from 17 to 45 minutes; the interviews were completed over the course of
two weeks. Within twenty-four hours, transcripts were created from the digital tapes. To ensure reliability, the transcripts were double-checked twice to confirm accuracy.

Table 1

*Descriptive details about each participant location*

<table>
<thead>
<tr>
<th>Participant</th>
<th>Sex</th>
<th>Ownership &amp; Length</th>
<th>Details</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Female</td>
<td>Private, 1.5 years</td>
<td>Day care, boarding</td>
<td>Near airport</td>
</tr>
<tr>
<td>2</td>
<td>Female</td>
<td>Private, 5 years</td>
<td>Day care, boarding</td>
<td>3 locations</td>
</tr>
<tr>
<td>3</td>
<td>Male</td>
<td>Private, 3 years</td>
<td>Boarding</td>
<td>Urban location</td>
</tr>
<tr>
<td>4</td>
<td>Male</td>
<td>Franchise, 6 years</td>
<td>Day care, boarding</td>
<td>Rural location</td>
</tr>
<tr>
<td>5</td>
<td>Male</td>
<td>Private, 12 years</td>
<td>Boarding</td>
<td>Suburban location</td>
</tr>
<tr>
<td>6</td>
<td>Female</td>
<td>Private, 7 years</td>
<td>Dare care, boarding</td>
<td>Tourist area</td>
</tr>
</tbody>
</table>

Inviting customers to participate in a semi-structured telephone interview required a different approach. An invitation posting was placed in the discussion group of several meet up organizations on the website www.meetup.com; this website is designed primarily for individuals with similar activities, interests, and hobbies. Specifically, the posting was placed four discussion groups: central Florida big dog meetup group, Orlando small dogs & puppy meetup group, east Orlando pet events, and university of Doglando group. Ten dog owners were responded, and eight were selected to participate in a semi-structured telephone interview. Four participants were female, and four participants were male. One participant had utilized a luxury pet kennel over twenty days in one year. The average length of time of the interview was 17 minutes although the interviews ranged from 12 to 42 minutes. Within twenty-four hours,
transcripts were created based off the tapes. To ensure reliability, the transcripts were double-checked twice to confirm accuracy. Table 2 states the various profiles of customers of luxury pet kennels; these factors based were off the profiles from the quantitative study by Mosteller (2008).

Table 2

<table>
<thead>
<tr>
<th>Participant</th>
<th>Gender</th>
<th>Age</th>
<th>Marital Status</th>
<th>Profession</th>
<th>Pets</th>
<th>Number of Days Kennel in last 365 days</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>F</td>
<td>41</td>
<td>Single</td>
<td>Accounting</td>
<td>2 Dogs</td>
<td>2</td>
</tr>
<tr>
<td>2</td>
<td>M</td>
<td>29</td>
<td>Partnered</td>
<td>Sales</td>
<td>1 Dog</td>
<td>22</td>
</tr>
<tr>
<td>3</td>
<td>F</td>
<td>35</td>
<td>Married</td>
<td>Secretary</td>
<td>2 Dogs, 1 Horse</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>M</td>
<td>76</td>
<td>Married</td>
<td>Retired</td>
<td>3 Dogs</td>
<td>7</td>
</tr>
<tr>
<td>5</td>
<td>M</td>
<td>33</td>
<td>Married</td>
<td>Programmer</td>
<td>1 Dog</td>
<td>10</td>
</tr>
<tr>
<td>6</td>
<td>F</td>
<td>27</td>
<td>Single</td>
<td>Coordinator</td>
<td>1 Day</td>
<td>5</td>
</tr>
<tr>
<td>7</td>
<td>M</td>
<td>32</td>
<td>Single</td>
<td>Advertising</td>
<td>1 Dog</td>
<td>3</td>
</tr>
<tr>
<td>8</td>
<td>F</td>
<td>41</td>
<td>Married</td>
<td>Teacher</td>
<td>2 Dogs, 1 Cat</td>
<td>10</td>
</tr>
</tbody>
</table>

The preparation of data used a six step process for data processing as describe by Creswell (2010). First, the data was organized and prepared by transcribing the interviews. Second, all of the data and interviews were read “to obtain a general sense of the information and to reflect on its overall meaning” (Creswell, 2010, p. 185). Next, a detailed analysis started with coding. Coding is the process or organizing the materials into segments of texts (Rossman &
Rallis, 1998). A description was then created and then represented in the narrative. Finally, themes were created in the format of interpretation. Walsh (2003) confirms coding can be effective in presenting “a logical chain of evidence” (p. 71).

Although the semi-structure interviews were primarily used as the main method of obtaining information, field notes and observations were also utilized to increase validity. These were used in a separate context away from the interviews. According to Eisenhardt (1989), field notes are a running commentary to oneself. Field notes were kept during the interview process with regards to Eisenhardt’s recommendations of taking notes on impressions, hunches about relationships, and unique commentary. Field notes from the interviews were kept on a separate booklet, per Burgelman’s recommendation (1983).

A total of fourteen site visits were also completed as unstructured observations. The purpose of these site visits were build rapport with the managers of the businesses and to gather information about the sites including operation layout, site visit factors like parking, lobby, lodging, amenities, and marketing materials. The site visits lasted on average 27 minutes and ranged from 5 – 63 minutes.

Finally, the researcher participated as a consumer by employing his personal pet in a multi-day overnight visit to a luxury pet-kennel. A reservation was made online via the kennel’s website. Within 24 hours, the reservation was confirmed via email with a reminder that various documentation that was required. Documentation that was required included a copy of the dog’s most recent medical report, demographic information, pet owner information, proof of the dog’s vaccination records, and a photograph of the pet. A local veterinarian faxed over appropriate documentation. Within 24 hours of the stay, a phone call was made as a reminder of the upcoming appointment, and a confirmation email was received stating that all required
documentation had been received. An air-conditioned suite was selected that was 3 ½’ x 7 ½’ and included a raised bed, finished floors, fresh linens daily, and maid service for $31 dollars a night. An extra $6 per day gave the dog 4-5 hours of “group play” and a $3 gave him a frozen yogurt strawberry treat. Additionally, the dog received three structured walks, access to community televisions, and plenty of “pats” from the staff.

The day of arrival, the staff warmly greeted the researcher and his dog. After a ten minute tour of the facility that showcased the suites and the play area, a brief evaluation of the dog was completed. Items from the dog’s home including food and a couple of toys were allowed in his space. During the time away, daily phone calls and emails were sent to inquire on the dog’s status. During one phone call, the dog was brought to the phone. At the check-out process in the lobby, the research was given a report card and received comments in six categories, including “plays well with others.” The dog had just received a bath and had a colorful “bandana” was tied around his neck.

**FINDINGS**

The industry of the luxury pet kennel market is a unique and emerging industry, and each of the respondents focused on various aspects of the experience based on their own experiences. The results of this study are stated based on the overall research objectives stated at the beginning of the project. The essential research question is: what are management perceptions and customer expectations in the luxury pet kennel segment. Once these can be identified, themes can be compared and contrasted between the two segments of managers and customers.

**Manager Perceptions**

From the interviews with managers, there were several definitions of what constitutes a luxury pet kennel verses a traditional kennel. Four of the respondents stated the unique amenities
like televisions in the rooms, pet play areas, and even the spaces where animals sleep
differentiate themselves from a traditional kennel. Noted one participant,

I think the biggest difference is that we are a complete resort for dogs and cats. We have
a complete resort for dogs and cats that I think is really attractive for a lot of customers
and owners. They walk in, and they immediate see a guest room for a dog, one that has a
bed with a blanket, clean water and food bowls, and a television in the corner hanging
from the ceiling with a show from The Animal Planet playing. They also see a little treat
on the bed. We try to think of ourselves as an actual hotel, except the guest is the dog or
cat.

Two managers stated the difference is in the customer service that is provided by its employees
who work at the facilities. Stated one manager,

You know when you go out to eat, and you can tell it’s someone’s first day working? Well, we try to do it differently. I used to bring my dog to a kennel, and the employees
working there were not nice. I made this a requirement when I got into this business, that
everyone I hired had to be nice.

We do background checks on everyone who comes in. Experience in other industries like
hotels is good…you know they have had interaction with customers.

Although training and hiring are essential to the requirements of an employee who works in a
luxury pet kennel, three respondents stated that it was the interest of pets and passion for pets
that are key requirements for hiring of employees. “You have to love animals in order to work
here” said one manager. Another respondent stated, “You are required to go above the extra mile
with the pets. That includes lots of petting and rubbing bellies [of dogs].” All respondents noted
that most of their employees had a pet themselves. One manager stated that she allows her
employees to bring their pets to work. “One employee has brought her dog since she was a little
puppy; she has grown up here.”

In addition to the perceived differences between luxury pet kennels and traditional
kennels, numerous managers had strong feelings and attitudes towards why customers decided to
bring their pet to a luxury pet kennel. One owner stated,
I think the biggest reason is that they know we are going to take care of the dog. We take care of the dog from the minute they walk in to the minute they leave. We treat them like they are family. After all, they are usually here for a few days. Dogs offer unconditional love, and we give it back to them. Give them food, water, and a place to sleep, and they are generally happy.

People bring their dog here because we are closest to the airport. I think for the majority of our customers, it is because we are so close to the airport, and we’re really close to a parking lot. Customers bring their dog here, drop them off, then drive half mile and drop their car off, then go to the airport. It’s really convenient for them. In the past, we have offered promotions with the parking lot.

Understanding customers appeared to be another major focus of attention of managers that can result in a competitive advantage for their business. One respondent who had owned his own business for the last ten years stated that “about 80% of our customers have been here before” and another manager said that “you have to understand the customer or else you will fail.” When probed as far as the methods in which managers of luxury pet kennels try to understand the customers, many had different ideas:

I think the biggest way you can understand the customer is by simply watching them. When someone comes in for the first time to drop their pet off, it can be very emotional. I remember one lady who brought her dog in, and she was in complete tears and breaking down. It must have been the first time she had to be apart from her dog. We assured her that the dog would be fine…I made sure my staff knew that they had to give lots of updates. When she came to get her dog, she was so happy. It was her kid.

The luxury pet kennel experience itself is a unique phenomenon, and managers spend a great deal of time and energy in creating a unique environment in the beginning, during, and after the pet’s stay. Four of the six managers said they perform daily walks around their properties to ensure normal operational items are taken care of. Stated one manager who owns his kennel through a franchise,

My franchise has lots of operational training that I went through when I purchased this place. They suggested that I walk the property at least once a day and look for things like burnt light bulbs, things that are broken, smells, and general cleanliness about the place. I really want my place to smell good as I have heard that is a big thing for a lot of customers, especially when you are doing with dogs and cats.
During the actual stay, many managers spend a lot of time with the actual animals, assisting their fellow employees or taking over when an employee is absent. One manager stated he and his wife were the only employees. “You would be surprised of how many things happen around here. Dogs are dogs, and they sometimes fight with each other. A couple of times, we have had to send the dogs to the vet for stiches…” Three of the six managers stated they already had a preferred relationship with a veterinarian; one site has a veterinarian on the premises.

The notion of keeping track of their pets has become a recent request by many customers, and several of the respondents stated they keep in communication with the pet owners. All respondents felt that a pet is part of one’s family. All six respondents stated that a customer could call during normal business hours to check in on a pet. Additionally, all six respondents stated that a tracking system is in place by each pet and includes information such as eating habits and relieving habits; this information is communicated to the pet owner. Two respondents stated they had an instant video camera in which pet owners could see real-live time of a pet. One respondent stated they send personal emails to pet owners while they were away. If something requires medical attention or another urgent matter, all pet owners stated they would contact the pet owner immediately or an emergency contact. Fifty percent of the respondents (3 out of 6) stated an employee was on site 24 hours a day. Two of the remaining respondents stated that a security system was in place at their facility, and one of the remaining respondents stated there was neither an employee 24 hours a day onsite nor was there a security system.

Several of the managers reported that customers occasionally report negative shortcomings of their experience at the luxury pet kennels. One manager reported that a customer called the next day after a dog pick-up and reported that her dog had fleas. The
manager stated that he apologized, and offered to pay for a flea treatment of the dog, “although I
don’t think the dog got fleas at our community.” Another manager reported,

I think sometimes parents of animals and pets are worse than parents of children.
Children can tell you if something is wrong. Pets can’t, and if the parent finds something
wrong with Spot, they immediate panic and jump to conclusions. There can be some very
high maintenance people who bring their dogs here…they are usually the ones who carry
t heir dog in a fancy purpose [laughs]

One manager reported that early in his career, several cases of kennel cough were found to be in
the kennel, a contagious disease among canines. She used the experience to tighten up her
methods of ensuring all dogs had been vaccinated against the disease before coming to the
kennel. Five of the six managers stated the kennel usually does not receive complaints, and that
there is no mechanism in place to receive customer feedback. An enhanced version of key
concepts and phrases from managers can be found in Table 3.

Table 3

Management Perceptions about Pet Luxury Kennel Market

<table>
<thead>
<tr>
<th>Theme</th>
<th>Manager’s Quotations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Product</td>
<td>“I think we offer something no one can…peace of mind for pet owners while they are away. We offer a great, safe, and clean environment.”</td>
</tr>
<tr>
<td></td>
<td>“We have a veterinarian on site as well as groomers. It’s a complete resort model so if something happens, we can immediately respond. I think parents like that.”</td>
</tr>
<tr>
<td></td>
<td>“We are a premium product so we can charge a little more.”</td>
</tr>
<tr>
<td>Current Service</td>
<td>“Most people I know would pay a little more for better service.”</td>
</tr>
<tr>
<td></td>
<td>“We have only had one case of kennel cough since we’ve been open.”</td>
</tr>
<tr>
<td>Understanding Customer</td>
<td>“A lot of people come here for the first time. You have to take their hand and walk them through the process, make sure their”</td>
</tr>
</tbody>
</table>
paperwork is done, let them cry as they send of their dog…it’s very emotional”

“The reason I got into this business was because there was lack of trust with other kennels. People need to know they can trust us.”

“They also want to know that they can pick up their animal whenever their schedule permits them to, not on our terms. Most kennels you have to pick them up at a certain time.”

**Process**

“All of our employees have pets, and they treat the ones that come here like family, almost like little kids…it’s like day care for three-year olds.”

“The check in process is very detailed. Forms are emailed or mailed out in advance. We require a pet temperament test in advance…yes, some people have shown up without these forms completed.”

**Satisfaction**

“All of our clients have always been happy. We’ve never had a complaint.”

**Recovery**

(Some customers will call us after they pick up their dog and see some scratches. They’re dogs. They play, and they get roughed up.”

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**Customer Expectations**

From the interviews with customers, there were several reasons why customers brought their pets to luxury kennels. All eight of the respondents stated the primary reason for bringing their pets to the luxury kennels was because they were traveled away from home in the last year. While the reasons for traveling varied, six respondents stated it was for pleasure traveling whereas two respondents stated it was for business travel. One respondent stated that in addition to the overnight stays at the kennel, his pet was brought for essentially day care “several times per week just for the play experience with other dogs while I was away at work.” It seemed the concept and notions of “day care” proved to be evident in all of the respondents as a majority of
them stated that if it was offered, their pets would use the day care services and play with other dogs during the day, even if this resulted in an additional charge to the pet owner. Four of the customers stated that they did now want to bring their dogs on a plane while two respondents stated that they did not want to travel via car with their pet for such a long distance.

The reasons for choosing a luxury pet kennel that offers enhanced amenities and services over a standard pet kennel seemed extremely significant with the respondents. Seven of the eight respondents said that staying a luxury pet kennel market was an essential part in choosing a kennel to stay at. Specifically, these reasons included a variety of reasons including the staff and employee interaction. Noted by several respondents,

People will pay more for putting their dog in a luxury kennel because I know my dog receives better attention. I know the employees who take care of my dog, and they know my dog. I think my dog really likes them. Also, I like supporting a small business.

One of my dogs is usually, very, very scared of other people. The first time she would go to the kennel, she would get really scared and start shaking and start crying and whimpering. She wouldn’t even get out of the car. Now, when we arrive there, she is so happy that we are there, she just jumps out of the trucks and runs in. She always knows when we arrive there, and she’s always happy to see the employees. She just knows she’s going to be taken care of. I feel less guilty for putting her there when I know how happy she is when she arrives.

We have several [kennel] choices, but there are two that we go to because we know the people who work there. It’s kinda like finding a day care for the first time. Actually, I think I spend more time on finding the dog place than I did on my kids’ day care. Dogs are like our babies.

For other respondents it was the increased amenities that were offered at the kennel that were the distinction between a traditional kennel and a luxury kennel. “…I think the kennels are bigger than normal…” and “…the place I go has a complete grooming place, it’s like a spa” and “the one I go to has a pool, where my dog can go swimming in the pool. It’s like a human-size pool, but just for dogs. I think it’s only a couple of feet deep, but I know my dog really likes it” were some of the answers. Additionally, for one respondent, it was the fact that the luxury pet kennel
was able to take a reservation at last minute that was most important to choice selection. Finally, one respondent stated that the kennel was located on five acres so “they can all around and get exercise.” Interesting, during the interviews, respondents typically only recalled one or two main amenities of the luxury pet kennels.

Consumers had various thoughts about the experiences at the luxury pet kennels. The beginning of the process typically includes a registration component, as noted by all respondents.

When I arrived there, I was taken on a tour through the facility, and I really liked this. I got to see where they would be staying and sleeping and playing. I met lots of employees, and this really made me comfortable with leaving my dog with complete strangers. Also, when I was checking in, the employee came to my dog and petted him and assured him and really made him feel welcome. She really made an effort to get to know my dog.

The exchange--handing the pet over to the kennel’s employees--can be a very emotional component of the process:

I can’t even bring my dog to drop him off; I have to have someone else do it for me. It’s too sad for me. I cry.

Seven of the eight respondents stated that their pet was considered a member of their family which is consistent with Belk’s theory of extension of family and Hirschman’s findings of pets being included as family members. Noted one customer:

Yes, I absolutely think of my pet as a family member. I am young and a professional, and I don’t have kids or a family right yet, but my pet means everything to me. I have had my poodle mix for 2.5 years, and he means everything to me. I know a lot of college educated professionals are taking their time to get married, and instead of having kids or get married right away, they are having a pet.

This finding provides insight in regarding to contact with the animal while away. Four of the respondents stated that they were in contact with the kennel after they dropped their pet off at the kennel and while they were away. The methods of maintaining contact and communication and
unique and individual, depending on the facility but include telephone, email, texting, and even instant video:

When I was away, I checked in every few days. I called, and someone would always answer. Sometimes, I would email in, and they would respond. They responded within a few hours by email to let me know the dog was okay. That was acceptable to me.

The one I go to has an online video, so I can go online and watch them playing in the pool, sleeping. I can see how they are being treated. I bring my laptop with me when I travel, so I can check in on them from anytime.

The kennel sends me text updates with photos, so I usually get lots of updates.

The interview data suggests that the last phrase of the experience can be extremely powerful in building and maintaining customer relationships that result in repeated visitors. Six of the eight respondents stated that picking up their pet was an extremely positive experience.

When we pick them up, they [dogs] are happy to see us because their tales are wagging, so I know they are happy to see me. Also, they smell so good because they have been brushed and just smelled like they just went to the spa.

Several other respondents notes the ending phrase was noteworthy in that two respondents noticed their dog received a handkerchief around their neck, three had paid for a grooming technique including cutting and washing, and three had received progress reports.

Not all experiences were positive for customers in the pet luxury kennel market. Once respondent noted although he would classify his kennel as a luxury pet kennel because of the “higher prices and bigger rooms and more services,” the experience itself was a negative experience in a variety of ways. For example,

The process was not very good. The kennel when I arrived there was locked with a key. There was a small sign that said you can’t drive in the driveway, even though it was far away. There were other customers there and there was lots of confusion and lots of dogs. It was not very inviting.

Generally, it wasn’t very professionally run, and I did not have full confidence when I called to confirm a reservation, that they didn’t have it written down…did not have any confidence when I showed up to drop my dog, they couldn’t’ find my reservation
number, even though I had one. I had a flight to catch, and it took her five minutes to thumb through an appointment.

An enhanced version of key concepts and phrases from customers can be found in Table 4.

Figure 4

*Appropriate themes with comments from customers*

<table>
<thead>
<tr>
<th>Theme</th>
<th>Customer Quotations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumer Choice</td>
<td>“The amenities are nice here; it sits on 5 acres so they can run all around and get exercise. They also have a pool, and my dogs like to swim.”</td>
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<tr>
<td></td>
<td>“I know you can pay extra to have the medication delivered specifically for the dog. It’s like room service.”</td>
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<tr>
<td></td>
<td>“This kennel allows more comfort, and I think the kennels are bigger than normal. They also allow me to bring toys and other comfort items from home.”</td>
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<tr>
<td></td>
<td>“The place I go has a complete grooming place, so it’s like a spa.”</td>
</tr>
<tr>
<td></td>
<td>“They enjoyed pet beds, dog runs, group swimming pool, and play dates in the gigantic park, completed with gazebo to rest from the sun.”</td>
</tr>
<tr>
<td>Relationship with Pet</td>
<td>“I have had my poodle mix for 2.5 years, and he means everything to me.”</td>
</tr>
<tr>
<td></td>
<td>“Although I was only gone for a few nights…I did think about him a lot.”</td>
</tr>
<tr>
<td></td>
<td>“Oh yeah. My dog’s my kid. My best friend.”</td>
</tr>
<tr>
<td>Pre-Experience</td>
<td>“They are very strict about dogs and vaccines. I think they require the dogs to get the ones [vaccines] every six months and the one for kennel cough. Most places are every year, but I like the fact that they do this every six months for every dog.”</td>
</tr>
<tr>
<td></td>
<td>“I met lots of employees, and this really made me comfortable with them.”</td>
</tr>
</tbody>
</table>
Experience  
“I can online and watch them playing in the pool, sleeping. I can see how they are being treated. I bring my laptop with me when I travel, so I check in on them anytime.”

Post-Experience  
“They gave him a report card.”

“He [the dog] smelled so clean.”

Complaint  
“Unfortunately he [the dog] got sick right after the kennel, and had a double infection. So he’s not going back there ever again.”

“…did not have any confidence when I showed up, and they couldn’t find my reservation number. I had a plane to catch.”

**DISCUSSION**

Table 5 provides a summary of similarities and differences of themes as generated by the two information sources: management and customers. For information purposes, the table was first analyzed by experience (positive and negative) and then by similarities/differences.

Table 5  
*A Comparison of Data Similarities and Differences Between Managers and Customers*

**Positive Similarities**
- Both groups aware of unique product
- Both parties aware of unique amenities (e.g. room service, pool) that elevate the experience, although to a different degree
- Managers and customers cited trust as main attribute to service delivery
- Both parties recognize pets are considered “family”
- Managers and customers recognize they can bring their own food and toys to the kennel; both parties agree this is a positive reinforcement of notion of “home” to pets

**Positive Differences**
- Consumer only recall 1-2 unique amenities in experience
- Consumers recognize a tour of facility as critical part of experience
- Industry is becoming fragmented; consumers are not aware of this factor
- Managers agree that staff is extremely important in this process; customers mixed
- Consumer state the exit stage (e.g. picking up their pet) is a highly anticipated event; managers consider this a procedural close
Consumers generally agree that a “clean” pet is extremely satisfying at the exit stage.

**Negative Similarities**
- Both parties recognize the “handing over of pet” as an emotional endeavor; consumers are extremely volatile.
- Both parties recognize a risk element in kennel with our pets (e.g. injury, illness), although managers more keenly aware of risks.

**Negative Differences**
- Most managers do not survey their customers.
- Many consumers not aware of checking in process; process is confusing to consumers.
- Importance of “smell” is important to several facilities, although several have “smell” challenges.
- Consumer want feedback/service failure channel; managers do not believe this is necessary.
- Consumers have a high need and desire to be in the communication loop regarding updates of pets during stay.

There were several similarities from managers and customers. First, both groups agreed that a pet is considered a part of one’s family. This statement is bold and presents the case for the increased level of products and service in the luxury pet kennel segment. It also confirms various theoretical approaches of Hirschman’s statement that pets are considered part of one’s family (1994) and Fedlman’s theory of self-extension (1979). Second, both parties agree that the luxury pet kennel segment is a unique entity and one that provides an enhanced level of product attributes (e.g. in-suite bedding) and an enhanced level of service attributes (e.g. daily room service). Finally, both parties generally agree that the notion of “trust” is essential in the relationship. Most consumers that were interviewed stated that pets were part of their families, and that they needed to find a kennel that they could trust while they were away. Managers confirmed the notion of trust to be essential of a customer’s perception of the kennel, and managers attempted to ensure trust was built into their daily operation.
Despite the apparent similarity in results between managers and customers in the pet luxury kennel segment, there were also some differences of positive experiences. First, the concepts of unique product attributes and amenities were recognized by both parties as being critical in this segment. The differences lies that customers are usually only able to recognize one or two unique attributes of the kennel whereas managers expect customers to be able to recall all unique attributes of the market. For example, one customer recalls several acres of a facility that the pet could exercise during the day, but did not recall that the same facility had other amenities including 24-hour security or a daily delivery service of clean blankets to each kennel. Additionally, customers state that a tour is a positive experience for them, although managers do not conclude this is a relevant component of the interaction. For customers, a tour showcases the facility, kennels, amenities, and staff interaction; customers state this is an important feature to confirm their decision about choice for a kennel.

In addition to similarities and differences in positive, there were also negative themes. Both consumers and managers recognize that the “handing off” or the “delivering” of the pet to the kennel can be an extremely emotional experience for customers. Several customers and managers reported that for many customers an emotional response of sadness and tears were felt by the customers. During this time, staff is told to be counsel and comfort the customer. Customers recognize the influence staff has at this vulnerable time.

What became clear during the interviews is that the pet kennel process is a three-stage process: pre-experience, experience, and post-experience. Both managers and customers have critical roles and responsibilities at each of these stages, and it is essential for both parties to understand what is occurring during each stage. Pine and Gilmore (1998) suggest that numerous organizations, in an effort to maintain or create a competitive advantage, are turning ordinary
products and services into extraordinary and memorable experiences. The luxury pet kennel market has utilized this strategy to combine the experiences of a hotel or a resort and applied it to the pet kennel market. Through the literature review, interviews, and observations there are several key gaps at every stage of the luxury pet kennel experience. These gaps are shown in Figure 3, a model of the luxury pet kennel experience with gaps.

Figure 3

*Model of the Luxury Pet Kennel Experience with Gaps*

Gaps between two entities, such as gaps between managers and customers, can be extremely valuable to understand and implement change from a practical level. Parasuraman, Zeithaml, and Berry (1985) found the analysis of gaps to be extremely beneficial in their interviews with executives as they describe the meaning of gaps:

A set of key discrepancies or gaps exists regarding executive perceptions of service quality and the tasks associated with service delivery to customers. These gaps can be
major hurdles in attempting to deliver a service which consumers would perceive as being of high quality (p. 44).

The remainder of this discussion section focuses on the gaps and the factors affecting the gaps in the luxury pet kennel market with managers suggestions

*Gap 1: Unknown Customer Intentions.* Surprisingly, most managers of luxury pet kennels do not know their customers’ initials intentions for selecting a luxury pet kennel. All manager participants stated they do not actively engage in marketing research or customer satisfaction surveys of their customers. Findings suggest that managers of facilities likes these may want to engage in a formal marketing research to better understand consumer behavior and choice selection of kennels.

*Gap 2: Customer Knowledge in Pre-Experience Stage.* A majority (five of the eight) of the customers interviewed stated the pre-experience was a time for uncertainty, stress, and the unknown. Furthermore, several respondents stated that were unaware of the process after making an initial reservation. Worse, several respondents stated they were unprepared and did not realize they were required to finish paperwork, fulfill vaccine requirements, or even have their animal participate in a pre-behavior test. Managers may want to create a more formal “pre-experience” program that states step by step instructions.

*Gap 3: Emotional Transfer Process.* For many consumers, the transfer process of the animal to the kennel is an extremely emotional process, and for many, a violate process. These findings confirm attributes of a relationship as defined by Hindle (1995) that state separation of a relationship, even momentarily, can be an emotional and stressful time. While both parties agree that this can be an extremely difficult part of consumers, practitioners may want to consider training front-line employees to be able to address and assure customers.
**Gap 4: Unknown Consumer Behavior in Experience Stage.** For many consumers, the time away from a pet is emotionally volatile. Five of the seven participants stated they prefer to be updated on their pet’s progress during the stay, yet few managers provide such a service. One manager, however, has taken secured this gap by installing web cameras in each pet room, so customers can view their remotely via a secured website. These findings confirm Hirshman’s findings that 80% of pet owners consider pets family (1994). Several consumers stated they would like to be communicated by phone or email daily updates of their pet. One participant said that a daily text with a photo of the pet with an update would be appropriate.

**Gap 5: Unknown Service Ending of Customer.** Surprisingly, it seemed a major operational flaw in the luxury pet kennel market was that of an unknown pick up time of a customer. A majority of managers ask for a date or an estimate of a pick-up time, but many do not require an exact time period. Thus, the pick-up process can be extremely confusing for employees and customers. It has been stated by all customers that the pick-up marks the end of the experience and serves several functions: payment, feedback, and a reunion. The reuniting of two entities in a relationship is marked by heightened emotions and expectations (Hindle 1995) Yet, it was observed that at one facility, the employee brought out the incorrect animal for the owner.

**Gap 6: Undefined Service Failure Process.** Occasionally, a service failure (e.g. noticeable injury or illness) would occur after the post pick-up experience. Smith, Bolton, and Wagner state that “customers often react strongly to service failures, so it is critical that an organization’s recovery efforts be strong and effective” (1999, p. 356). Customers stated that did not know what to do after a service failure, and managers stated they did not have a service failure and recovery system in place. Management may want to consider the implementation of such a system and proactively communicate the system to its customers.
LIMITATIONS AND FUTURE RESEARCH

Although the study attempts to explain key themes and concepts of managers and customers in the luxury pet kennel market, there are key limitations that need to be addressed in farther research. First, the sample size of managers and employees was small and located in one geographical area. Although the sample provided a detailed insight into the pet luxury kennel market, future studies could benefit from a larger sample size in a variety of geographic areas. Second, because the luxury pet kennel market is an emerging market, there was not a consistent theoretical background explaining this phenomenon.

With these limitations in mind, future research studies should be completed with these considerations. Future studies can be conducted to include the viewpoints of front-line employees in the pet luxury market. While this study focused on manager’s perceptions, front-line employees would offer a unique perspective of this market and provide a different viewpoint of the customer. Additionally, quantitative surveys of customers would provide a more complete picture in understanding of this market. It would also be interesting to complete a similar study in high traffic pet areas like veterinarians and other consumer products. Another call of research would be analyzing the pet human relationship as it applies to the hotel and resort industry. It was stated earlier in this study that a variety of hotels currently allow pets in their buildings, and that it could potentially be a used as a competitive advantage. It would be relevant to interview managers as well as customers (pet owners as well as non-pet owners) of these lodging environments to obtain their thoughts and feelings towards the subjects. Finally, it would be interesting to investigate the attitudes of the relationship of pets and humans to non-pet owners in society as well as to international societies.
References


Perception of the Tourism and Hospitality Industry by Singapore Polytechnic Hospitality Students – An Exploratory Study

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Abstract

Many Singapore polytechnic students are not keen to join the hospitality line even after being enrolled in a 3-year hospitality program. Many students find the nature of the job too stressful and strenuous. Students have also cited reasons such as long working hours, shift work, working during the weekends, dealing with unpredictable circumstances in the job environment and having lower starting remuneration as compared other industries (Pavesic & Brymer, 1990). Other perceived qualitative reasons that have been given by students for not joining the industry would be the semi-professional nature of the hospitality industry as compared to other industries such as education, law, engineering and business-related industries (Khan, 1992). Students especially from a semi-traditional Asian-Singapore context are not encouraged to join the hospitality line because their parents do not support their decision as the jobs in this industry is seen as one which is ‘servitude’, having a low status of employment and having to work in destinations other than in Singapore especially when Singapore is an affluent economy. Many students are also affected by their own institutions from the intense training, internship and educational faculty. From a host of reasons, there are generally three major influences that affect a student’s perception of the hospitality industry, namely Personal, Industrial and Educational. This study delves into the sub-factors under each category to give a better understanding of the extent of influence. A model of
Interest and Attrition has been derived from these sub-factors so that numerical values can be used to quantify interest levels. Recommendations are suggested so that Singapore hospitality schools can better manage student expectations prior to and during the course of studies to encourage students to stay within the industry after graduation. Industrial practitioners must also re-look at their job environment, practices, wages and welfare treatment of their staff so that they can retain and grow human capital to prevent a dearth of manpower in the hospitality and tourism industry.
Introduction

The hospitality trade in Singapore has always enjoyed good performance over the last several years. According to the Singapore Hotel Industry Survey (2008), all hotels in Singapore enjoyed a significant increase in RevPAR of 30% from $170 to $222 in 2006. Although figures did drop 34.2% during the first quarter of 2009, Singapore properties have had an average compounded annual growth rate of 8.1% over the same period in 2008 (4Hoteliers, 2009).

Visitor arrivals have also been generally high. In 2007, Singapore saw a total of 10.3 million visitors (Singapore Hotel Industry Survey, 2008). In 2008 and 2009 respectively, visitor-ship remained significantly high at 10.1 million and 9.7 million respectively.

The number of hotels and number of hotel rooms have also steadily increased over the years. In 2007, the total number of hotels in Singapore was 226. By 2008, this number has increased to 243. The numbers of hotel rooms have also increased from 37,624 in 2007 to 39,376 in 2008 (Singapore Tourism Board, 2009). In 2009 and 2010, Singapore saw the opening of the two Integrated Resorts, with an additional 1350 room from Resorts World @ Sentosa and another 2,600 rooms from Marina Bay Sands. With this renaissance in the hospitality trade, it has been reported by Teo (2008), that 20,000 positions will be required to fill this increase in room inventory.

In view of this need, the Singapore Ministry of Education and the Economic Development Board requested the five local polytechnics to provide hospitality-related courses to fill this manpower vacuum back in 2004. The inception of these courses was in 2005. Currently, two batches of students from these programs have since graduated and obtained employment or gone on for further studies.

Despite the push by the polytechnics and the government and the ample job availability in the market, many students are shunning the industry, based on certain innate characteristics
of the trade. Moreover, many Gen-Y (millennial) students have certain perceptions of the industry, from their upbringing and schooling. This study will look into these issues in more details and recommend strategies for the educational institutions, industry and ministries to retain students in the trade.

**Purpose**

According to Blomme (2006), many students who embark on a tourism and hospitality education trek do not join the trade, upon graduation. It is taken that students who enrol in a hospitality course will pursue a career in the tourism and hospitality industry immediately after graduation. The purpose of this paper is to look at the perceptions and attitudes of students that are joining the tourism and hospitality trade after graduating from a Singapore polytechnic. It seeks to understand the causes and factors that are attracting or repelling students from joining the tourism and hospitality trade.

**Statement of Objective**

The objective of this study is to evaluate and validate the reasons why polytechnic students are disinclined to join the tourism and hospitality industry. With the research presented, the tourism and hospitality companies will be able to address the concerns of their new-joiners. The Singapore Tourism Board, the Economic Development Board and the Ministry of Education will also be able take the necessary steps to reassess their curriculum and take proactive steps of streamlining candidates applying for hospitality courses.

**Justification**

From the research conducted by Blomme, Van Rheede & Tromp (2009), many students refrain from joining the hotel industry after graduation. It is further mentioned that up to 70% of staff leave the industry within the span of 6 years of joining the industry. Moreover, Lo (2005) brought up the issue that many hospitality courses are not in sync with the needs of the industry, resulting in a mismatch in expectations from the students. Another issue that is
prevalent in the industry is the constant changes in needs and content (Dopson & Tas, 2004). Singapore is facing a renaissance in the tourism and hospitality trade with the increase in room inventory and the opening of the Integrated Resorts. Therefore, schools might not be suitably aware of the current situation, having a curriculum that is outdated.

**Constraints**

This study takes a theoretical approach into understanding the psyche and expectations of tourism and hospitality students. No quantitative survey and study has been conducted during the course of this research. Research was conducted using personal communications from students, academia and secondary sources. Although valid, primary research would have led to greater robustness in data quality. Moreover, due to the confidentiality of data from other polytechnics, only one polytechnic was studied in detail.

**Glossary of Terms**

**Employment and Employability Institute (e2i)**

The Employment and Employability Institute (e2i) is an agency set up by the National Trade Union Council to provide job seekers with training opportunities and jobs. They provide employment coaching, career coaching and skills training. E2i acts a bridge between employers and prospective unemployed workers (e2i, 2010).

**Institutes of Higher Learning**

The Institutes of Higher Learning (IHLs) in Singapore are institutions that are providing tertiary education. These institutions do not fall under the category of the autonomous local universities, such as the National University of Singapore, Nanyang Technological University and the Singapore Management University (Ministry of Education, 2010). These institutions can be both local and external foreign schools and can provide a range of academic offerings ranging from diplomas to doctorate degrees.

**Polytechnics**
Polytechnics in Singapore offer a three-year diploma course, after a student’s secondary school education. They enter the polytechnics after having passed their General Certification of Education at the Ordinary level (GCE ‘O’ level). Students usually enter these institutions at age of 17 or 18. Polytechnics offer a range of tertiary courses ranging from engineering, business studies, hospitality, nursing, digital media, mass communications etc. There are currently five polytechnics in Singapore which reports to the Ministry of Education.

**SPRING Singapore**

SPRING Singapore is the enterprise development agency that helps Singapore enterprises grow. It also helps to develop and promotes internationally recognised standards and quality assurance infrastructure, enabling global competitiveness and facilitates global trade (SPRING Singapore, 2010). SPRING Singapore also looks into the development of productivity and efficiency within the workforce.

**Workforce Development Agency**

The Workforce Development Agency (WDA) is a statutory board, under the Ministry of Manpower. It aims to enhance the skills of the current workforce by providing continuing education (Singapore Workforce Development Agency, 2010). The WDA also works with many Institutes of Higher Learning and have them provide the platform to facilitate the necessary training.
Literature Review

Hospitality and Tourism Employment

The tourism and hospitality industry is noted to be one which has a very large scope. It comprises of many sectors ranging from hospitality, food and beverage, conferences and conventions, recreation, etc. In order to understand the diversity of job roles within the tourism and hospitality line, Airey & Frontistis (1997) has advocated that it is important to see the job roles from the point of view of the individual rather than from the macro industrial perspective. They claimed that by doing so, one would get a more accurate insight than from seeing it from a holistic vantage point.

On this note, the image of people’s occupation and status from the tourism and hospitality line can be vague and misleading. People can have different insights and impressions of the same job. However, ultimately, the way that a person feels about his or her job is very much dependent upon his or her performance and satisfaction derived.

As mentioned above that its image is vague, people have separate views of the jobs available in the tourism and hospitality line. The UK National Economic Development Council (1992) stated that the tourism line gives workers the opportunity to travel, meet people and learn a foreign language. However, many people, as well as academic journals and articles have deemed this as a low status career, where there is little motivation and encouragement (Copper & Shepherd, 1997). Sindiga (1994) described jobs in the tourism and hospitality lines as being seen as menial, demeaning and meant for low-skilled workers. Pizzam (1982) further stated that the employees within the line are often looked upon as being uneducated, unmotivated, untrained, unskilled and unproductive.

Despite the above negative statements about the trade, the tourism industry is still one that does offer a certain amount of job satisfaction. Riley (1996) stated that due to the fluid nature of the jobs and their flexible work structure, many find it attractive in terms of shift
work, number of hours work, etc. According to Mars & Mitchell (1979), the industry also attracts people who find making permanent friendships difficult and preferred short-lived and jovial relationships.

**Characteristics of Employment in the Tourism and Hospitality Industry**

The tourism and hospitality industry is one which is manifested in many sectors, namely the hotels, tour operators, transportation companies, food and beverage companies etc. According to the World Travel and Tourism Council (2010), the global tourism employment is estimated to rise to 235,785,000 jobs or 1 in 12.3 jobs in the year 2010, which is approximately 8.1% of the world’s jobs. By Year 2020, 9.2% of total global employment will be involved in tourism and hospitality, i.e. 303,019,000 positions. These jobs will include both direct and indirect employment. Direct employment would imply jobs that help in the creation of the business, whereas indirect employment arise out of businesses that produce goods and services that assist in supplying visitors and travellers directly. In Singapore, the number of tourism jobs account for 6.3% of total employment or 1 in every 15.9 jobs i.e. 232,000 jobs in Year 2010, and up to 7.3% of total employment or 1 in every 13.8 jobs by Year 2020 (World Travel and Tourism Council, 2010).

Despite the high number of figures shown, it is difficult to calculate or confirm numbers relative to the nature of the tourism and hospitality industry. The complexities of the industry due to part-time work and seasonality create methodological difficulties in accounting for the absolute number of people involved in the hospitality and tourism trade (Hansen & Jensen, 1996; Losekoot & Wood, 2001).

In order to achieve the above figures shown, the Singapore government, through the Singapore Tourism Board nonetheless has proceeded to encourage greater attraction for people to join the tourism and hospitality trade, through its websites and tradeshows (Singapore Tourism Board, 2010). The Singapore government is currently also working
through the Singapore Tourism Board, SPRING Singapore, supported by the Workforce Development Agency (WDA) with the local Institutes of Higher Learning and the local Polytechnics to develop more tourism and hospitality-related programs and courses (Asiatraveltips.com, 2006).

However, in order for these programs to be successful, it is necessary to have an insight on the tourism and hospitality industry. The hospitality and tourism is unique and different from other industries such as information technology, banking etc. Below are the characteristics of the said industry.

**Labour intensive**

The industry is one which is highly in need of labour. It is noted that compared to other industries, more job positions are needed for the same amount of investment that is required in a certain field. One of the reasons why there is such a need for people is because of the nature of its guest services and also its late adoption of technology and newer management process, as cited by Bull (1995). The amount of labour that is needed is also very much dependent on the stage of development of the said locality in terms of infrastructure and tourism (Kusluvan, 1994). Generally in developing countries, there is a higher need for manpower as compared to developed nations. In the case of Singapore, the need for competent and professional staff is due to the building of the Integrated Resorts and the deregulation of the number of lodging establishments by the Singapore government.

**Quasi-skilled nature of the jobs**

The job nature of tourism and hospitality-related jobs is basically of an unskilled or quasi-skilled nature. This means to say that there is little need for certifications and qualifications for a job in this industry. The nature of the work can be picked up quickly and easily by staff that join hospitality and tourism related establishments. According to Riley (1996), up to 64% of the jobs within this field do not require a formal education.
There is a great emphasis on craft-based, operational skills that can be easily attained on the job without the need for a diploma or a certificate (International Labour Organisation, 2001). Given the lack of ‘sophisticated’ or ‘profession’ skills, there is a correlation between the tourism and hospitality industry and being stereotyped as low paying, being of a lower status and have poorer working environments (Wood, 1997).

It is also noted by Hjalager & Andersen (2001) that workers in the hospitality line who have formal education do not have formal training in the hospitality field. Many of such staff holds certifications from other academic fields, such as engineering, business etc. This is especially so with migrant workers, for example Filipinos and Indonesians who re-locate to tourism hotspots, such as Dubai and Singapore to work.

**Low status of employment**

According to Pizzam (1982), many of the people look upon the tourism and hospitality employee as one which is often ‘uneducated, unmotivated, unskilled and unproductive’ (p.5). This is also due to the fact that the nature of the job is non-permanent due to seasonal issues, occasional part-time work, low skilled, lowly paid and having poor working conditions, as compared to other more stable jobs. Historically, this form of work is often seen as servitile and regarded as being dirty, worthless, and a woman’s job involving cooking, serving, cleaning and clearing up (Guerrier, 1999).

Geographically, Pizzam (1982) also presented that job status is looked upon differently from a regional context. In Latin America, jobs in the hospitality are not especially well respected due to the nature of the low pay. Pizzam & Telisman-Kosuta (1989) mentioned that in Eastern Europe, jobs in the hospitality do not enjoy particularly high status, although they were seen to be professional and can be considered as a life-time career. Jobs that commanded greater respect were management staff such as hotel and restaurant managers. In the Asian context, especially in Singapore and Japan, a job is hospitality line is often
regarded as low in status, due to its service nature. Lee & Kang (1998) mentioned that the phenomena is due to the deeply-seeded reverence to the teaching of Confucianism that claimed the ‘good sons do not become soldiers, waiters and coolies’.

However, the status of such employment may not hold true in developing economies, such as in Vietnam, Indonesia, China or other traditionally inclined countries. In many such countries, the opportunity to work in a hospitality firm might be seen as a higher status as compared to a commoner. The positive effects would be the ability to learn a foreign language, opportunity to travel to foreign destinations, and to work in foreign multi-national firms.

**High levels of attrition**

Employment in the tourism and hospitality line is often characterised by high levels of attrition. This attrition level is usually highest amongst ‘rank and file’ and operational staff (Lucas, 1995).

This attrition can be due to positive factors and negative ones. The positive factors that attribute to turnover can be due to an accelerated career progression, a change of work environment due to positive leadership and ownership, and poaching of staff to better and high pay and working environments respectively.

There are also other factors that cause staff to leave their positions. This can be from a neutral stand-point. This can be due to changes in the political, economic or social front (Kusluvan, 1994). Examples will be the seasonal nature of the job nature, growth of hospitality enclaves in global regions, upheaval in political event etc. Generally, such neutral causes of movement are beyond the control of staff.

The negative push factors that attribute to staff leaving can be attributed to many factors. Below are but some of the many factors: limited career advancement; stress and burn-out; poor management practices, poor image of the hospitality industry, instable job

According to Woods (1999), the hospitality industry serves as one which is considered a ‘pass-through’ or a phase in one’s career. Many workers are considered as transient and will move on to work in other areas. This is especially so for operational staff, who work on a part-time basis. It is also so for younger workers who see a job in the hospitality line as a temporal means of earning a quick buck to clear college fees.

The high attrition rate in the tourism and hospitality trade can lead to other negative consequences impacting other staff who are working in the hotel. These ramifications will ultimately have a vicious cyclical impact on the remaining staff, forcing them to leave as well. Some of the consequences of high attrition are induced stress, lowered morale, increased workload and working hours due to shortage of staff, delayed deadlines in the introduction of new policies and programmes, higher replacement cost, wastage of money spent in training, poor services, low productivity, un-loyal staff, and decreased productivity (Iverson & Deery, 1997; Rowley & Purcell, 2001).

In the hospitality line, as cited by Woods (1999), an average hospitality job span in the America would be about 1.5 years in 1997. In the United Kingdom, an average job span of 1.5 to 2 years in the hospitality industry is considered reasonable for full-time rank and file staff, according to Rowley & Purcell (2001). This clearly shows that turnover is a constant in the industry.

Given the above average length of stay in a hospitality job, different geographical regions reflects different variation and percentages in turnover. In 2001, the average turnover rate in America for its operational staff is approximately 51.7% (International Labour Organisation, 2001). In Asia, the turnover rate is about 30%. According to Khatri, Budhwar & Chong (1999), the turnover percentage within the Singapore hospitality lines, i.e. hotels
and restaurants in 1995, 1996 and 1997 are 67.2%, 54% and 57.6% respectively. However compared to National Average given by the Ministry of Manpower (2010), the average turnover for the nation was approximately about 2% from 1999 to 2009. This would imply that the attrition within the Singapore tourism and hospitality in very high compared to other industries but equivalent to other developed countries.

**Employment in small and medium-sized hospitality enterprises (SMEs)**

Although there has been an increase in the number large multi-national hotels, food and beverage firms and other tourism and hospitality companies globally, the industry is still populated by many small and medium sized companies (Baum, 1999; Lee-Ross, 1999; Piso, 1999). In Singapore, the Singapore Tourism Board officially ranks hotels according to whether they are Luxury, Mid-Tier or Economy (Govmonitor, 2009), however this would not give an accurate idea on how many rooms each property has.

According to the Singapore Hotel Licensing Board (2010), there are a total of 276 licensed hotels in Singapore. The Singapore Hotel Industry Survey 2008 for financial year 2007, categorized hotels into three categories, namely small, medium or large. Hotel that had 350 rooms or less were deemed small; Hotels that had 351 to 499 rooms were considered medium and lodging establishments with 500 rooms and more were termed as large properties. A count of the 276 hotels revealed that more than 81% of the hotels in the Singapore were considered small hotels in relation to the Singapore Hotel Survey.

This correlates to a study conducted by Baum (1999) that stated that 90% of tourist lodging establishments were from the small category. Baum (1999) further purported that small hotels correlates to a small workforce and that small businesses in tourism do not necessarily have the capacity, capability, resources or commitment to support the human resources development function in a manner that would enable them to compete effectively against larger organisations. Hence due to this, human resources management within these
firms might lack professionalism, the organisation might incur poor organisational performance and might not have the financial capital to support its staff.

**Transferability of staff skills**

The skills that are acquired in the tourism and hospitality service are generally basic. These skills are not of a technical nature and can be put to use in other sectors, as well as other service industries such as insurance and banking (Guerrier, 1999; Riley, 1996). These skills being not specific can be seen by employees as being too ‘commoditised’ and not as a specialist. This can be perceived by many as a cause for having low morale.

As mentioned by Baum (1995), due to the skill nature of being commoditized, it may accentuate the high turnover rate, as well as the poor conditions of employment, since there is a large pool of workers with the same skill set available. Companies within the industry do not see a need to retain staff as there is an abundance of available labour.

**Attitudes of Hospitality Students**

There have been many researchers who have studied the attitudes of hospitality students who are seeking careers in the hospitality and tourism line. According to Kusluvan (2003), it was important to understand the attitudes of students to gain an insight to the reasons why many students are disinclined to join the line or choose to leave the industry after having stayed in the trade for a relatively short period. In order to understand this, Kusluvan (2003) mentioned that it was important to see the perspectives of students who are currently pursuing a hospitality curriculum and those that have graduated.

**Current students**

Casado (1992) in his study looked at a group of 96 hospitality students from a university in America. In his research, he noted that many of these students were working on a part-time basis and were paid less than the average waged worker. Many of these students worked above the 40 hours as required by the industry and were usually not given much
training on the job or any form of orientation. This is very similar to the situation in Singapore, whereby many hospitality students work in the hospitality line either of their own volition, or as part of a requirement for their course of study. During these work periods, many are not properly inducted into the organization and paid less than the full-timers. Although these students do expect such treatments initially, in the long term, as quoted by Casado (1992), many become ‘turn over statistics’.

In another study that was done in Scotland by Barron & Maxwell (1993), they compared hospitality students that were still in an institution of higher education. They looked at students that had previous work experience in the hotel line and those that have not worked at all. They found that students embarking on their hospitality management course and those who have completed their work attachments or have previous experience hold opposing views of the nature of working life in the industry. Specifically, new students tend to have a more positive and idealistic outlook, whereas students that had some background held negative views. The researchers, having interviewed both camps commented the senior students claimed that the new students had unrealistic and glamorous perceptions of the line. This has been especially so due to the influences from print media and social online media. Moreover, these senior students also commented that there was limited prospect when it came to job opportunities and promotions. They also mentioned that the jobs within the trade were financially unrewarding, profits were put before the staff, and little training was provided.

Barron (1997) further emphasised this unrealistic outlook by junior students in another research. In a study of 160 first year hospitality students from Australia, the students felt that people within the trade are treated fairly and enjoy a good working environment with opportunities to socialise. They felt that hospitality companies would put people before profits and would grant positions of authority and responsibility to them quickly within the span of their early career. Barron (1997) said that many of these students have chosen to
work in the hospitality trade after graduation and they commented that it was the general public, and not themselves who viewed the profession as being semi-professional and second class.

In Singapore, a study was conducted by Litvin (2000) that studied tourism and hospitality students at Ngee Ann Polytechnic. Of the 133 student interviewed, 80% of them had realistic expectations of their future prospective job, in terms of their salary range and job environment. They also claimed that they would choose a job in the hospitality trade after their graduation. However 44% of the cohort said that they would not accept non-standard working hours, i.e. standard hours being 9am -5pm office administrative work, and non-weekend jobs. Litvin (2000) mentioned that this divergence in expectations will lead to much disillusion and dissatisfaction amongst the polytechnic graduates.

It has also been noted in a study by Jenkins (2001) that students’ interest in the hospitality career tend to decline as they proceed through their years at the institution of learning. Jenkins (2001) undertook a study of the International Hospitality Management School in Leeuwarden, The Netherlands and at the University of Huddersfield, Division of Hospitality Management in the United Kingdom. Through his research he discovered that students that stayed true to the career in the hospitality path verged towards administrative positions, such as accounting, training and development, sales and marketing, and human resources rather than towards operations. Moreover, once again, students’ expectations were unrealistic, noting that two thirds of the students were planning to be General Managers within a short span of ten years. This again will lead to much disappointment and disillusion for the students at a later stage of their career. To support the above, Gowers (2009), Chief Executive, Intercontinental Hotels Group, Asia Pacific shared at a Cornell-Nanyang Distinguished Dean Lecture series that many of his Cornell alumni did not join the operations divisions after graduating with a hospitality degree.
In another study conducted by Sciarini, Woods, Boger, Gardner & Harris (1997) on career interests and perceptions of the profession by hospitality students at two institutions in the USA, they realised that students had little understanding of the hospitality industry. Many students showed little interest in operational and lower manual level of the hospitality trade, but had high interest in managerial positions. Furthermore, when the respondents were asked whether they were interested in the hospitality trade, only 25% said that they had the desire to join as a professional after graduation. Many even did not know the reason as to why they had enrolled in such a course.

Getz (1994) conducted a study of students in the Spey Valley in Scotland. In his study comparing students in 1978 and in 1992, he found that many current students have had a change of mind on the tourism and hospitality industry. In the former year of 1978, 43% of students within the Spey Valley agreed that jobs in this specific industry were fulfilling and satisfying. However in latter year of 1992, this percentage fell to 29%. According to the study, despite the Spey Valley being a tourism locality and influences from relations and parents who have worked in the industry, many students have a bad impression of the industry and would like to pursue a higher education and move out of the local area and industry. However, it must noted that the Spey Valley is deteriorating as a tourism hot spot and this could be a reason for the lack of interest and apparent attitude as purported by Murphy (1985), who argued that employment in the tourism and hospitality is related to the growth of the tourism in a said locality. This has also been supported by Ross (1994) who found direct correlation between interest and tourism growth.

Educators can also influence the choice of a hospitality career. There have been studies that both supported education being a positive and negative influence to students. In a study conducted by Machatton & Owens (1995), they discovered that the more students learned about the industry, the more interested they were about joining the line. This has
been supported in other studies conducted in both developed and developing countries i.e. Greece (Airey & Frontistis, 1997), Arizona, USA (Cothran & Combrink, 1999) and in Trinidad and Tobago (Lewis, 1999). However, Cothran & Combrink (1999) did highlight that in many other countries, there was an inverse relationship between interests in the trade and the knowledge garnered through a hospitality academic program.

**Graduates from tourism and hospitality programs**

As for those who have graduated, there have been many studies conducted in this area with regards to the perception of the industry from graduates. Pavesic & Brymer (1990) looked at the post education attitudes of 442 management graduates from 11 college level schools. Through their research, they discovered that up to 28% were not working in the hospitality line. According to the Pavesic & Brymer (1990), many of the respondents cited reasons such as low job satisfaction, poor working conditions and lack of motivating factors. Although many graduates said that they did like certain aspects of the trade, i.e. having a challenging, interdependence and rewarding work; professional and public contacts; fast pace and dynamic environment, many said that they disliked factors such as long hours, night and weekend schedule; low pay; stressful environment; demanding duties; no personal time and quality of life; lack of advancement and recognition; company politics; labour shortages, poorly trained staff and lack of motivation from employees, managers and working peers’ attitudes.

Holden & Jameson (1999) did a study on hospitality graduates in small and medium sized hospitality organisations, which constituted much of the hospitality industry as mentioned earlier in this study. The research revealed that many graduates found that these graduates were working at the operational and supervisory level with skills that were below their capacity in terms of what they have studied at college. According to the findings, the respondents cited that the work was hard, often physically demanding and required long
hours. Through this analysis, Holden & Jameson (1999) purported that many such small medium enterprises (SME) hospitality firms fail to recognise the graduate identity or their needs and capabilities.

**Summation of the Literature Review**

From the above research and write-ups on the perceptions of the students towards the tourism and hospitality line, there is much evidence to claim that this industry is very much still in its infancy and many processes have not been laid out to retain and reduce attrition. Leaders within the tourism and hospitality should take a proactive step into addressing these pertinent issues to avoid a talent drain. It can also be noted that hospitality students are generally very much misinformed about the industry prior to enrolling on such a program. Many are either undecided about their career choices in the future or choose to deviate from the course, and pursue a non-related tourism and hospitality career after graduation. From this analysis, campaigns should be set up by the respective countries and their tourism-related authorities to address this matter. The International Labour Organisation (ILO) 1990 Labour Conference (2010) has encouraged countries to look at the disparity matter when compared to other industries.

**Hospitality and Tourism Industry in Singapore**

Given the many students are disinclined to join the tourism and hospitality industry as cited earlier, the industry faces a paramount issue of recruiting and retaining local talent. In Singapore, the need for manpower to sustain growth in the hospitality line is vitally important with the increase in room inventory and the growing number of hotels and tourism-related establishments. Moreover, the recent policy imposed by the Ministry of Manpower, Singapore has dictated companies and hotels to keep foreign labour down by imposing higher levies for expatriate labour. This move is to increase productivity levels for the entire workforce (Saad, 2010). On an economy as a whole, the influx of foreign workers has
decreased, i.e. in 2007, the inflow of foreign workers is 144,500; in 2008, the number of foreign talent arriving shrunk to 144,500 (Kor, 2010). At present, of Singapore’s 5 million workers, 1.25 million were foreigners and 533 thousand are on permanent residence status (Geo, 2010). Prime Minister Lee Hsien Loong mentioned that in view of the levy imposed, the number of foreign workers arriving in 2010 will be at approximately 10,000 (Kor, 2010). According to K. Ong (personal communications, June 16, 2010), General Manager of the Rendezvous Hotel, who stated that this reduction in manpower and the quota set by the Ministry of Manpower leads to harder hiring practices. He mentioned that at present up to 25% of his hotel of 140 employees are from foreign countries. This move implies that hotels have to rely on more Singaporeans especially those trained in tourism and hospitality to join the industry.

In order to further understand the reasons why Singaporean students are unwilling to join the hospitality and tourism industry, one must look from the perspective of the students, i.e. their values, perception, background, education, etc.; the industry, i.e. the career path, training, pay, locality of establishment; and the education aspect, i.e. curriculum, internship, field visits, teachers, resource allocation etc. A model of these factors has been depicted on Appendix A.

With these factors identified, further recommendations can be suggested so that education institutions and industrial players can mitigate the matter of students avoiding the tourism and hospitality trade.

Methodology

Graduate Survey obtained from Temasek Polytechnic

In order to derive factual information of the industry and the current standing of the Singapore polytechnic graduate students, the survey results from Temasek Polytechnic School of Business’s 2010 graduate survey were obtained. This survey was conducted for
graduates of the commencement of 2009 and looked at all diplomas offered within the School of Business. The diplomas offered ranged from General Business, Information Technology, Communications and Media, Logistics, Marketing, Law and Management, Retail, and the hospitality cluster diplomas of Hospitality and Tourism Business, Hospitality and Tourism Management, Leisure and Resort Management and Culinary and Catering Managing. The questions that were raised ranged from the present employment of the students to the evaluation of the diploma program. Examples of the employment questions posed included the industry of employment, monthly remuneration, relevance of the course of study towards employment, prospective desirable job sectors.

In terms of the questions pertaining to the course of study, the survey looked at the relevance of the curriculum to future jobs, the importance of student internship programs etc. The answers from the students will give an indication on how they perceive their diploma relevant and valuable in terms of future financial gains, the ability to scale their future organizations and industries. These answers also indicated indirect correlation as to whether they are satisfied with their study, their relationship with their peers and lecturers etc.

**Personal communication**

In view of the dynamic and quick changes in the hospitality trade, personal communication with industrial leaders and movers gave a more current perspective of the industry as compared to journal articles and books. However, these insights can be subjected to opinions and might not be representative of the industry as a whole. Viewpoints and insights were given from operational staff, i.e. general and operational managers and leaders, human resources practitioners, trade union representatives and educational academia. Each of these representatives looked at the matter of recruitment from different angles and this enabled the study to be more holistic and current.

**Journal articles and books**
Journal article and academic books were used extensively. These resources gave empirical studies and research material that helped substantiate and support findings. Although, these researches found in these articles and books were from various geographical locations and years, there is a strong correlation that in most developed countries there is a strong inclination that students are disinterested in joining the hospitality and tourism trade after graduation. There were many articles from Hong Kong which has many similarities to Singapore in terms of culture, economic success, and racial-mix.

**Internet**

Research was not only limited to print resources, as the internet gave much current information especially on statistics, government policies, and current news and affairs. These websites included news web pages, e.g. Straits Times online; database websites, e.g. the Singapore National Library and University of Nevada, Las Vegas' library database; government regulation websites, such as Ministry of Manpower, Singapore, Singapore Tourism Board, Hotel Licensing Board websites, etc.

**Business Plan**

From the literature review presented earlier, the reasons why students are disinclined to join the tourism and hospitality industry are very much varied. However, these reasons can be consolidated into three major influences, namely personal, educational, and industrial. Each of these influences can be further sub-divide into specific factors.

**Personal (Self) Influences**

Under personal influences, factors such as perception of the industry i.e. the status can play as important deciding factors. Other reasons would be the educational level of the student, and his potential to obtain a higher educational qualification. Another factor would be that of past experience. This experience can be from previous work experience or stays in a hotel. The background of an individual will also play an important role in a person’s
decision to join the tourism and hospitality trade. Lastly, an individual’s outlook of life will be one of the important reasons of choosing a tourism-related career.

**Educational Influences**

As for educational influences, there are many factors that can shift a student’s career choice. As cited by Litvin (2000), hospitality teachers’ knowledge, perception and outlook of the industry can be a motivational factor in joining the tourism and hospitality industry. Curriculum does also play an important role. Curriculum can be further subdivided into academic (classroom-based, guest speakers) or field based (i.e. site inspections, field trips). Another component that can have an integral impact on the choice of career would be that of an internship program. The institution offering hospitality courses that have strong links to the industry with multiple opportunities to get involved in events such as openings, visits and talks can entice students to stay within the industry. Moreover tertiary institutions with appropriate facilities and resources, such as the offering of computer-aided hospitality related programs and skills, such as property management system, actual restaurants, mock-up hotel rooms and hotels, and media and library resources can stir up further interest. Lastly, the reputation of the education institute might have a direct correlation to the percentage of students joining the industry after graduation.

**Industrial Influences**

The industry would also play a huge role in whether students would join them. The industry would imply both on a macro-level and on a micro-level i.e. the employers. The nature of many employers within the tourism and hospitality industry requires staff to put in longer hours as compared to the regular 8 hours office shift. In terms of work, irregular shift work, and the need for staff to work during public holidays and weekends will impact many students in joining the industry. Another factor would be that of pay. Generally, remuneration of service line workers is lower than that of other industries and this does affect
student joining the trade. The challenge of serving others or working in an environment that is non-consistent can affect job applicants. There are other factors that will be discussed at length in this paper.

**Model of Interest and Attrition**

From these influences and factors, a model of interest and attrition can be drawn to highlight the reasons why students do not wish to join the hotel trade despite having studied a course related to this industry. Furthermore, a weighted balance score card can be applied to different tourism and hospitality companies, so that they can better understand their own operations and conduct their own surveys for students working in their companies. Similarly this model can be given to students to gauge their expectations at each year of their course, so that educators can gauge student’s continued interest, their delivery of their course and the need for additional school facilities. This model is depicted in Appendix A.

Each third of the circle displays the different influences and this is further subdivided into various factors. Each radial represents a factor that can influence a student’s choice of entering the industry. Likewise each radial is rated according to the degree by which students are inclined to join the hospitality trade. The grades range from ‘1’ to ‘10’ diverging from the circle’s core. A score of ‘1’ would imply that the a student is very willing to join the industry based on that specific factor, and score of ‘10’ would depict that a specific factor has negative influences on a student joining the industry. Although this model has not been put into practice, evaluators of the model will be able to evaluate specific influences or factors that have an impact on joining and attrition. Tourism and hospitality firms can also measure and benchmark their own retention and attraction factors, and decide on a critical average score within their sector. This is to be decided by each property, organization and establishment, each with their own quantitative values. Lastly, the score for all components can be tallied up to give government bodies such as the Ministry of Manpower, Singapore
Workforce Development Agency and the Singapore Tourism Board an insight of the causes of students not joining the industry.

Application to the Singapore Polytechnic Hospitality Student Context to the Model

Although surveys can be developed to further quantify the respective values for each factor within the model, certain conclusions can be drawn from research and applied to the Singapore context from previous studies and researches. Below are some areas that were explored and derived from such researches.

Self: Perception on remuneration

A graduation survey was conducted for all graduates from Temasek Polytechnic’s Business School for the commencement of 2009. The Temasek Polytechnic Business School Survey (2010) obtained quantitative data with regards to graduates’ current jobs in terms of remuneration, time taken to obtain a job, relevancy of the jobs to the diploma obtained etc.

From the survey conducted, the Hospitality and Tourism cluster diploma, i.e. Diploma of Leisure and Resort Management (LRM), Diploma of Hospitality and Tourism Management (HTM) and the Diploma in Culinary and Catering Management (CCM), had many graduates earning less than $1400 per month after graduation. The breakdown according to the survey is as follows: 57% of the cohort from CCM earned less than $1,400 per month; 74% of the cohort from HTM earned less than $1,400 per month; 62% of the cohort from LRM earned less than $1,400 per month.

As compared to the generalist diplomas such as Diploma in Business (BUS) or the Diploma in Account & Finance (A&F), only about less than 56% of the cohort earns less than $1,400 per month. Given these statistics, it is can surmise that the hospitality line generally pays less than other industries, hence students might not be inclined to join the industry.

The availability of other job positions in other sectors, such as banking, insurance, and realty, which offers better remuneration, might further hinder hospitality students from
joining the industry. The Hay Group (2009) reported in 2009 that average pay for the following sector for fresh diploma graduates are as follows. Engineering – $1,700; IT and Telecommunications – $1,800; Finance and Accounting - $1,695; Logistics and Supply Chain - $1,700. The average pay for a Front Desk Agent, an entry position in a hotel is about $1,200, which has a huge disparity as compared to the other sectors (K. Ong, personal communications, June 16, 2010).

**Self: Perception on educational levels**

According to M.A. Kiffly (personal communications, July 15, 2010) another reason why students are disinclined to join the hotel trade is due to the perceptions of the education for the positions in the tourism trade. Recruitment advertisements featured in the Singapore local newspapers for entry-level positions for the hospitality and tourism grade always peg diploma graduates with GCE ‘O’ level school leavers. By doing so, diplomas holders are unable to leverage on their educational qualifications earned and are seen to be competing with students who are from a lower educational stratum.

**Self: Values**

As mentioned by Gursoy, Maier & Chi (2008), the values of the students are very much different from pervious generations (i.e. the baby-boomers (born 1943 – 60) and the Generation X (born 1961 – 80)). Currently the generation that is working in the hospitality line comprises predominantly of the Generation X and a minority of baby-boomers. These two generations groups, have different views of work. The baby-boomers are characterised by hard-work, sincerity and the belief in a central authority system. They also do have a fear of change and of technology (Gursoy, Maier & Chi, 2008). The X-ers (Generation X) are characterised by being self-reliant and being tech-savvy. They also see jobs as being temporal and willing to change occupations easily if it allows them to achieve their goals.
Most Singapore diploma graduating students are presently between the ages of 19 – 23 and therefore fall under the generation group of the millennials, who are born between the years of 1981 – 2000. According to Gursoy, Maier & Chi (2008), people of such an age group tend to espouse characteristics such as being collective, not being loyal to an organization, wanting flexible work schedules (but this is not a priority to them). However as opposed to X-ers, they have a tendency to have entire career changes or build parallel career treks. They are also not burdened down by responsibilities such as paying for a housing mortgage, car payment and supporting a family (children or parents) due to their age, as compared to their X-ers.

Given the above reasons and more so in Singapore, where other jobs are aplenty, diploma polytechnic students are very influenced by peers who are seeking other career options. Moreover, both generally and culturally in Singapore, students does not move out of their parental homes until they are married. It is financially impossible for Singaporean students to own their own cars. Hence they have more flexibility not to pursue a hospitality and tourism career.

Self: Perception of Background

In 1995, one household in every ten Singapore families has a foreign domestic helper-maid as cited in Migration News (1995). In 2010, this number has increased. Lui (2010, March 31) stated that there is one domestic worker in roughly every six Singaporean households. The maid in such families usually take care all chores, such as cleaning, washing, cooking and other menial tasks.

Given that these Singapore students are exposed to an environment that all their needs are being taken care of and served, it is postulated that many students will not be inclined to join the hospitality trade, where service is an integral part of the job. For many students, they might feel that the status of work might be below what they are used to at home. Moreover,
they might not be comfortable or suited to mundane task such as cleaning and serving.
Lastly, their parents might feel that it could be shameful or a ‘lost of face’ by having a child working at such a low-level entry position, due to cultural reasons.

**Industry: Macro – Environmental Attrition**

The hospitality and tourism industry is characterised as one which is dynamic and challenging. It is known by many that it is a 24/7 industry that does not sleep, as one would need to attend to guest needs and operations. As cited in Princeton review (n.d.), many hotel workers claimed that there were mentally and physically exhausted at the end of the day. A survey conducted by Princeton review (n.d.) claimed that ‘over 70% of the respondents said that ‘tired’ was an understatement about how they felt at the end of the day’.

Given the above, generally the hospitality and tourism industry is one that is faced with high turnover, i.e. 57.6% in 1997 as compared to other industries as mentioned earlier (Ministry of Manpower, 2010). This attrition factor will indirectly affect both students who are applying for positions as well as students who have just started their careers. Prospective students could look at the high-rate of turnover through the many featured recruitment advertisements in internet portals and newspapers and attribute this to a bad working environment. This high turnover will also affect current staff, as greater and overwhelming responsibilities are given to them to shoulder. Given time, they might leave to find other prospects as well.

**Industry: Shift work and Hours of work**

The hospitality and tourism industry is one which is characterised by long hours and shift work. Although the Singapore government encouraged a 5-day work week for all industries in 2004 (Teo, 2007), many hotel’s operational divisions are still running on a 6-day work week. Generally an average worker is required to work 44 hours per week in Singapore, however due to the nature of the tourism and hospitality, many staff are required
to work more than stipulated hours due to late arrival, groups, last minute request etc. Moreover, Singapore being an Asian paternalistic society, some staff are afraid of leaving the office prior to their superiors (Taylor, 2006). According to Asia Development Bank (2010), most industries in Singapore such as manufacturing, construction, public administration have seen a decrease in the number of hours worked however there has been an increase in hours worked in the hotel and restaurant industry by almost one extra hour per day since 2008. In general, the average Singaporean employee in the workforce works up to 53 hours per week (Granthornton, 2007), it can only be speculated that the hours worked by the employees in the hospitality and tourism sector to be much higher to average off the number of hours maintained by other industries. However, there is no conclusive quantitative research to confirm this.

As most hospitality students upon graduation enter the operations divisions in hospitality and tourism industry, they are subjected to the needs of operations which are carried out throughout the day (shift work), including weekends and public holidays. Coupled with the stressful nature of the work, dealing with irate guest and the fast pace nature of the line, students are disinclined to work in the industry (Kang & Gould, 2002) after joining the trade. Moreover, Singapore on a whole prefers to work in environment that gives them the weekend off and have an office work-life balance (Litvin, 2000).

**Industry: Promotional aspect**

In Singapore, most hotels practise annual promotional exercises. These promotions are based on annual appraisals which are conducted on a yearly basis. Human resources practitioners will look at deciding factors such as performance, contributions to the company, length of service and recommendations by line managers, prior to giving the general manager to approve. Various hotels have different determining factors.
According to M.A. Kiffly (personal communications, July 15, 2010), this practice does not bode well with students who feel that their promotional chances are being stifled, and having their work not being recognised. A study conducted by Chiang & Jang (2008) revealed that approximately 48% employees (below the age of 25) and 95% holding at least high school degree valued better opportunities in career advancement and feelings of accomplishments. Gursoy, Maier & Chi (2008) mentioned that millennials are characterized by ‘instant gratification’ and if their contributions are not immediate recognised, they might choose to leave the industry. Currently in Singapore, the number of years that a staff spent in a single position averaged between 2-5 years (K. Ong, personal communications, June 16, 2010; J. Tee, personal communications, July 15, 2010).

Industry: Skills (Transferable) and Training

According to National Trade Union Congress (NTUC) industrial relations executives (S. Chin; M.A. Kiffly; J. Tee, personal communications, July 15, 2010), the skill-set of hospitality and tourism diploma graduates are generally transferable. This implies that the skills learnt from their diploma allows them to enter many fields within the tourism and hospitality industry, as students do take on modules such as food and beverage, front office, housekeeping, ticketing etc.

However, this generalist approach might not be favourable for the interest of their academic course, as hospitality students might feel that a diploma in Hospitality Management might not be of much value, as most normal people might be able to do their job roles. There is much debate of whether a Diploma in Hospitality Management is considered a professional education. Khan (1992) claims that many scholars are beginning to view hospitality management as a professional discipline, however Ladki (1993) has stated that many people feel otherwise. As Singapore is generally a country where students are pushed to acquire professional and academic excellence and certification, students might prefer diplomas that
are more in-depth, professional and recognised, such engineering or a law certification. In their eyes, hospitality courses could be seen to be quasi-professional comparatively.

Chiang, Back & Canter (2005) mentioned training is a most important aspect of keeping staff happy. According to their research, they found that there is a correlation between extensive and relevant training given to staff to job satisfaction and their intention to stay in a job. Supporting this fact are researches done by Kang & Gould (2002) and Jenkins (2001). They cited that the lack of training and developmental opportunities could be a disincentive for students to join and stay in the trade. In respectable hotels in Singapore, new joiners are placed on an orientation, induction and on boarding program during their commencement. However, due to the shortage of manpower in the hospitality arena in Singapore at the moment, many new-comers are placed into the job without training, however shadowing a senior staff. This causes much vexation for new joiners and can be a negative experience.

Moreover, unlike the Singapore Civil Service where there is a mandatory training requirement of 100 hours per staff per year, staff rotation and external exposure, the hospitality and tourism industry has little or non-regulated fixed hours or development for their employees (Careers@gov., 2010). With the recent outbreaks of SARS and H1N1, and the economic downturn, more hospitality companies are realising the need for training and are changing their training focus. (F. Lai, personal communications, August 5, 2010; J. Tan, personal communications, August 13, 2010) However, until hotel association bodies such as the Singapore Hotel Association, etc. start regulating and auditing such training, hotels’ training programmes will still be proprietary to the individual properties and no mandate will be made on the minimum amount of hours needed to be given to each employee on a national level.

**Industry: Stress**
The nature of the hospitality and tourism industry is known to be stressful (O’Neill & Davis, forthcoming). According to O’Neill & Davis (forthcoming), the two most common causes of stress for hourly employed workers are from interpersonal tensions and from work overload. Interpersonal tensions come from interactions from customers as well as from staff.

According to J. Tee (personal communication, July 15, 2010), a major segment of the customers that hospitality and tourism staff deal with in Singapore are the locals. These are in areas of food and beverage, conventions and rooms departments. As most Singaporean locals are well-travelled, many have high expectations. J. Tee (personal communication, July 15, 2010) mentioned that dealing with the locals can be stressful since the locals have much experience in guest services and demand higher service standards. Moreover, O’Neill & Davis (forthcoming) also did mention that interpersonal tensions can come about from staff argument and conflicts of interest at work.

Given that Singapore will reduce the number of foreign workers as mentioned earlier, this will reduce the number of staff working in the hospitality and tourism field. This will reduce manning and impose greater work load, resulting in higher stress on existing staff.

**Education: Lecturers’ Attitude, Knowledge and Experience**

Educators also play an important role in influencing the future career of students. As cited by Tesone (2005), academic leaders and educators are charged with the mantle of developing change within the industry. In order to do so, Singapore polytechnics have to ensure that prospective lecturers have the relevant knowledge, subject understanding and have placed strict criteria in the hiring for such positions. A research on some respectable polytechnics in Singapore revealed that the minimum requirement to teach hospitality courses at their institution would be a degree from a recognized university (preferable to have a
Masters) and three years of managerial experience in a related field. (Ngee Ann Polytechnic, 2010; Temasek Polytechnic, 2010).

However, there are certain drawbacks to this, as many experienced hospitality and tourism practitioners do not have a degree or a formal education. According to Lashley (2004), up to 30% of hoteliers do not have degree and eligible to teach. Moreover, as practitioners continue to advance in their career, many may not wish to transfer to an educational institution, considering the increased in wages, benefits and perks that they are receiving from the industry. Hence the educational institutions are left with either academic staff that do not have the skills due to inexperience or staff that have left the industry for too long.

Moreover, staff coming from the industry might display attitudes that discourage students from joining the industry. As many of these practitioners do understand that the industry is not an easy work place, they might show subtle hints and signs to students not to enter the industry (S. Chin; J. Tee, personal communications, July 15, 2010). Moreover, many educators fail to make clear to the students that what they do acquire at school is but a miniscule aspect of the whole industry. Many also do not instil values and ethics of professionalism, leading to student failing to understand the industry as a whole (Pizam, 2007).

**Education: Academia Curriculum**

Curriculum development is of vital importance to bridge the gap between what is desired by the industry and what is given to the students to study. The curriculum must be realistic in terms of practicum, from an industrial standpoint and also from an academic perspective in acquiring concepts and theories. Ritchie (1995) cited that typical hotel schools must address the needs of the industry and focus on developing students who will stay and work in the line as managers in the future. Tas & Dopson (2004) mentioned that the
development of curriculum should be pegged to industrial standards and reviewed through competencies grids and analysis. The curriculum must also enhance greater interest as the student progress through the years. Many polytechnics have adopted different pedagogies of teaching ranging from lectures, tutorials, discussions, problem-based learning, online games, etc. This is similar to programmes that are offered in Hong Kong hospitality institutions (Kivela & Kivela, 2005).

A research done by Kwong & Law (2008) revealed that hospitality students in a Hong Kong educational institution rated core- hospitality related subjects more important and relevant to the career prospects, as compared to general business management subjects. This study correlates to what the Singapore polytechnics have done well. Many polytechnics offering tourism and hospitality programs have remained relevant to the industry, as there is much emphasis on skills and relevant industry approaches in teaching. Many subjects and modules, such as Lodging Operations, Spa Operations Management etc. help anchor subjects to core skills, as compared to university level subjects which are more ‘management-based’ (deVries & Downie, 2000). However, it must be noted that as students progress on through their hospitality and tourism courses, many do lose interest in the industry (Jenkins, 2001).

**Education: Internships**

Many local polytechnics practise a 20 week internship during their students’ third year. Students will be sent to local and overseas hospitality and tourism establishments to obtain better exposure to the industry. However, according to Purcell & Quinn (1996), Getz (1994) and Kozar, Horton & Gregoire (2005), internships are actually detrimental to students joining the hotel line. Their researches have shown that internship experiences negatively affects hospitality student’s attitude towards the trade. As Hong Kong is very similar to Singapore, the research conducted by Zhang and Wu (2004) can add value to Singapore understanding of hospitality students’ internship. They purported that most students in tourism colleges have
little practical knowledge of the industry, therefore sending them out to the industry can be a ‘culture and reality shock’. According to Lam & Ching (2007), most students’ expectations are not met during their internship.

According to Temasek Polytechnic’s recent 2010 graduate survey, students from the Diploma of Tourism and Hospitality and Diploma of Leisure and Resort Management showed 5% and 4% respectively claiming that their internship did not help in their impression of their future job prospects, as compared to the Diploma of Business Information Technology and Diploma of Accountancy and Finance that had 0% and 2% respectively.

**Education: Facilities and Resources**

According to Tesone & Ricci (2005), industrial practitioners looked at three aspects of students when hiring and evaluating candidates. As cited by Ricci (2010), hospitality students are more sought after, as compared to other general business graduates. These aspects are knowledge, attitudes and skills. On the note of skills, these aspects can only be acquired if the educational institution has the resources to train the students so that they have the capability to work in the industry and to sustain continued interest.

Such resources would be simulations and training tools. Most polytechnics in Singapore do invest heavily in finances to the infrastructure and facilities for their students. Programs such as ‘Opera’ (a Property Management System), ‘Micros’ (Food and Beverage Point of Sales), and Abacus (Global Distribution System) are used in most respectable polytechnics to train students. It has also been stated by K.H. Boo (personal communication, August 17, 2010) that Temasek Polytechnic will launch the Temasek Tourism Academy in line with a collaboration with Singapore Institute of Technology – University of Nevada, Las Vegas to provide better platforms for learning and sustaining tourism interest amongst students.
Libraries with available online database system also help to facilitate hospitality students' learning, knowledge acquisition and further interest. Libraries, with online electronic databases are available in all polytechnics. In terms of skills practicum and acquisitions, Temasek Polytechnic and Republic Polytechnic have laboratories such as training restaurants, spa treatment rooms and mock-up hotel rooms for students to practice hand-on sessions and practicum.

All these facilities will indirectly create greater interest and skill acquisition. As cited by Kwong & Law (2008) such skill training holds high in the value of students. Moreover, it is stated by Harris, Kwansa & Lattuca Jr., (2006), that an educational institution’s facilities and reputation does play a major factor is their recruitment strategy.

**Education: Links to the Industry**

It is generally noted that education institutions that have greater ties with the industry might be able to garner more support and interest amongst students. Linkages to the industry would imply guest speakers during lectures, forums, participation in seminars, assisting in specific hospitality and tourism related events such as the F1 Grand Prix, Singapore Youth Olympics, grand openings of resorts and hotels etc.

Alan & Chak-Keung (2009) mentioned these form of activities, which gives students the ability to interact with industrial practitioners and work specifically at the site of the operations, can provide an authentic experience. They will also have opportunity to gain first hand experience, by putting theories into action. Students will also be able to learn about the hospitality and tourism trade, which is not taught within the confines of an educational institution and framework, such as dealing with superiors and politics.

However, in order to stay relevant and for sustained interest to grow, key learning objectives must be laid down by their hospitality educators. Moreover, in such cases, there is very limited structure formal training, and students would need to look beyond the traditional
system of education to obtain the best value from such events and activities. Likewise, industrial practitioners must also continue to engage the interest of students during such sessions, lest it becomes a negative effect, rather than sustaining interest.

**Conclusion**

The tourism and hospitality industry has been one which has been severely neglected in the past. During the 1980s – 1990s, Singapore has concentrated on developing the information technology, logistics and manufacturing industries. (M.A. Kiffly, personal communications, July 15, 2010). During the 2000s, they realised a need to boost the tourism and hospitality to increase tourism receipts which accounts for about 3% of Singapore GDP at an estimated $12 billion (Ministry of Trade and Industry, 2010). However, the mindsets of the people have not changed and they are not inclined to join the industry despite the growth. Many locals, especially the young see this line as one which is of low status, low pay and highly stressful with long and variable work hours. On the other hand, many tourism and hospitality companies have not changed as well. They are still steeped in traditional human resources practices, for example constantly engaging staff from overseas, maintaining 6-day work weeks etc.

The government has recently taken steps to mitigate this mentality. They have curtailed the hiring of foreign labour, with the imposition of levies. This will indirectly increase greater productivity within the trade and set premium wages for current workers. They have also sponsored and created greater awareness of customer service through media programmes such as ‘Can you serve?’ and continued educational training (CET) through the Workforce Development Agency and the Employment and Employability Institute (e2i).

As the government has recently launched the above initiatives, there are still no conclusive quantifiable response and data from the local populace. This study narrows the spectrum of the population to hospitality students within the context of the local polytechnics
in terms of their interest to joining the hospitality and tourism trade. It looks at three areas
namely, from the context of the education provide by their schools, their own personal
perception and from the standards and attractiveness of the industry. Perhaps with greater
push from the government and better incentives provided by both the industry and the
government, more local young adults will re-evaluate the trade and choose this industry as
the first choice option.

**Recommendations**

To increase greater interest amongst the Singapore hospitality students, a number of
measures can be taken. Firstly, the industry would need greater credibility and
professionalism. The Singapore Tourism Board should engage the hospitality and tourism
associations, such as the Singapore Hotel Association, Association of Room Division
Executives, Association of Attractions, Clef D’or, Singapore Association of Housekeeper etc.
to take more proactive steps in getting involved with the hotels, polytechnics and the public.
They should do road shows, engage polytechnics as guest speakers, organise more seminars
for industrial practitioners etc.

These associations should also provide and sponsor certifications for their staff through
external bodies such as the Educational Institute, American Hotel and Lodging Association.
By doing so, it increase personal pride amongst the staff. Likewise, it will increase employee
knowledge and skill set. The sponsorship of such training can also be used to bond and retain
workers in a quid-pro-quo relationship.

Hospitality and tourism companies should also play more emphasis on work-life
balance and retention strategies. According to Deery (2008), employees who feel that their
work-life is out of sync will definitely consider leaving and will not display corporate
citizenship towards their employers. Nowadays with many hospitality firms advocating a 5-
day work-week, companies that are still practising a 6-day work-week should follow suit, lest
they risk staff leaving for other industries and establishments. Moreover, hospitality firms should take the initiative to follow government pro-work-life programs such as working from home, having 4-day work weeks, flexible schedules and ‘family-dinner days’ programmes.

On an educational perspective, course and programme managers should remain relevant to the industry. They should hire more professionals from newer tourism sectors, such as from revenue management, gaming and theme-park management. These professionals will be able to bring a wealth of knowledge to keep student interest high and the curriculum relevant rather than from traditional subjects such as food and beverage and housekeeping. Academic course managers should also have industrial practitioners to vet their subject content to confirm relevancy to the industry. They should also encourage better collaboration between industrial partners and the polytechnics in terms of the alignment of student assignments to industrial events and projects. Academia should also be sent on more industrial attachments to prevent encapsulation and to stay current.

As there is very little research done in the area of attitudes, perceptions and retention of students joining the workforce, the Ministry of Manpower, together with the Singapore Tourism Board could commission a formal research to delve further and obtain quantitative data on the reasons why students are declined to join the hospitality and tourism industry.

Finally, there is a shortage of ‘local industrial heroes’ within the industry. (M.A. Kiffly, personal communications, July 15, 2010) ‘Local industrial heroes’ are industrial practitioners who have reached the pinnacle of their career and are contributing back to the industry. An example of a local hero would be Jennie Chua, former President and CEO of Raffles International and Ascott. Most CEOs and General Managers of hospitality firms in Singapore are expatriates. These phenomena results in student have little faith that they can climb to such a position in their home country. The Singapore Manpower Ministry should curtail the number of expatriates holding such positions and have Singapore Tourism Board
and Singapore Hotel Association promote local hoteliers and practitioners so that they can be seen as role models and for future students to emulate.
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Appendix A

Model of Attrition and Interest

- Shift work and hours of work
- Macro Environmental Attrition
- Promotional Aspects
- Stressful Environment
- Skills and Training
- Perception on Background
- Perception on Value
- Perception on Remuneration
- Perception on Educational Levels
- Academic Curriculum
- Internships
- Facilities and Resources
- Links to the Industry
- Lecturers' Attitudes, knowledge and Experience
Subject: Research on the Competitiveness Evaluation Model for International Tourism City Destination
       ——A Comparative Study of Beijing and Singapore

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Research on the Competitiveness Evaluation Model for International Tourism City Destination
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ABSTRACT

Building the World Tourist City has become an important way to enhance competitiveness for many tourist destinations. Beijing is also endeavoring to build the World's Tourist City under the goal of building World City. Evaluating Beijing’s tourism competitiveness and finding the distance between Beijing and other World Cities is a key way to achieve the goal.

Based on the formal research in China and abroad, the paper applies the evaluation indicators of the world's best tourist destinations and world cities to build up a new competitiveness evaluation model for tourism city destinations which includes 18 primitive indicators from economic benefits, government performance, enterprise efficiency and supporting system four aspects. Then, the paper use Analytic Hierarchy Process and Delphi method for the assignment of the indicator weight.

However, due to the different physical meaning of different indicators which determine the data can not have uniform dimensions, comprehensive assessment cannot be conducted if all the units are not unified, so the various indicators have been collected into a non-dimensional data processing.

Finally, based on the dimensionless index value produced and the weight of each index, competitiveness of Singapore and Beijing is calculated and analyzed in the hope of providing certain study method and ideas for the evaluation of tourism city destinations’ competitiveness and the development of domestic tourist cities.

Key Words: tourism city destination; competitiveness evaluation model; Beijing; Singapore

1. REVIEWS

In tourism destination competitiveness research, the most representative and classical analysis model is countries competitiveness “Diamond Model” which was designed by Porter. Based on this model, Ritchie&Crouch (2000) proposed a sustainable competitiveness model which was applied to tourism destinations. Dwyer&Kim (2003) improved the sustainable competitiveness model and builded the “Dwyer&Kim Model”. The competitiveness indicators they applied included both objective (market segmentation, tourism foreign exchange earnings, etc) and subjective (attraction, aesthetics, etc) indicators. But, the effectiveness has not been yet confirmed. Based on the concept model which was studied by Ritchie&Crouch, Enrigh&Newton (2004,2005) proposed the quantitative assessing of tourism...
destination competitiveness included not only the attributes of destination attraction but also industrial management.

In China, the studies of evaluation model of tourism destination competitiveness started fairly late. Most scholars have been learning and modifying the existing models which had been designed by previous authors. According to “Diamond Model”, Li & Zhao (1999) summarized the six factors and four stages of international competitiveness and the characteristics of each stage. Based on the city competitiveness system, which includes hard competitiveness system and soft competitiveness system, Ni et al. (2004) built up the “Bow Model”. According to deficiencies of “Dwyer & Kim Model”, Yi (2007) improved the model and designed the “TDC Five Factors Model”. Dong et al. (2009) built up a competitiveness evaluation model for tourism city destinations from both overall and monomers city aspects which included the development momentum, level, impact, contact and the degree of tourism contribution.

Studies abroad is more abundant in this area, while domestic tourism competitiveness evaluation model are mainly similar and lack of maneuverability and guide meaning. In view of the previous deficiency, according to the evaluation competitiveness model of Ritchie & Crouch, this paper borrowed some indicators of world city evaluating, build up an evaluation competitiveness model for international tourism destination.

2. MODEL BUILDING

2.1 Principles for Indicators Selecting

In order to ensure the representative of selected indicators and the practicality, maneuverability of the model, the process of model building and indicators selecting should follow some principles. They are as follows:

Systematization: The concept of tourism destination competitiveness is comprehensive, so the selected indicators should be systematic, interrelated and reflect the characteristics of system as many as possible. The contact between different indicators should be treated in different order, so it can be constituted into an organic whole.

Maneuverability: Taking maneuverability into consideration, the selected indicators, on one hand, should be comparable. On the other hand, the model should be based on data, and calculated easily to ensure the rationality, objectivity and equality of the evaluation result.

Dynamic: The tourism destination competitiveness is changing perpetually, so the selected indicators should reflect not only the current but also the future.

Simplicity: In the nearly same representative case, choose the indicators as few as possible, and make sure to have access to the most accurate data.

2.2 Weight

Following the above principles, the first step is to divide the levels of eva-
evaluation indicators and identify relations between them. Then choose indicators of each level. The last step is to collect experts’ opinions. If the system is applicable, it can be continued. If not, the system should be improved until all experts agree with it. According to above process, four composite indicators and eighteen primitive indicators are obtained.

Analytic Hierarchy Process and Delphi methods are applied to confirm the weights of variables and values are calculated by computers. The detailed operating processes are as follow.

(1) Send questionnaire to the relevant experts, according to experts, determine the relative importance of the indicators, and then get the appropriate calibration value according to 1-9 scale CCID method (the relative importance of indicators).

Table 1  
Table 1 Calibration Value of the Relative Importance of Indicators

<table>
<thead>
<tr>
<th>Comparison of the relative importance of the two indicators</th>
<th>Calibration value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extremely important</td>
<td>9</td>
</tr>
<tr>
<td>pretty important</td>
<td>7</td>
</tr>
<tr>
<td>Obviously important</td>
<td>5</td>
</tr>
<tr>
<td>Somewhat important</td>
<td>3</td>
</tr>
<tr>
<td>Equally important</td>
<td>1</td>
</tr>
<tr>
<td>Somewhat unimportant</td>
<td>1/3</td>
</tr>
<tr>
<td>Obviously unimportant</td>
<td>1/5</td>
</tr>
<tr>
<td>Very unimportant</td>
<td>1/7</td>
</tr>
<tr>
<td>Minuscule</td>
<td>1/9</td>
</tr>
</tbody>
</table>

(2) According to the calibration value that indicators carry in the upper level of indicators, the calibration matrix with the relative importance is set out as follow.

Table 2  
Table 2 Calibration Matrix of the Relative Importance of Indicators

\[
\begin{array}{cccccc}
X_1 & X_2 & X_3 & \cdots \\
X_{11} & 1 & X_{12} & X_{13} & \cdots \\
X_{21} & X_{22} & 1 & X_{23} & \cdots \\
X_{31} & X_{32} & X_{33} & 1 & \cdots \\
\vdots & \vdots & \vdots & \vdots & \ddots \\
X_{n1} & X_{n2} & X_{n3} & \cdots & 1 \\
\end{array}
\]

Note. \(X_r (r=1,2,3,\ldots,n)\) is the calibration value of relative importance for the number \(r\) indicator; \(X_{ik} (i=1,2,3,\ldots,n; k=1,2,3,\ldots,n)\) is the calibration value of relative importance obtained after comparison with the relative importance of factor number \(i\) and indicator.
number $k$.

(3) Calculate the eigenvalue ($T_i$) of each line

$$T_i = \sqrt[\lambda]{\prod_{k=1}^{n} X_{ik} \cdot K} \quad (i=1, \ 2, \ 3, \ \ldots, \ n)$$

In the formula, $n$ is the number of indicators. Hence, the weights that every indicator carries in the upper level indicator is

$$W_i = \frac{T_i}{\sum_{i=1}^{n} T_i} \quad (i=1, \ 2, \ 3, \ \ldots, \ n)$$

In order to examine whether the results obtained by AHP is reasonable, it is necessary to make consistency test to the judgement matrix. Generally, if Test coefficient $CR<0.10$, the consistency of the judgement matrix is satisfactoried; if Test coefficient $CR>=0.10$, the judgement matrix needs to be adjusted until satisfactory. The ultimate results of the weights of index described in table 3. The number next to the indicator is the weight it carries.

<table>
<thead>
<tr>
<th>Composite Indicators</th>
<th>Single Indicators</th>
<th>Primitive Indicators</th>
<th>No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourism Destination Competitiveness Evaluation Indicators’ Weights</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 3
<table>
<thead>
<tr>
<th>Economic Benefits</th>
<th>Tourism Economic Results</th>
<th>Foreign Visitors (million)</th>
<th>0.5</th>
<th>D1</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Inbound Tourism Receipts ($ billion)</td>
<td>0.5</td>
<td>D2</td>
</tr>
<tr>
<td>Economic Environment</td>
<td>0.354</td>
<td>Foreign Investment ($ million)</td>
<td>0.358</td>
<td>D3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Private Cars Per 1,000 Population</td>
<td>0.286</td>
<td>D4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ratio of Dependence on Foreign Trade</td>
<td>0.356</td>
<td>D5</td>
</tr>
<tr>
<td>Government Performance</td>
<td>0.179</td>
<td>Public Toilets Per 10,000 Population</td>
<td>0.360</td>
<td>D6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Internet Penetration (%)</td>
<td>0.309</td>
<td>D7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Days of Grade Two and Higher Air Quality</td>
<td>0.331</td>
<td>D8</td>
</tr>
<tr>
<td>Enterprise Efficiency</td>
<td>0.215</td>
<td>Average Room Occupancy Rate (%)</td>
<td>0.33</td>
<td>D9</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Average Days of Stay of Foreign Visitors</td>
<td>0.34</td>
<td>D10</td>
</tr>
<tr>
<td>Supporting System</td>
<td>Infrastructure</td>
<td>Number of Guides</td>
<td>0.33</td>
<td>D11</td>
</tr>
<tr>
<td></td>
<td>0.547</td>
<td>Public Transport Passengers (million)</td>
<td>0.273</td>
<td>D12</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of Taxis</td>
<td>0.25</td>
<td>D13</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Air Transport Passengers (million)</td>
<td>0.244</td>
<td>D14</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Business Total Volume of Posts and Telecommunications ($ million)</td>
<td>0.233</td>
<td>D15</td>
</tr>
<tr>
<td>Supporting System</td>
<td>Social Environment</td>
<td>Public Security (Criminal Cases per 1,000 Population)</td>
<td>0.32</td>
<td>D16</td>
</tr>
<tr>
<td></td>
<td>0.453</td>
<td>The Amount of Public Library Books Per Capita (Volume)</td>
<td>0.343</td>
<td>D17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Doctors Per 1,000,000 Population</td>
<td>0.337</td>
<td>D18</td>
</tr>
</tbody>
</table>

D1: The number of foreign tourists visit the destination during the whole year.

D2: The total spending of foreign tourists in transport, visiting, accommodation, dining, shopping, entertainment, etc.

D3: The amount of foreign investment, which can reflect the ability to attract foreign capital.

D4: In the report period, the amount of private car of the tourism destination. It’s divided by the permanent population of the destination, then multiplied by 1,000.

D5: The ratio of total amount of import and export to GDP, which can reflect the connection and activeness of economy with other countries, and help the destination to build wider attractive space.

D6: The numbers of public toilets of the destination, which is divided by the permanent population, then multiplied by 10,000.

D7: The ratio of the internet users to all citizens of the destination.

D8: In the report period, the days of the annual air quality of the destination less than 100 according to the PSI or API.

D9: In the report period, hotel room occupancy rate of the destination, which
can reflect the usage of the tourist accommodation facilities.

- **D10**: The average days of the foreign tourist to stay in the destination, reflecting the marketing potential of the tourism enterprises.

- **D11**: The number of tour guide, reflecting the scale of the tourist enterprises of the destination.

- **D12**: The whole passengers of bus, railway and shipping.

- **D13**: The number of the taxies in the destination, which is divided by the permanent population, then multiplied by 10000.

- **D14**: In the report period, the total number of air passengers.

- **D15**: The total number of postal and telecommunication services provided by the telecommunication companies which are expressed in value terms.

- **D16**: Public security situation, which can be scored according to the numbers of criminal case per million population.

- **D17**: The amount of books in the destination, which is divided by the permanent population. It reflects the culture atmosphere and culture facilities which can help people to increase knowledge and interest of tourism.

- **D18**: The numbers of doctors in the destination, which is divided by the permanent population, then multiplied by 100,000. It can reflect the medical service of the destination.

### 3. CALCULATION OF CITY COMPETITIVENESS

#### 3.1 Non-dimensional Data Processing

In order to guarantee the authority, reliability and availability, most of the data in the article is obtained from Beijing Statistical Yearbook 2010, Statistics Singapore (Website), China Beijing Tourism Board. We selected a cross-section data of 2010 to compare Beijing and Singapore. At the same time, because some date of 2010 haven’t been published, counterpart data of 2009 is selected to take place of them.

Due to the different physical meanings of each indicator, the data don’t have the unified dimension. However, unified units are needed to make comprehensive assessment, so all the data have to be turned to dimensionless data. The transform formula is:

\[
P_i = \frac{10D_i}{\sum_{i=1}^{n} D_i}
\]

In the formula, \(P_i\) is the dimensionless value transformed, \(D_i\) is indicator value before, \(\sum_{i=1}^{n} D_i\) is the sum of all the indicators of the destination. The dimensionless value of all the indicators of Beijing and Singapore are shown in table 4.
<table>
<thead>
<tr>
<th>No</th>
<th>Indicators</th>
<th>Beijing Original Value</th>
<th>Beijing Dimensionless Value</th>
<th>Singapore Original Value</th>
<th>Singapore Dimensionless Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>D1</td>
<td>Foreign Visitors (million)</td>
<td>4.90</td>
<td>2.96</td>
<td>11.64</td>
<td>7.04</td>
</tr>
<tr>
<td>D2</td>
<td>Inbound Tourism Receipts ($ billion)</td>
<td>5.04</td>
<td>2.49</td>
<td>15.18</td>
<td>7.51</td>
</tr>
<tr>
<td>D3</td>
<td>Foreign Investment ($ million)</td>
<td>6,330.00</td>
<td>5.97</td>
<td>4,275.00</td>
<td>4.03</td>
</tr>
<tr>
<td>D4</td>
<td>Private Cars Per 1,000 Population</td>
<td>187.20</td>
<td>6.28</td>
<td>111.00</td>
<td>3.72</td>
</tr>
<tr>
<td>D5</td>
<td>Ratio of Dependence on Foreign Trade</td>
<td>1.31</td>
<td>3.20</td>
<td>2.79</td>
<td>6.80</td>
</tr>
<tr>
<td>D6</td>
<td>Public Toilets Per 10,000 Population</td>
<td>3.01</td>
<td>0.48</td>
<td>59.10</td>
<td>9.52</td>
</tr>
<tr>
<td>D7</td>
<td>Internet Penetration (%)</td>
<td>69.40</td>
<td>4.51</td>
<td>84.50</td>
<td>5.49</td>
</tr>
<tr>
<td>D8</td>
<td>Days of Grade Two and Higher Air Quality</td>
<td>286.00</td>
<td>4.45</td>
<td>356.00</td>
<td>5.55</td>
</tr>
<tr>
<td>D9</td>
<td>Average Room Occupancy Rate (%)</td>
<td>56.40</td>
<td>3.96</td>
<td>86.00</td>
<td>6.04</td>
</tr>
<tr>
<td>D10</td>
<td>Average Days of Stay of Foreign Visitors</td>
<td>3.60</td>
<td>4.74</td>
<td>4.00</td>
<td>5.26</td>
</tr>
<tr>
<td>D11</td>
<td>Number of Guides</td>
<td>7.27</td>
<td>6.50</td>
<td>3.93</td>
<td>3.50</td>
</tr>
<tr>
<td>D12</td>
<td>Public Transport Passengers (million)</td>
<td>6,587.85</td>
<td>8.19</td>
<td>1,460.00</td>
<td>1.81</td>
</tr>
<tr>
<td>D13</td>
<td>Number of Taxis</td>
<td>33.50</td>
<td>4.03</td>
<td>49.56</td>
<td>5.97</td>
</tr>
<tr>
<td>D14</td>
<td>Air Transport Passengers (million)</td>
<td>43.39</td>
<td>5.08</td>
<td>42.00</td>
<td>4.92</td>
</tr>
<tr>
<td>D15</td>
<td>Business Total Volume of Posts and Telecommunications ($ million)</td>
<td>141.20</td>
<td>4.64</td>
<td>119.94</td>
<td>4.59</td>
</tr>
<tr>
<td>D16</td>
<td>Public Security (Criminal Cases per 1,000 Population)</td>
<td>2.03/</td>
<td>1.43/</td>
<td>4.13</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>4.94</td>
<td>5.87</td>
<td>6.49</td>
<td></td>
</tr>
<tr>
<td>D17</td>
<td>The Amount of Public Library Books Per Capita (Volume)</td>
<td>1.39</td>
<td>4.44</td>
<td>1.74</td>
<td>5.56</td>
</tr>
<tr>
<td>D18</td>
<td>Doctors Per 1,000,000 Population</td>
<td>3,162.40</td>
<td>6.50</td>
<td>1,700.00</td>
<td>3.50</td>
</tr>
</tbody>
</table>
3.2 Competitive Calculation

Taking into account of the weight of each indicators and dimensionless value, we could calculate the competitiveness by using following weighted summation formula.

\[ F = \sum_{i=1}^{n} W_i P_i \]

In the formula: \( F \) represents the score of the higher level indicators, \( P_i \) is dimensionless value of indicators, \( W_i \) is the weight indicator carries in the higher level of indicators, \( n \) is number of indicators an indicator's higher level indicator has.

Firstly, according the original value and the formula given above, scores of primitive indicators can be calculated as table 5:

<table>
<thead>
<tr>
<th>No</th>
<th>Primitive Indicators</th>
<th>Beijing</th>
<th>Singapore</th>
</tr>
</thead>
<tbody>
<tr>
<td>D1</td>
<td>Foreign Visitors (million)</td>
<td>1.48</td>
<td>3.52</td>
</tr>
<tr>
<td>D2</td>
<td>Inbound Tourism Receipts ($ billion)</td>
<td>1.25</td>
<td>3.75</td>
</tr>
<tr>
<td>D3</td>
<td>Foreign Investment ($ million)</td>
<td>2.14</td>
<td>1.44</td>
</tr>
<tr>
<td>D4</td>
<td>Private Cars Per 1,000 Population</td>
<td>1.80</td>
<td>1.06</td>
</tr>
<tr>
<td>D5</td>
<td>Ratio of Dependence on Foreign Trade</td>
<td>1.14</td>
<td>2.42</td>
</tr>
<tr>
<td>D6</td>
<td>Public Toilets Per 10,000 Population</td>
<td>0.17</td>
<td>3.43</td>
</tr>
<tr>
<td>D7</td>
<td>Internet Penetration (%)</td>
<td>1.39</td>
<td>1.70</td>
</tr>
<tr>
<td>D8</td>
<td>Days of Grade Two and Higher Air Quality</td>
<td>1.47</td>
<td>1.84</td>
</tr>
<tr>
<td>D9</td>
<td>Average Room Occupancy Rate (%)</td>
<td>1.31</td>
<td>1.99</td>
</tr>
<tr>
<td>D10</td>
<td>Average Days of Stay of Foreign Visitors</td>
<td>1.61</td>
<td>1.79</td>
</tr>
<tr>
<td>D11</td>
<td>Number of Guides</td>
<td>2.15</td>
<td>1.15</td>
</tr>
<tr>
<td>D12</td>
<td>Public Transport Passengers (million)</td>
<td>2.24</td>
<td>0.49</td>
</tr>
<tr>
<td>D13</td>
<td>Number of Taxis</td>
<td>1.00</td>
<td>1.50</td>
</tr>
<tr>
<td>D14</td>
<td>Air Transport Passengers (million)</td>
<td>1.24</td>
<td>1.20</td>
</tr>
<tr>
<td>D15</td>
<td>Business Total Volume of Posts and Telecommunications ($ million)</td>
<td>1.26</td>
<td>1.07</td>
</tr>
<tr>
<td>D16</td>
<td>Public Security (Criminal Cases Per 1,000 Population)</td>
<td>1.88</td>
<td>1.32</td>
</tr>
<tr>
<td>D17</td>
<td>The Amount of Public Library Books Per Capita (Volume)</td>
<td>1.52</td>
<td>1.91</td>
</tr>
<tr>
<td>D18</td>
<td>Doctors Per 1,000,000 Population</td>
<td>2.19</td>
<td>1.18</td>
</tr>
</tbody>
</table>

Secondly, single indicators’ score are also calculated using the weighted summation formula, then composite Indicators score can be calculated and seen in table 6:

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Beijing</th>
<th>Singapore</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Benefits</td>
<td>1.27</td>
<td>2.27</td>
</tr>
<tr>
<td>Government Performance</td>
<td>0.54</td>
<td>1.25</td>
</tr>
</tbody>
</table>
Finally, taking the score and weight of each composite indicator into the weighted summation formula, we can calculate the score of destination competitiveness and find the score of Beijing is 4.33, while Singapore is 5.67.

4. RESULTS AND DISCUSSION

The final results of tourism destination competitiveness calculation show that Singapore is better than Beijing. It can be seen in Table 6, Beijing (1.09) is slightly better than Singapore (1.06) in Enterprise Efficiency, and so in Supporting System as well, with Beijing 1.43 points and Singapore 1.09 points. However, Beijing is far behind Singapore in Tourism Economic Benefits, with gap up to 1 point. As to Government Performance, Beijing (0.54) is worse than Singapore (1.25) as well.

(1) The most distinctive gap shows in the Tourism Economic Benefits, which includes Tourism Economic Results and Economic Environment. The Tourism Economic Results in this paper mostly reflects the performance of international tourism of a destination. Beijing gets 2.73 points, Singapore gets 7.27 points. The difference on the economic environment, Beijing (5.08 points) and Singapore (4.92 points), mainly lies in foreign investment and the amount of private car ownership, which are higher than Singapore.

One point we shouldn’t ignore is that Singapore’s tourism economic results is significantly better than Beijing while the differences of other indicators is not very obvious, which should be worth considering for Beijing. This contrast may have two reasons. One of the reasons may be the selection of indicators cannot fully reflect the real competitiveness of tourism in a global tourism destination. This shortage includes taking the domestic tourism performance out of considering in this paper. On the other hand, the significant success of international tourism of Singapore may lies in the tourism strategy it adopts to a great extent. Singapore is committed to playing a "Hub for Southeast Asia", visitors could start their journey from Singapore, then travel to Penang, Kuala Lumpur, far to go in Indonesia, Thailand, the farther to go to Hong Kong, Japan, this “hub” function can not only increase tourism attraction for tourists, but also increase tourism revenue.

(2) For the three indicators selected for government performance in Beijing are lower than Singapore, the number of public toilets became the largest difference. Air quality, Beijing and Singapore is also a big gap, and this is where Beijing has been working to improve. The reason why the Internet penetration in Beijing is less may be than there is a great number of migrant workers in Beijing who mainly have low levels of education.

(3) Business efficiency in Beijing is slightly higher than Singapore, this is due to the number of tour guides is more in Beijing. Owning to the large volume of domestic tourists, large number of guides is demanded in Beijing.

(4) Beijing has better supporting system than Singapore, including infrastruc-
ture and social environment. This may be because of Beijing's urban area and population are larger than Singapore. Meanwhile, as China's capital, political, economic and culture center, Beijing occupies more resources in infrastructure and social environment.

5. LIMITATIONS AND RESEARCH DIRECTIONS

A competitiveness evaluation model for international tourism city destination was built in this paper over four aspects of economic benefits, government performance, business efficiency and supporting system. However, there are two main limitations:

Due to data constraints, some indicator can’t be included in the evaluation model, which is one of the biggest defects in this article. Because of the subjective experience of the author when deal with the indicators, it will reduce the convincing of the model.

(1) In the indicator system, there isn’t an indicator that reflects the domestic tourism of the destination.

(2) Because of different standards, the tourism resources can’t be reflected in the indicator system. The tourism attraction of the destination can only be reflected by other indicators which is another main defect of the article.

(3) There are two standards to evaluate the air quality, the API and the PSI. As there is slight difference between the two assessment system, air quality less than 100 is selected in the article.

There are some shortcoming about the data selecting as well. The data can not completely reflect the actual situation because of different statistics standards. For example, hotel occupancy rate published by statistics aboard was adopted to represent the room occupancy rate, but it may be unreliable due to the different statistics method. At the same time, some data of 2010 is taken place by data of 2009, which influences the comparison result of Beijing and Singapore.

Hence, indicators and data that can reflect the actual situation more accurately should be adopted in the future research.

References:

[5] Li Jie, Zhao Xi-ping. (1999). A study of competitiveness and stage of evolution of
international tourism[J]. *Social Scientist*,(5).


Heritage Tourism in Galle Fort in Sri Lanka and its Socio Cultural Impacts by R.A.C.C Ranawaka

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Abstract
Recently considerable attention has been paid to the social and various cultural aspects of the intercultural tourism. Researchers of many Asian touristic countries have suggested that their own socio cultures have been changed with the influence of international tourism. However, the effects are varied from country to country.

This paper aims to evaluate an amalgam of negative and positive social, economical and cultural impacts which are observable at the Galle Fort which is located at the southern part of Sri Lanka with the development of tourism for the past two decades.

Galle Fort and its fortifications were registered as a UNESCO World Cultural Heritage site in 1988 which was preserved by Dutch as a colonial town. Due to the specialty of the location, such type of feature cannot be seen in the other parts of Sri Lanka. As a result of complicated historical development, at present the inside residency has been formed by a mix of three sub-cultures named as Sinhalese, Muslims and Tamils. Though the Sri Lanka’s majority is Sinhalese, half of the population among the Galle Fort community is Muslims (Klages, 2007).

It is hypothesized that the negative or positive impacts social, cultural and economic vary with the relationship to the tourism or location of their residence within the Fort. A group of 65 people were interviewed including represented family members and who are engaged in tourism sector using open ended questioning interviews.

It is found that in general, tourism is beneficial to the residents and some have made it as a business opportunity. The negative points are garbage problem, traffic jam and cultural deterioration.

Key words: Galle Fort, socio-cultural impacts, tourism, local residents

Introduction
According to the Ceylon Tourist Board Act No. 10, which is considered as a land mark of Sri Lankan tourism industry, tourism started to develop from 1966 as a main stream (Rathnapala,1984). Because of this publicity in the world foreigners started travel to Sri Lanka. Since then, Sri Lanka government initiated the recording of tourist arrivals in monthly and yearly basis. According to the report of Sri Lanka Tourism Development Authority
tourist arrivals have been increased by 29.9% from 1966 to 1979 and also this period could be identified as nation’s tourism became genuine as reported by Ratnapala, 1984. In year 2009, tourism was placed at 6th position of the national foreign currency income (GDP 2.6%). As mentioned in the annual report of tourist occupancy rates of 2009 (Sri Lanka tourism Development Authority, 2009), Southern coast of the country has become the mostly tourist attracted area. Galle Fort and its fortifications were registered as UNESCO World Heritage Cultural site in 1988 which was Dutch preserved colonial town.

Sri Lanka is an island of total population of 20.63 million people. There are 3 main ethnic groups. Sinhalese the main ethnic group is 72.9%, Tamils are 18.0% and Muslims are 8.5%. When it divide by the religion wise Buddhists are 70%, Hindus are 10%, Muslims are 8.5%, Roman Catholics are 11.3% are residing currently (MOFA, 2011).

Galle Fort is located in southern Sri Lanka and it is inherited by several unique features which are not observable in the other parts of the country. Galle was highly affected by the 2004 Indian Ocean earthquake and tsunami. However, according to Yasuda and Harada (2005) Galle Fort was not affected at all though only small part was flooded by shallow seawater. The strongly built fortress walls could be the main reason which diffuses the strength of tsunami waves (Yasuda and Harada, 2005: 603-615). Galle was considered as one of the severely affected city by the 2004 tsunami, still large number of foreigners visit Galle Fort yearly to see the historical and architectural specifications of this great monument.

Sri Lanka had been ruled by Portuguese, Dutch and English from 16th century to middle of 20th century. During the colonial era, Galle fort was under the control of European nations time to time. More than that, the Arabian merchants also used Galle as an international harbor for their worldwide trading activities during the 14th century (Abeyawardana, 2001). The influence of the ancient is proved by presence of the Muslim residence inside the Galle Fort as the major ethnic community. As a result of European and Arabic cultures, Galle fort features with mosques, churches, streets with colonial style architecture. Such multi-cultural impact has created a lively city today.

Due to the specialty within this colonial fortress such type of features cannot be seen in the other parts of Sri Lanka. The complicated historical background has made a multi-cultural environment within the Fort where Sinhalese, Muslims and Tamils live together as a small town. Among the community half of the population is Muslims (Klages, 2007).

Since Galle Fort is an important historical place, many scholars have conducted researches about the place use several streams. However, most of the studies which were carried out so far have focused on historical and architectural features of the fort and its surroundings.

This research will be mainly based on resident’s social, cultural and economical impacts due to international tourism; which none of the researches have done on this area.

It is hypothesized that the negative or positive impacts on socio-cultural and economic vary with the relationship to the tourism or location of their residence within the Fort. A group of
65 people were interviewed to measure this hypothesis.

Study Area

The study was conducted inside the Galle Fort (Figure 1) which is located about 116 km down-south of Colombo which is the commercial capital of the country. Galle is considered as the third largest city in Sri Lanka. The city of Galle is technically separated as Old town and New town. The area of the Galle new town is 1635km² and the population is 1.03million (Abeyawardana, 2001:10). The study area which is focused is 0.28 km² and the population is about 2000 (Klages , 2007: 2). In this study Galle fort (Figure 1) will be the main focus area. Because Galle fort is a rarely location in Sri Lanka. Also there is a specialty in the combination of ethnic groups.

Figure 1 : Map of Sri Lanka
worldatlasoftravel.com

Figure 2: Map of Galle Fort: Google Earth
**Objectives**

The overall aim of this study is to identify how the Galle Fort local resident’s social structure, culture and traditions have been affected or influenced by the tourism for the last two decades. Furthermore, it is preserved how local residents’ ideological viewpoints towards the tourism. After evaluating socio-cultural impacts on Galle Fort, recommendations or specifications can be forwarded to the government to make them more aware of conserving the fort as a heritage. The findings will enhance the Galle Fort local resident’s socio-cultural as well.

**Methodology**

This case study will be mainly based on fieldwork of interviewing people who live inside the Galle Fort which is located in the old town of Galle District and people of new town who have either social or economic relationships with the old town and representative from government offices.

The Galle district population is 0.9 million and Buddhist Sinhalese, Roman Catholic Sinhalese, Islamic Muslims, Hindu Tamils are residing in the area. However, unlike other places of Sri Lanka, 80% of the Galle Fort population are Muslims (Roots web, 2011).

For this study, sample of 65 respondents were interviewed over a period of three months in different periods; 2009 March, August and 2010 September. Main aim was to find out the social, cultural and economic impacts in Galle fort in the last two decades due to tourism.

To understand the current situation of Sri Lankan tourist industry first interviewed the Sri Lanka Tourist Board’s marketing manager. Lately, Galle urban council manager, in-charge person of Galle information center, Archeological department officials, Galle heritage foundation director, and coordinate staff were interviewed before selecting the sample. After obtaining background knowledge from above officials, representatives of each ethnic group were selected from the local residents. Furthermore, the selected sample was divided into two groups. They are people who are engaged in tourism and who are not engaged in tourism. Apart from local residents, foreigners who are currently engaged in tourism related activities were also interviewed to get a thorough understanding of the environment. After interviewing, their ideas were analyzed to clarify whether the negative or positive impacts are varied with the relationship to the tourism or location of their residence within the Fort.

Interviewing the residence was conducted according to the prepared questionnaire. However, it was not distributed. When interviewing them, I have asked questions according to the questionnaire and notes were made on the spot and some are recorded. First, the interviewers were asked to give their personal information such as their name, religion and ethnic group, number of family members, their identity card number or passport number, age, gender, education level, type of work (earnings), home address, whether the land is own by
themselves or its rented and their length of residence in Galle fort. Also they asked whether any family member is engaged in tourism or benefited from tourism. First these questions were asked to divide into categories when they are analyzing.

Secondly they were interviewed about the Galle Fort experience to get an idea about local resident’s perceptions to check, how their personnel life has been effects or changed or benefited by tourism. Questions were how they like Galle fort becoming a world heritage site, whether they like tourism, how they have been benefited from tourism, problems in tourism and development of their lifestyles due to tourism and needed implications that they expect.

**Socio cultural Impacts**

Social impacts of tourism refer to the social structure, culture and traditions. It can be influence, changed or completely substitute due to the tourism. It can be mainly noticed by local residents and less obvious among the tourists. Since the importance of tourism has been increased in Asia and other countries, social impacts of tourism have been studied in many countries.

Henderson (2002) has researched on the British colonial built heritage cities such as Malacca, Penang and Singapore as case study areas. He points out with the development of tourism number of cafes, shops and restaurants have been increased. He has identified that due to such a development the local residents have lost their native identity and their cultures have transformed.

Vanhove, 2008 who researched about the mass tourism’s economic aspects from the side of local residents, has found that the tourism is important to create jobs to increase revenue. Further he explains due to mass tourism, the increase of taxation has become a burden to the local residents and the freedom of residents also has become limited due to tourism. These types of social costs are difficult to measure particularly. He analyzes the social costs and social benefits process by dividing into four stages. They are Project level (tourists visiting stage), Unpaid level (costs which are not taken into account), Underpayment level (unemployed people make it as an opportunity) and side effects (the transformation of society through as a tourist). In these stages the economic effects of tourism have an impact to the whole community. The rise of people’s living stands make influence to their culture and society (Vanhove,2008).

Korca, 1998 who studied about the changes in touristic areas local residents’ consciousness or awareness of tourism, which include the following items as the cause of the change of consciousness; length of stay, the duration that tourists spend on the touristic area, distance between host and guest, distance between residential areas of the tourist and local residents involvement in tourism. Korca, 1998 point out depend on above reasons attitudes of local residents consciousness can be change.
Butler, 1974 conducted research on the impact of the tourism development with the model of "The major impacts of tourism". According to this model, changes within the tourism region have divided into three main sections such as social, economic and environmental. He point out that there is a correlation between these three. Also he breaks down the social impacts into three generalized areas, relating to the resources by local residents, their economic wellbeing and their lifestyle. Also he describe the five factors which are number of visitors, length of stay of visitors, ethnic characteristic of visitors, economic characteristic of visitors and activities of visitors influence causes to significant changes in the local area.

Halay et al, 2005 study about Bath in England, to identify and examine the attitudes of residents towards tourism development from the point of view of the host. As a result they have noticed there are noise and waste problems, traffic problems, as well as adverse effects such as crime. However there are positive impacts such as job growth, increase of living stranded level and increase of recreational facilities.

Doxy, 1975 has measured and monitored the irritation between local residents and outsiders in different destinations. The areas are Barbados, West Indies, Naigara-on-the lake and Ontario. He applied the same methodology to these areas to find out the wide spectrum of impacts or come to certain conclusion. The ‘irridex’ monitoring system is based on tolerance thresholds and persistence irritation stimulation and it has been categorized in four levels. ① Stage One: Euphoria (In this stage development of the industry, visitors and investors are welcomed. ② Stage two: Tourists are taken for granted and starting making contacts between residents and outsiders) ③ Stage Three : Annoyance (residents begin to show their misgiving about tourist industry) ④ Stage four : Antagonism (The local residents irritations are expressed verbally and physically). Doxy, 1975 interviewed local residents, outside visitors and facility operators and employees as his samples. All of them were interviewed personally by research assistance. The interviewers were selected randomly. In the final analysis it is found the local residents in Barbados are physically capable of adjusting to change and irritation levels are continuing. Finally it can be effect to the environment of tourist area (Doxy, 1975).

This model has been applied in Japan by Sudo, 2008 to measure the irritation level in Mojiko area. Also he considers the change while tourist visits residential area and how their way of thinking has been changed due to tourism. In Mojiko’s local residents also during the early stages have welcomed the development of tourism. When the time passed, they started keep relationship between tourist and it has become normal situation for them. In the next stage though the locals were not interested in tourism when the government is making arrangements for infrastructure it is found in this areas ‘irredex’ was between Apathy and Annoyance (Sudo,2008).

Pizam, 1978 too has conducted a research on the impact of regional tourism in North America in the city of Cape Cod area to investigate the negative impacts of tourism. Also he
measures their perception of how tourism effects on different domains (Physical and Environmental, Economic and Social). As a positive result, residents were rising with incomes through tourism and it had improved living standards of their life styles. Also it had made them for opportunity for shopping. However, there were negative impacts like traffic problems, litter, noise, vandalism, drug abuse and alcoholism. Since in this area significant number of tourists had been increased, however there could be many disappointments (Pizam, 1978).

As mentioned above, studies have been conducted in each country to find out the tourism impact of socio-cultural community. It is clear that due to tourism development in the local resident areas social and cultural transformations can be seen clearly.

**Economic Impacts**

In most of the Asian countries tourism has been identified as a major role in their economies by receiving a large amount of foreign exchange annually. The economic costs and benefits can be measured in different levels: national, regional or local. The key benefits of tourism are income and employment generation. The most of the income are received by accommodation, tourist expenditure and taxes (Vanhove, 2008). The economic impact of tourism is a result from the balance of costs and benefits (Pearce, 1989).

**Findings of the study**

- Positive impacts of tourism

  The findings of this research indicate that the social, cultural and ecumenical standards of residents of Galle Fort area who are engaged in tourism have been changed significantly. Most of these changes could be seen after Galle fort becoming a world heritage. Some of them who were not interested in those changes have left the Galle Fort.

1) Improvement of lifestyle

Mr. A who is a Buddhist and was a farmer previously. He lives in Galle Fort for 56 years.

“While talking to tourists, especially to foreigners it’s really interesting. It’s a chance for us to improve our English level too. One of my daughters study in Germany. Actually a foreigner who visited to my shop helped her to go there. At the beginning there were very few tourists. With the increase of tourist even I thought of opening this antique shop. Since my shop is located closer to light house tourist who are interest in antique visit to my shop. Some tourists want to buy antique items. But from the beginning they ask to reduce the price. May be in the guide books it can be written like that. ”

In addition Mr. E who is 21 years and lives in Galle fort from his child hood is working as a
watcher of a house which is owned by a foreigner.

“The owner of this house comes here only for his vacations. This is his second home. I studied up to secondary school. But I couldn’t find a job. So I’m happy that I got this job. I think I got this job because of the development of tourism. I was born in the year when Galle Fort became a world heritage. So I have met with so many tourists from my childhood. So for me it’s very common. But comparing to those days it can be said tourist have been increased in this area. ”

Though he hasn’t had a good education, tourism has become a good opportunity for him to make his life development.

Mr. F is also another person who was benefited from tourism. He is 59 year old Muslim person who is handling a shop for foreigners inside the Galle Fort.

“With a foreigner who visited Galle Fort, I had a very good relationship with him. Thanks to him now my son’s family and daughter’s family all are working in Canada. My daughter if she was in Sri Lanka she might not get a job. But now she is working there and receiving a good salary too ”

2) Growth of usage in Minority language

Use of foreign languages also could be seen in this area. Mr. F has decided to give their children to education in English.

“With the tourism background children have an opportunity to talk in English. Even at home we talk in English. But in Galle there is no proper place to do their studies in English. So I decide them to send to St. Thomas College in Colombo. One day if they want to continue their studies in English they can go abroad easily. ”

In general Sri Lanka primary education is conducted in Sinhala or Tamil and there is less chance to do study in English. Mr. F thinks Galle Fort after becoming a Heritage area visitors have increased and chances to talk with foreigners also have increased. As a result he could understand the importance of Language skills.

3) Women’s Socialization

Another positive impact is women get a chance of working. Especially Muslim ladies do not allow working outside. For them tourism has given an opportunity work at home. Mrs. H says
“My son in law is working in a shoe shop. So my daughter and I both of us are handling this guest house. Since there is a necessity of providing food, cleaning and laundry; both of us are working everyday to give a better service. Most of the foreigners cannot eat hot spicy food. Therefore we have used to cook with less chill.”

Mrs. F who is Muslim lady talks her experience.
“When I was schooling my parents didn’t send me alone to school though it’s very close by. But now I’m working in a hotel in Galle Fort. It’s a good income for our family. I look after foreign babies. I’m enjoying my job too.”

The above expressions show how the Galle Fort villages are benefitted from tourism.

- Negative Impacts of Tourism
  1) Changes in Traditions
  With the popularity of the Galle fort as a tourist destination, foreigners bought houses in the Galle as fort as their second homes or business purposes.

Mr. M who lives in Galle Fort for past 6 years gives his idea as below.

“Most of the foreigners are interested in Galle Fort after it became a world heritage site. When foreigners started living in Galle fort they have inform to the ward office to stop announcing the funerals. This was done by the current residing foreigners. They are selling our culture. They have bought our lands and live in the way that they want. They haven’t thought about our culture. Also earlier Islamic chanting was broadcast through loud speakers. It was prohibited now ”

In general Sri Lankan tradition people don’t take alcohol. However Mr. P who lives in the Fort for 57 years implies it as below.

“In present the people who take alcohol have increased. Earlier no one drank alcohol in front of others. But now when you walk in the evening you could see locals who drink alcohol with foreigners ”

While further explaining
“Currently thieves have increased in this area and we are worried about the safety of our lives. When only ladies are at home, they have to lock all the doors and stay. Since it become dark after 6 pm girls cannot walk alone.”
Mr. G who is a school teacher explains the problems in the Galle Fort.

“Though I don’t have a daughter I feel bad when lots of people are walking only with swimming suits. It’s not our culture. It effects to our culture. We don’t want that type of foreigners.”

2) Decline in religious practices

Mr. BC who is doing a souvenir and batik cloths shop inclusive of a small café conveyed his idea as below.

“I stated this shop and café 7 years ago. For the business proposes with foreigners I started smoking. Actually one of my guests asked me to try. After that I was addicted to smoking. Still I cannot get rid it. I know this is not a good habit as well as disobeying my religion. But we need to give a good service which they feel comfortable.”

3) Changes of Family structure and Values

Mrs. CF who is a Muslim currently resident in Galle new Town

“With the popularity of Galle Fort foreigners were interested in buying houses in the Galle Fort. So for us also it was a good chance and we sold our house to a foreigner. It was a good deal for us. From our grandparents period we used to live together with our brothers and sisters. Since we could sell our house for a large amount from that money we could buy new separate houses for all our 4 families from the Galle Town. ”

Researches like Greenwood (1977) also have noted that the impacts of tourism could change the traditional patterns of their lifestyle.

Mrs. DE who is a Sinhalese currently doing a restaurant with her daughter.

“This restaurant is run by my daughter and myself. My husband is working in Colombo. He comes here only for the weekend. Our restaurant is published in the Lonely Planet also. The foreigners who check internet before come here visit to our place for meals. So we have good business here. But only problem is our family we are unable to live together.”

This also could be taken as a change of family structure and values. In their previous society family living together was precious the society. However, the way that they think has changed due to tourism.
4) Fewer infrastructures.

Mr. J is a government worker who travels to Galle fort daily. According to him there are some problems that they face. Most of the tourists come to the Galle Fort by vehicles and they stopped in front of the office. Sometimes there is no parking for our official vehicles. Trafficking is a problem in this area. Some school transportation vans stop here and it blocks the road. ”

Mrs. P also mentioned about the needs for the Galle Fort.

“Since there are no toilets for foreigners or outside visitors they come to use our toilets. It’s disturbing us. But when someone asks to use the toilet we are unable to refuse. I think building toilets is a very much need in this area”

Though there are benefits to local residents, there are costs too. Ideas about development due to tourism are different from person to person.

**Conclusion**

The results of the present study suggest that support for the tourism industry in Galle fort is strong among its residents. However it is varying with the relationship to the industry or their occupation and their society. The local residents who are not engaged in tourism have less impact. Also the residents who are residing closer to the fortress face many problems and for them tourism has become an ignorant.

In this survey 67% of the respondents supported the view expressed by Doxy (1975). At the beginning of tourist started visiting Galle Fort everybody welcome foreigners with very pure heart. With many experience with the increase of tourist; local residents have stared ignoring them. However the locals who are away from the Rampart and their way of thinking are different. Still tourists are welcomed by the shop owners. However the local residents think it is an annoyance. When considering the current situation in Galle Fort according to Doxy’s theory Galle fort is in the stage of ☳ Annoyance.

Currently who are engage in tourism think that the Galle Fort become a world Heritage site was a good opportunity to become famous in the world and it brings the tourist too. Also most of the local residents who have thought of changing their jobs to tourism related job show their change of mind due to tourism benefits.

In Butler’s (1974) description which describes the five factors could be seen in the Galle Fort area. At the beginning there were few tourist and they couldn’t see much changes in the society. With the increase of visitors during the last two decades there were many changes in local resident’s culture. The way that they think about their children’s education, foreigner’s attitudes about friendship, adopting not hot or spicy food to their own day today life etc.
could be seen in the Local society.

As Pizam (1978) mentioned negative impacts like traffic problem, litter, noise and vandalism and alcoholism could be seen in the Galle Fort too. However, these impacts also vary among the residents. It depends on their location of the house. Those who are staying closer to Ramparts, Clock tower and Light house are the locals who are facing problems from tourism. But on the other hand, the shops owners who are having around this area are receiving good income.

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Comparative study of assessment tools for comprehensive assessment of resort development in Malaysia: Sustainable tourism assessment tool or green building rating tool? By Muhamad Syafiq Salehudin, Deo Karan Prasad and Paul Osmond

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Comparative study of assessment tools for comprehensive assessment of resort development in Malaysia: Sustainable tourism assessment tool or green building rating tool?

ABSTRACT

Access to information is essential when a resort developer decides to develop a resort. However, information concerning the negative impacts of development in the tourism industry is not always readily available. This creates a need for sustainability and environmental assessment tools. Tourism impacts range from potential increases in social problems to economic exploitation and environmental degradation. It is important for planners, developers and regulators of tourism resorts to choose appropriate tools to create more sustainable environments through improvements in existing environmental, social and economic standards within the industry. The introduction of sustainable tourism assessment tools focusing on tourism worldwide and green building tools provides opportunities for potential tourism stakeholders to review the negative impacts of tourism development before making their final decision on the development of resorts in iconic sites. This paper aims to compare the assessment tools available for use in resort development in Malaysia. Two types of tools, green building ratings and sustainable tourism assessment, will be evaluated to assist the selection and implementation of assessment tools by critically analyzing their potential for the holistic assessment of resorts in Malaysia. The paper considers the strengths, weaknesses and site specific applicability of these existing tools. The findings of this research will serve as a guide for practitioners to decide on the tool that best suits their purposes.

Keywords: Sustainable tourism, Urban and Regional tourism development

INTRODUCTION

Information is critical for making the right decisions in the development process. For example tourism industry stakeholders prefer to build developments that can both provide benefits to the environment and comfortable, safe and hygienic experiences for tourists. However, these aspects are not easy to identify. Some of the information is too technical and may not be fully understood by the various stakeholders; for instance the implications of particular building designs and management elements (Retzlaff 2008). Furthermore, in some cases the cost of getting the information to enable comparison is too high and most tourism operators especially in developing countries cannot afford to pay for it (Lombart, Ortiz, Gonzales & Maestre 2008). The purpose of assessment systems for buildings and tourism destinations is to provide a path to channel the relevant information to interested parties. Assessment systems and rating tools are useful for revealing the quality of a resort development and facilitating the screening process in the design stage (Fenner & Rice 2008).

According to Cole (1998), the various parties in the building development process interpret building performance differently according to their particular interests. For example in the tourism industry a resort owner may wish their building to perform well from the financial point of view, while the tourist may be concerned about comfort, health, indoor air quality and safety issues. Using a single method to evaluate a resort’s environmental performance and to satisfy all the needs of the users is not simple task. Therefore a comprehensive resort assessment
must include all the main requirements of the different parties involved in the development (Ko 2005).

Using rating and assessment systems in the design, construction and operational processes of resort development can produce significant positive impacts that are unlikely to result from conventional practices. These systems will also provide long term benefits for resort operators and tourists (Ko 2005) as they help to solve existing building problems, limit environmental impacts and create healthier and more comfortable spaces and also provide economic benefits through reducing operational costs (Font 2002).

The aim of this paper is to review and analyse the current assessment methods used to evaluate sustainability in resort development in Malaysia. This research will concentrate on their characteristics and limitations in assessing resort sustainability. Some assessment systems only focus on certain phases of resort development, whereas most resort development needs an assessment system that can cover the overall development process (Cox, Saucier, Cusick, Richins & McClure 2008). Resort developments have significant impacts on the natural, built, social and economic environments (Prideaux 2000). Resort development is expected to increase in Malaysia parallel with new government policies and plans in the future. By 2020 about half of the resorts in Malaysia will have been built after 2000, and the country will need to develop more destinations to accommodate tourist growth projections (Desan 2011).

Tourism development regulations often fail to consider the overall impacts of tourism facilities and buildings because they deal more with economic benefits and government policy. Furthermore, regulations usually do not address design and construction issues in resort development (Lee 2010). Tourism experts have recognized this problem, and have identified a need for the tourism industry to adopt policies and programs for tourism facilities to meet environmental and sustainability goals (Richins & Scarinci 2010). Internationally, especially in developed nations, plans for green building development are often based on assessment systems. These are tools used to evaluate or rate how developments, neighborhoods, groups of buildings and individual buildings address social, environmental and economic aspects compared to conventional practice (Cole, 1999; Ding, 2005; Mermin, Morley, San-Jose, Loscada, Cuadrado, & Garrucho 2007).

Most existing systems have similar roots, and some are expanding and getting world wide recognition (Cole, 2005). Assessment systems can support sustainable policies and plans by providing resort development stakeholders with ways to measure the sustainability of their buildings (Retzlaff 2008). However, there are important substantive differences between sustainable tourism assessment systems used to rate the operational phase of resort developments and green building rating tools to evaluate the design and construction phase. Moreover, there is little information to guide tourism facility developers in choosing between them (Blancas et al 2010). This paper will compare the assessment tools available for use in resort development in Malaysia. Two types of tools green building rating tools and sustainable tourism assessment systems will be evaluated to assist the selection and application of assessment tools by critically analyzing their potential for the holistic assessment of tourist resorts in Malaysia. It considers their strengths, weaknesses and site specific applicability. The findings of this research will serve as a guide for practitioners to decide on the tool that best suits their purposes.
SUSTAINABLE TOURISM IN MALAYSIA

Malaysia is a developing country suffering from the global problems of inefficient use of energy and increasing pollution. In the light of this situation the challenges faced by Malaysia are complicated because developing countries need to meet the increasing energy demands for their economic growth at a competitive price while at the same time dealing with climate change (Siong & Yun 2010). Concerns regarding the environment and sustainable development have been increasing recently in Malaysia. Because of this Malaysia have established new plans to address economic, environmental and social issues in an integrated way, – alongside non-governmental organizations (PEMANDU 2010).

Sustainable tourism is a form of tourism that follows the principles of sustainability (WTO 1998). The Malaysian government realizes sustainable tourism is one of the major critical areas that has always been ignored by developers in the country (Desan 2011). Many tourist attractions have been developed by the government around Malaysia but maintenance of these attractions has not been emphasized. For example, Bukit Cerakah in Selangor, includes some of the most beautiful natural attractions. However, the area has been ignored and has become an eyesore (Nabihah 2010). As a result of such problems the, government recognizes that there is a need for Malaysia to develop tourism destinations in a sustainable way.

In the new national economic plan, the government encourages all tourism stakeholders to incorporate sustainable elements in every development to ensure growth will be achieved in a sustainable manner, without cost to future generations, through initiatives such as efficient use of resources, engaging with the local community and conserving our environment to promote sustainable tourism (PEMANDU 2010).

As a result, Malaysia needs to improve the environmental and economical performance of new and existing tourism facility buildings (Marzuki, Hussin, Mohamed, & Mat Som 2011). Furthermore, to make sustainable tourism easier to implement, Malaysia will need to use technical services and resources for determining the sustainability of tourism facilities based on an appropriate sustainability rating systems.

OVERVIEW OF BUILDING ASSESSMENT SYSTEMS IN MALAYSIA

The aim of building rating tools is to establish standards for green buildings by evaluating performance against environmental and sustainability criteria (Fowler & Rauch 2006). Building assessment systems usually comprise a checklist of criteria or elements. Some of the criteria may be optional. According to Fowler & Rauch (2006), different point values assigned to each criterion effectively weight them to account for their differing importance and impact on sustainability issues. Building rating tools often use a scoring system to assign a ranking, such as platinum, gold, silver or bronze. The concept of rating tools to evaluate the sustainability and environmental impacts of building development is not new and comprehensive efforts have been made in developed nations to include different type of buildings. Building rating tools in recent years have begun to include issues of neighborhood and community rather than focusing solely on building technology and design (Retzlaff 2008). However, there is debate on which sustainability indicators are appropriate to evaluate single buildings or single development projects (Lutzendorf & Lorenz 2006, Norris, 2006).
A range of tools based on different local characteristics and interests are currently applied to environmental assessment of the built environment. There are two categories of building assessment systems (Reijinders & Van Roekel 1999) qualitative tools based on scores and criteria, and quantitative tools using physical life cycle analysis (LCA) with measurable input and output data. With a relatively wide coverage of environmental aspects, the qualitative tools include SBTool, CASBEE, BREEAM, LEED and Green Building Index Malaysia (GBIMalaysia). Quantitative tools based on building characteristics have been applied extensively on various building types, for example EcoEffect, EnvironmentLoad Profile (ELP), Eco-Quantum and BEAT 2000.

Several building performance assessment schemes have been applied in Malaysia. These schemes include LEED, Green Mark and GBI (Malaysia). These three rating systems are considered the most relevant for the purpose of this research.

LEED

LEED was set up by the USGBC (US Green Building Council) and launched in 1998 to improve the way that the construction industry addresses sustainability by providing a simple easy to use label. The system has been updated and reviewed, the latest version (project version 2.2) being issued in 2005. The structure of LEED is organized around ‘inputs’, as represented in Figure 1. The elements are categorized into five main aspects: sustainable sites, water efficiency, energy and atmosphere, materials and resources, indoor environment quality and innovation and design process (Fowler & Ranch 2006). Under each category, there is a list of specified elements that would effect the overall assessment. For example under the water efficiency category, assessment focuses on landscaping water use reduction, indoor use reduction and wastewater strategies.

![LEED assessment criteria](image)

Figure 1 LEED assessment criteria

BCA Green Mark

The BCA Green Mark scheme developed by the Singapore Building and Construction Authority was launched in January 2005 as an initiative to a promote sustainable environment and raise environmental awareness among developers, designers and builders during project conceptualization and design, as well as during construction (Hashim et al 2008). The assessment scheme was designed with five main criteria to evaluate the building for its
environmental impact and performance. The assessment criteria cover the following key areas, as shown in figure 2:

**Figure 2 Green Mark assessment Criteria**

GBI Malaysia

Green Building Index Malaysia was developed by Pertubuhan Arkitek Malaysia (PAM), and the Association of Consulting Engineers Malaysia (ACEM). It is a profession driven initiative to lead the Malaysian property industry towards becoming more environment-friendly. It is intended to promote sustainability in the built environment and raise awareness among developers, architects, engineers, planners, designers, contractors and the public about environmental issues (Rahardjati et al 2010). The rating system will provide an opportunity for developers to design and construct green, sustainable buildings that can deliver energy savings, water savings, a healthier indoor environment, better connectivity to public transport and the adoption of recycling and greenery for their project (Rahardjati et al 2010). Buildings will be awarded the GBI Malaysia rating based on six key criteria, as illustrated in Figure 3.
AN OVERVIEW OF SUSTAINABLE TOURISM ASSESSMENT SYSTEMS IN MALAYSIA

Tourism industry stakeholders and tourists have been concerned about environmental and other negative impacts of tourism on host countries. Considerable work has gone into developing systems to measure tourism performance. Experts in the tourism industry have been developing assessment systems to evaluate how successful tourism development is with regards to balancing energy, built environment and natural ecology, taking into account both the social and technological aspects of projects (Spencerly 2003). Evaluation systems, eco-labeling schemes, awards and certification are currently being utilized as instrumental tools by the tourism industry in developed nations for protecting the environment (Morgan 1999).

The tourism industry in third world nations has the potential to produce negative impacts to host countries (Lee 2010). According to Zhong et al (2007) the assessment system concept would be highly beneficial to developing nations to enable their tourism industries to improve environmental performance by adopting effective and tangible environmental management techniques. Furthermore, the use of assessment systems would support the tourism industries of developing countries in marketing their services to high spending, environmentally conscious developed nation tourists who are no longer satisfied with conventional tourism which only promotes beautiful destinations without considering proper environmental management (Haaland & Aas 2010).

Tourism in developing countries has resulted in depletion, degradation and in some cases total destruction of natural resources essential to local economies (Harding 1997, Baker 1997 & Shackly 1996). In Malaysia stakeholders may consider the adoption of assessment systems’ as a viable option to curb tourism’s negative impacts. The development of assessment tools in the tourism industry is not new and some countries already have their own system, for example Green Globe, Earth Check and CST discussed below.
Green Globe

Green Globe is a private company based in California with partners in 83 countries worldwide. Green Globe Certification maintains a global network of independent auditors who provide third party inspection and validation. The Green Globe Standard is a structured assessment of the sustainability performance of travel and tourism businesses and their supply chain partners. Green Globe covers a wide range of sectors of the tourism industry, including accommodation (hotel and resort), airlines, airports, activities and attractions, convention center, ecotourism, restaurants transportation and vineyards (Green Globe 2011). The standard assessment criteria cover the following areas:

- Sustainable Management
- Social Economic
- Cultural heritage
- Environment

Earth check

Earth Check is an independent company operating its own benchmarking and certification standard which has been built to offer certification to businesses throughout the tourism industry internationally (EarthCheck 2011). EarthCheck is owned by EC3Global based in Brisbane Australia, developed by the not-for-profit sustainable Tourism Cooperative Research Centre and used by more than 1000 organizations in over 60 countries in the tourism business around the world. It provides a means to independently calculate Scopes One, Two and Three greenhouse gas emissions and improve operational efficiencies. EarthCheck reports are verified by an international network of independent auditors. The sectors of the tourism market covered by the scheme are accommodation, nature/wildlife reserves, tourism operators, restaurants, tourist attractions, conference centres; and other tourism service providers. There are four main criteria within Earth Check:

- Energy Saving
- Water Saving
- Waste stream saving
- Community commitment and contribution
- Paper, cleaning and pesticide products

Certification for Sustainable Tourism: CST

The Certification for Sustainable Tourism Program - CST - is a product of the Costa Rican Tourism Board (ICT). The CST was designed to differentiate businesses in the tourism sector, based on the degree to which they comply with a sustainable model of natural, cultural and social resource management. CST is regulated by the Costa Rican National Accreditation Commission and consists of a scale of 5 "levels" of sustainable tourism achievement. To this effect, four fundamental aspects are evaluated:

- Physical-biological parameters (environment protection initiatives)
• **Infrastructure and services** Evaluates management policies and operational systems

• **Service Management** (sustainability management)

• **External Client** (the extent to which the company invites the client to be an active contributor to the company’s sustainable initiatives)

• **Socio-economic environment** (evaluates the identification and interaction of the establishment with the adjacent communities)

**COMPARISON OF DIFFERENT SCHEMES**

As the assessment systems been developed in different parts of the world, their objectives diverge and include specific element to suit their own purposes. In this section, the six assessment systems reviewed above are compared and their similarities and differences are discussed. The analysis is based on the assessment criteria, stages of building being assessed, nature of the assessment, assessment methodology and weighting factors. Table 1 provides a summary.

Table 1 Comparison of the features of different schemes

<table>
<thead>
<tr>
<th>Nature of assessment</th>
<th>LEED</th>
<th>Green Mark</th>
<th>GBI (Malaysia)</th>
<th>GreenGlobe</th>
<th>EarthEcocheck</th>
<th>CST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Voluntary</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<td>Residential</td>
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<tr>
<td>Non residential</td>
<td>X</td>
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<td>New buildings</td>
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<td>Existing buildings</td>
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<tr>
<td>Assessment criteria</td>
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<tr>
<td>Environmental</td>
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<td>X</td>
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<tr>
<td>Social</td>
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<tr>
<td>Cultural</td>
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<td>X</td>
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<td>Stages of building being</td>
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<tr>
<td>Planning</td>
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<tr>
<td>Design</td>
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<td>X</td>
<td>X</td>
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</tbody>
</table>
Nature and purposes of assessment

All six systems reviewed here are voluntary and they serve different purposes. LEED, GreenMark and GBI Malaysia are green building rating systems, while Green Globe, EarthCheck and CST are sustainable tourism certification systems. Moreover, unlike the three building assessment systems, Green Globe, EarthCheck and CST focus specifically on tourism facilities, including resort buildings, and aim to provide balanced sustainability assessments. Conversely green building rating systems are designed to cover as many buildings types as possible within limited resources and time frames.

Target Building group

The three green building rating systems cover almost all building types in America, Singapore and Malaysia. However, Greenglobe, EarthCheck and CST only assess tourism related buildings. Moreover most of the parameters measured under sustainable tourism assessment systems cater for existing development only. It is noted that the objective of the sustainable tourism assessment systems is to function as operational tools to give guidance to tourism operators as to what constitutes sustainable tourism. In contrast, green building rating tools are intended to classify the design and construction of buildings regarding environment, health and safety conditions. The building rating tools are tailored to various types of buildings and the three reviewed here include a specific focus on office and residential buildings.
Scope of assessment

Among the six schemes, the coverage of Green Globe has the widest scope of assessment for resort development. It covers sustainable management, social, economic, cultural heritage and environmental aspects. The GBI Malaysia, GreenMark and LEED schemes emphasize energy efficiency, indoor environment quality, design and site planning. The scope of CST and Earthcheck comprises resource use and waste output, enhanced design and operational efficiencies, and Corporate Social Responsibility (CSR).

Stages of building being assessed

LEED, GreenMark and GBI Malaysia focus their assessment on the design and construction phases. The ratings span planning, design, construction, commissioning, operational, maintenance and management stages. However rating tools include assessment systems for existing buildings which specifically rate operational and maintenance processes. The sustainable tourism assessment systems capture important aspects affecting tourism development. Earthcheck and CST evaluate impacts on tourism development and are confined to the operational stage of the tourism facilities. Only GreenGlobe can be extended to include the design and the construction stages of tourism facility development.

Weighting factors

Weighting represents the relative importance of a building factor towards the overall goal of the assessment. There are no weightings included in LEED, instead credits are worth one point and where there are multiple performance levels each level is worth one point. As there are no weightings, the value of each criterion is purely dependent on the number of points available. The lack of category weightings combined with the checklist approach that LEED uses to evaluate the impact of material use generally increases the weighting of the materials sections in LEED compared to the other methods in this study. In LEED the materials section is worth nearly 20% of the final score whereas in both GreenMark and GBI Malaysia the materials section is worth only a small proportion of the overall final score, which more closely reflects the relationship between the embodied and operational energy of a building. The factor weightings for GreenMark and GBI Malaysia are varied and inherent. In the GreenMark assessment system, points are awarded for incorporating environment-friendly features, which exceed normal practice. GBI in Malaysia rates buildings according to six independent criteria, each of which is assigned a different weight, with a total score of 50 required to achieve certification. For all three sustainable tourism assessment systems the weightings are varied.

Nature of assessment

For LEED, the project team compiles the documentation required for the assessment so a trained assessor is not required, although there is a credit available for appointing a LEED AP (LEED Accredited Professional) as part of the design team. Once the project team has compiled all the documentation it is submitted to the USGBC who review the evidence and calculate the score. Assessment is completed either online, or as hard copy.
For Green Mark, there are four main stages of the certification process which is application, pre-assessment, actual assessment and verification. A pre-assessment audit is conducted to give the project team a better understanding of the criteria and evaluation of the certification level sought. The assessment process includes design and documentation to verify if the building project meets (i) the intent of the criteria and certification level, and (ii) the pre-requisite requirements for BCA Green Mark rating where applicable. Letter of awards showing the BCA Green Mark rating will be issued at this stage. In the verification stage energy modeling against the reference model is to be carried out to ascertain the energy savings, and the verification certificate will then be issued.

For GBI Malaysia there are three main stages in the certification process: application and registration, design assessment and completion and verification assessment (CVA). In the first stage the applicant submits the application details. In the design assessment stage the GBI certifier will then undertake the design assessment process. This may involve a presentation by the applicant and their project design team or by the GBI facilitator. The GBI certifier will upon completion, table the assessment report to the GBI assessment panel to register and award the certification. The GBI score sheet will then be issued to show the scores achieved. Upon completion of the project, the applicant should submit for the Completion and Verification Assessment (CVA). The final GBI award will be issued by the GBI accreditation panel upon completion of this CVA assessment.

For the Earthcheck tourism assessment system, every year factual operational data is submitted, for comparative sector benchmarking. Those wishing to undertake certification must first submit to a third party independent audit with an approved EarthCheck partner and once the auditor's report has been received confirming full compliance with EarthCheck standards, the applicant receives the relevant level of certification. The Green Globe certification process includes appointing a third party auditor to work with clients on-site. The auditor is selected by the client from Green Globe’s international network to provide assistance and perform an independent evaluation upon completion of the certification process. To support evaluation of the level of sustainability of tourism businesses CST has developed an Evaluation Questionnaire. The CST standard includes four fields to which the applicant company must respond: physical-biological environment, infrastructure and services, external client satisfaction and socio-economic criteria. These four general areas are divided into descriptors that represent sources of positive/negative impacts generated by the tourism facility’s activities. For each general descriptor a set of categorization questions is designed to evaluate the facility’s performance.

DISCUSSION AND CONCLUSIONS

Every tourism destination has its unique economic, environmental, cultural, technological, ecological and social conditions. Hence, it is necessary to devise an assessment system that is pertinent to its specific purposes and addresses local conditions.

LEED, Green Mark and GBI Malaysia consider different factors, which are classified into various categories. Unlike the three tourism assessment systems, green building rating systems take a balanced view of different environmental categories and focus more on the environmental impacts of the building development. However their comprehensiveness with
respect to buildings does not include typical issues related to tourism development (e.g. degradation of ecosystems, cultural and social impacts, land and water pollution) and the focus is on the design and construction phases of building development. Therefore, these systems are more suitable as a design guide for developers and designers in resort development projects.

Sustainability assessment systems like Green Globe, EarthCheck and CST are currently being utilized as instrumental tools by the tourism industry mostly in developed nations for protecting their tourism environment on which the industry depends. The aim of sustainable tourism assessment systems is to distinguish competing products on sustainable grounds. However, these assessment systems mostly focus on the operational and maintenance phases. Most tourism assessment systems cover more or less the same factors with specific concentration on tourism related issues and all of the systems reviewed here use third party assessment.

Given the growing nature and adventure tourism industry in Malaysia, development of an assessment system for Malaysian resort development is a potentially important environmental management tool. Various tools are in use in the tourism industry, which possess different strengths and weaknesses depending on the characteristics of the tourism destinations and their built form. Therefore, there is a need to understand the available assessment systems and to choose them according to Malaysian resort development requirements. The study revealed that the target groups, resources required, assessment procedures and criteria differ among the assessment systems. This study indicates that assessment system concepts and tools need to be combined and integrated in order to achieve sustainable tourism at the destination level rather than on project or building development level because the system cover different areas and contribute to different aspects of environmental performance.

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“Comparative Study on Tourism Promotion Policies between Luang Prabang City, Lao PDR and Kyoto City, Japan”

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ABSTRACT
This paper is an analysis of tourism promotion policies comparing and contrasting the advertisement methodologies of tourist attractions in World Heritage sites of Luang Prabang city and Kyoto city. The framework of this study is combination of two methodologies: the Basic Marketing Strategies and the Indicators of Marketing for sustainable tourism in World Heritage site. The Basic Marketing Strategies consist of 4Ps: Place, Products, Price and Promotions. Indicators of Marketing for Sustainable Tourism in World Heritage site are considered as tools to measure the effectiveness of tourism promotion policies and the satisfaction of tourist with products in Luang Prabang city and Kyoto city. In conclusion, the finding suggests that tourism promotion policies for both cities were effectiveness. Markets supply to Luang Prabang city and Kyoto city were sustainable. Tourists were satisfied with the two World Heritage sites. However, from tourist perceptions, there are some important issues which need to be improved in Luang Prabang city such as the environmental issues including beauties of the town and litter management; the establishment of common fund supports for the preservation of World Heritage site in Luang Prabang city; and the promotion policies focusing on prioritized products that are considering the backgrounds for promotion of the right products to the right market in Luang Prabang city. These three elements are contributed to the improvement on strategic directions of Lao tourism marketing in general and in specific for Luang Prabang city. Moreover, Luang Prabang city should get lessons learned from Kyoto’s success on its implementation of tourism promotion policies.

Key words: Tourism promotion policies, indicators of marketing for sustainable tourism in World Heritage site, and tourist satisfactions

Introduction
Nowadays, tourism has become a strong influence on the economic development of the Asia Pacific region, particularly in Japan and Lao PDR. Tourism in Lao PDR has strongly grown during the year 2006 to 2007 at 34%, representing more than 1.6 million tourists, visited and it generated income of more than US$233 millions, accounting for 8% of GDP. Therefore, tourism has become the second powerful earning industry after the mining sector (LNTA, Revenue from Tourism and Major Exports, 2011), which can contribute to poverty reduction from now until 2020 (LNTA, Lao PDR Tourism Strategy 2006-2020, 2006).

Tourism development in Lao PDR is not only bringing many positive effects on economic growth, but also impacts on culture, environment and economy (Bangkok, 2004). Due to influences of modernization, developing countries such as Lao PDR are being affected (Dearborn, L.M.Stallmeyer,J.C., 2010). Therefore, this paper focuses on the research of World Heritage sites, a case study of Luang Prabang, a place that welcomes many tourists and is faced with influences of development (UNESCO, Mission Report, 2007). However, Luang Prabang is still popular among visitors, so there are needs on sustainable management of tourism in this World Heritage site.

Therefore, Lao PDR should be open and learn from other countries experienced in managing the World Heritage site, especially Kyoto, which shares similar characteristic. Both are deemed Criteria II and IV by the UNESCO (defined as a masterpiece of human creativity, being an outstanding example of architectural, type of buildings and technological ensemble or landscape which illustrates a significant state in human history (UNESCO, The Criteria for Selection)). Furthermore, Luang Prabang and Kyoto are the ancient capital cities of both countries. Both countries believe in Buddhism and residents considered the Luang Prabang and Kyoto to be the respective hometowns.
However, Luang Prabang is located in a developing country while Kyoto is located in a
developed country (Human Development Index 2008). Kyoto has a lot of natural and cultural
sceneries with an age of more than 1,200 years and Kyoto is a city designated as an
International Tourism and International Cultural City (Kyoto City Governor, 2006, p6).
Tourism in Kyoto has contributed to an increase in the local incomes, employment and has
enhanced economic growth. By 2004, there were more than 45 million tourists, generated
revenues of more than one trillion yen, and employed more than 8,000 local residents.
Therefore, tourism helps to promote Kyoto’s economy in the 21st century and the tourism
sector can be expected to be more developed in Japan (Government, 2006). Therefore, this
paper will examine the success story of Kyoto’s and its best practices in tourism promotion
policy, in order to set guidelines and make suggestions of appropriate methods for the
promotion and preservation of sustainable tourism in Luang Prabang city.

Objective of the Study

Tourism promotion policies are a part of marketing strategy (Mahoney, 2011), which
consists of the “4Ps”, place, products, price and promotion. Therefore, this paper is
analyzing the similarities and differences of tourism promotion policies between Luang
Prabang and Kyoto. And follow by the proof of effectiveness of tourism promotion policies.
The objectives of this study are as follows:
1. To understand the goals and objectives of the tourism promotion policies of Kyoto and
Luang Prabang.
2. To make analyze Kyoto and Luang Prabang’s tourism promotion policies, in order to
discover the methodologies applied and to achieve the specific goals of increasing the
number of tourist to 50 million people in Kyoto and 500,000 people in Luang Prabang by
2010.
3. To investigate the host and guest’s perceptions by using the tool “Marketing for
Sustainable Tourism on the World Heritage site” to find out: 1) the tourist’s satisfaction of the
host's products and 2) The host's marketing policies’ effectiveness. Moreover, this tool could
be guidelines for tourism promotion policy in Laos and Kyoto.

Theories Related to the Study

The theories used to analyze data in this chapter are marketing philosophy, showing the
development of the five periods in marketing eras; the acculturization and Maslow theories,
included in the introduction to tourism marketing. The acculturization concept illustrates
the transformation of cultures when two or more different cultures met in one particular place.
This is mainly due to tourism, which causes a change, bringing positive and negative effects
to the tourist sites. Maslow theory is necessary for identifying the needs of humans as well as
indentifying the tourist’s motivation for travelling.

Marketing strategies or Marketing mix including the “4Ps” (place, products, price, and
promotion) will be applied in the analysis of tourism promotion policies. Marketing for
sustainable tourism in WHS, will be used to evaluate the effectiveness of tourism promotion
policies.

However, some theories applied to the data in this thesis were written since 1987 such as,
Steps of Promotions in Tourism Marketing and Marketing Philosophy. However, these
theories are very useful and touch upon the context of the tourism industry in developed and
developing countries, specifically Japan, in the case of Kyoto and Lao PDR, in the case of
Luang Prabang.

Tourism Marketing

Understanding tourism marketing is a necessity in tourism and tourism related industries.
There are three main points that need to be addressed in tourism marketing: the framework for marketing, recreation and tourism marketing, the marketing plan.

**Framework for Marketing**

There are various concepts of marketing and sometimes it is confused with selling and advertising. Selling and advertising are types of promotions that are only a component of marketing. According to Warnell Gary, 1987, marketing mix or strategies consist of the “4Ps”: products and service development, place (location and distribution), pricing, and promotion. Moreover, it requires information about the needs of tourists in order to make the right offers. Marketing philosophy states that the marketing era consists of five dimensions, the production period (1870-1930), the product period (1930-1940), the selling period (1940-1950), the consumer period (1950-1970), and the societal period (1970 until now). See figure 2.1 below:

![Figure 1: The evolution of Marketing Management Philosophies](image)

**Source:** Adapted from (CavaTosun, T. Okumus, F. Fyall, A., 2007)

**Recreation and Tourism Marketing**

Tourism is a primary service based industry. Providing an experience and hospitality are types of recreations that become the focal point of business [Mahoney Edward, 1987]. Recreation is an intangible product in terms of tourism, different from the tangible products like goods and it is difficult to market because when customers/tourists use or buy this type of product; they cannot bring it back home. But what they can take with them are impressions, experiences, happiness, satisfaction or dissatisfaction, etc., depending on the service provided by the host destination. Moreover, in order to experience the products, the customer has to travel to the products’ destination. Before travelling, the tourist may think about the expense of time and money associated with recreational and the tourism experiences that will be received at the host destination.

**The Marketing Plan**

In order to improve the effectiveness and efficiency of marketing the products, the tourism businessmen need to have a marketing plan as a guideline to assist the host community in achieving its goals. A marketing plan consists of nine components. The first component is the goal of the host community, what they want to achieve. The second is an assessment of the market environment, what factors may affect the host’s marketing efforts. The third is whether the tourism resources of the host community are adequate or not. The fourth is market segmentation, the specific groups or tourists who are most interested in the products. The fifth is clear marketing objectives for each segment. The sixth is the marketing strategies
Marketing for sustainable tourism

This methodology reflects the Societal-oriented fifth level of marketing philosophy mentioned above. This model is a tool for investigating the host and guest’s perceptions in order to find out 1) The tourist’s satisfaction of the hosts’ products and 2) The effectiveness of the host’s marketing policy. This theory will be applied in analyzing the case study of Luang Prabang and Kyoto. The concept of marketing for sustainable tourism (WTO, 2004) functions to create and maintain markets for the host community, as well as maintains income from tourism. Furthermore, environmental and social factors are increasingly important elements to enhance the quality of experiences and visitor’s satisfactions (Kolb, 2006). The components of marketing for sustainable tourism are categorized into seven issues as follow.

The Global Sustainable Tourism for cultural heritage

This section illustrates why the WHS should develop in a sustainable way in compliance with the guidelines of global sustainability. There are a variety of concepts for sustainability of WHS depending on the physical, social and economic situations of each site. However, sustainability in the context of cultural heritage sites is the adequate and long-term protection of the cultural values of the site using minimum resources. Furthermore, the criteria for global sustainable tourism are useful for each site as guidelines to achieve sustainable tourism that enhances benefits to cultural heritage and minimized the negative impacts from tourism to WHS (Global Sustainable Tourism Criteria).

Methodology

In order to achieve the objectives mentioned above, this thesis will mainly analyze the situation and tourism promotion policies in Luang Prabang and Kyoto. Various methods of gathering data were used, such as observation, conducting interviews with tourism stakeholders in both Luang Prabang and Kyoto (Mcmorran,C.,Wall Reinius,S.,Chiro,J., 2011), translating tourism promotion policies from Japanese and Lao into English, and distributing questionnaires to tourists in both Luang Prabang and Kyoto for further information. Other documents related to tourism in journals, articles, previous research, tourist statistics and information from the internet have also been collected and used for analysis.

Introduction to Luang Prabang City and Kyoto City

Place (Luang Prabang)

Luang Prabang was the ancient capital of Lao PDR from 698 AD. The first name of Luang Prabang was Muang Sua but was changed to Xieng Dong Xieng Thong by the ruler King Fa Ngum, who ruled from 1354 to 1372 A.D. The King Fa Ngum then brought gold image of Buddha “Pra Bang”, a representative of Buddhism, from Cambodia in the late 14th century and renamed Xieng Dong Xieng Thong, Luang Prabang was the capital of Lan Xang Kingdom (the Kingdom of a million elephants) until 1545, when, to avoid Burma’s invasion, the capital was moved to Vieng Chan, renamed and now the present, Vientiane Capital of Laos.

In 1707, Lan Xang was split into three kingdoms, Luang Prabang, Vientiane and Champasak. At this time, Luang Prabang became the capital of the independent Luang
Prabang Kingdom. When France annexed Laos, the French recognized Luang Prabang as the royal residence from 1893 to 1954. In 1975, Laos received the full rights of independence and announced itself to be “the Lao’s People Democratic Republic”. Lao PDR abolished the monarchy system at that time. (Lafont, P. Engelhardt, R. A. Greck, F. Rampon, L. Peters, H., 2004).

**Luang Prabang became UNESCO World Heritage Site**

Luang Prabang remains a fine example of traditional town preservation, meeting criteria II, IV and V of the World Heritage sites, with the following outstanding values. First, Luang Prabang is the best example of religious and vernacular architecture in Lao PDR. Second, the uniqueness of the planning is illustrated by the city’s construction. It is built on a peninsula defined by two rivers: Mekong river and Khan river, and there is a high hill in the center of peninsula.

Third, the natural landscape is composed of riverbanks, green space, a large number of ponds and several landmarks such as Mount Phousi, and Phu Thao and Phu Nang mountains. Lastly, living cultures are also rich, diversified and still vibrant. These elements are seldom found altogether in such intensity within one single site. Therefore, UNESCO inscribed Luang Prabang on the World Heritage List on December 2nd 1995. In addition, Luang Prabang has received the Top City award from “Wanderlust”, British magazine for three consecutive years from 2005-2008 (Somphanvilay K., 2011). UNESCO has identified properties in Luang Prabang, including 34 wats, or monasteries, and 111 civic buildings, for preservation, and classified 450 traditional houses, making Luang Prabang the best-preserved historical town in Southeast Asia (UNESCO, Reactive Monitoring, 2008).

**Place (Kyoto)**

Kyoto is located in the central of Kyoto Prefecture. Kyoto Prefecture is settled in the center of western Honshu, Japan’s main island and shared borders with Nara and Osaka Prefectures in the south, Mie and Shiga Prefectures to the east, Fukui Prefecture to the north and Hyogo Prefecture to the west. Kyoto Prefecture has a population of 2.6 million people with an area of approximately 4,600 km.

Kyoto, the ancient former capital of Japan, is a well-preserved example of art, nature, traditional culture and history of more than 1200 years. In 710, Japan’s first permanent capital was set up in Nara, thirty miles south of Kyoto. However, in 784, under the Emperor Kammu, the capital was moved from Heijokyo (Nara City) to Nagaokakyo, south west of modern Kyoto. This settlement of the capital only lasted for 10 years, however. In 794, the same emperor moved it again to a new location in Kyoto Prefecture, which now present Kyoto city. Kyoto was the political and cultural center of Japan for over 1,000 years. In 1867, the capital was once again moved to Tokyo, now the capital of Japan.

**Kyoto became World Heritage Site**

Kyoto illustrates the development of Japanese wooden architecture, particularly religious architecture, and the art of Japanese gardens that, have influenced landscape gardening the world over (Kyoto, 2011). Because of these important elements, UNESCO has designated Kyoto as a World Heritage site, meeting World Heritage criteria II and IV, of which 17 magnificent temples and shrines were registered as World Heritage properties in 1994.

Moreover, in Kyoto there are more than 2,437 national treasures and designated national important cultural assets. Nowadays, Kyoto is the center of religious culture in Japan and is considered as the hometown for all Japanese. While local people are living traditionally in this city, they are still creating new culture and as a result Kyoto is a mixture of the modern and traditional.
Tourism in Luang Prabang City

Before the inscription of Luang Prabang onto the World Heritage list in 1995, tourism was not developed nor well known among foreign visitors, and the whole city was very quiet. At that time, the town was in poor condition, especially the tourism facilities, such as the road. Their condition was so bad that they were difficult to travel. Electricity and water supply were insufficient for daily life. Telecommunication remained underdeveloped, for example, home telephones were very few in the city. There were no standard airports and flights from Vientiane Capital sometimes were not on schedule. Road conditions were very poor and difficult for tourists to access tourist sites located outside the city.

After Luang Prabang was inscribed onto the World Heritage List, tourism has contributed to socio-economic development at the provincial level, such as the improvement and construction of new roads to access tourist sites, improvement of tourism services such as hotels and guesthouses and restaurants, etc. Surprisingly, tourism has grown over 400% from 1997 to 2008, transforming this wonderful town to a “Tourism Mecca” in Southeast Asia, popular with both domestic and foreign visitors (Rattanavong, Gujadhur. T., 2008). In 2010, there were 367,725 visitors with revenue of US$661,190,500 dollars. See details in Table 1.

Table 1: Tourist Arrivals, Expenditure, Length of Stay and Total Revenues, Luang Prabang

<table>
<thead>
<tr>
<th>Year</th>
<th>Domestic</th>
<th>International</th>
<th>Average expenditure per person (US$)</th>
<th>Length of stay (nights)</th>
<th>Revenue from Tourism in (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1995*</td>
<td>19,423</td>
<td>30,136</td>
<td>20 (estimated)</td>
<td>2</td>
<td>1,224,863</td>
</tr>
<tr>
<td>1997*</td>
<td>31,579</td>
<td>30,769</td>
<td>25 (estimated)</td>
<td>2</td>
<td>1,570,029</td>
</tr>
<tr>
<td>2000</td>
<td>45,250</td>
<td>65,225</td>
<td>35</td>
<td>3</td>
<td>6,896,790</td>
</tr>
<tr>
<td>2001</td>
<td>47,250</td>
<td>68,250</td>
<td>35</td>
<td>3</td>
<td>7,213,500</td>
</tr>
<tr>
<td>2002</td>
<td>75,697</td>
<td>94,846</td>
<td>35</td>
<td>3</td>
<td>10,034,527</td>
</tr>
<tr>
<td>2003</td>
<td>58,983</td>
<td>78,129</td>
<td>40</td>
<td>3</td>
<td>9,434,463</td>
</tr>
<tr>
<td>2004</td>
<td>90,593</td>
<td>105,513</td>
<td>40</td>
<td>3</td>
<td>12,752,153</td>
</tr>
<tr>
<td>2005</td>
<td>128,381</td>
<td>133,569</td>
<td>50</td>
<td>4</td>
<td>26,842,181</td>
</tr>
<tr>
<td>2006</td>
<td>123,451</td>
<td>151,703</td>
<td>59</td>
<td>4.5</td>
<td>40,400,598</td>
</tr>
<tr>
<td>2007</td>
<td>124,826</td>
<td>186,819</td>
<td>50</td>
<td>5</td>
<td>46,829,576</td>
</tr>
<tr>
<td>2008</td>
<td>112,454</td>
<td>231,575</td>
<td>50</td>
<td>3</td>
<td>51,604,350</td>
</tr>
<tr>
<td>2009</td>
<td>137,986</td>
<td>237,683</td>
<td>60</td>
<td>3</td>
<td>67,620,420</td>
</tr>
<tr>
<td>2010</td>
<td>156,942</td>
<td>210,783</td>
<td>60</td>
<td>3</td>
<td>661,190,500</td>
</tr>
</tbody>
</table>

Source: Tourist Statistical Report 2011, Luang Prabang Provincial Tourism Department

According to the tourism statistics from Luang Prabang, a dramatically increasing number of hotels and guesthouses, restaurants and tourist agencies are notable. In 1997, there were only ten hotels and nineteen guesthouses and twenty-two restaurants compared to 2008, in which there were thirty-six hotels, 124 restaurants and 236 guesthouses. Tourists who stay in guesthouses are economical or middle class people, and only a few percent stay in luxury grade hotels. Tourism resources in Luang Prabang have improved to become tourist attractions. In total there are 112 sites, including fifty-two natural sites, nine historical sites and fifty-one cultural sites.

The development of tourism has contributed to the improvement of the local people’s economic situation by improvements in incomes and providing jobs to the host community in Luang Prabang. In 2007, tourism generated 300,000 indirect jobs and 20,000 direct jobs (LNTA, Tourism Statistical Report, 2008).

Tourism Situation in Kyoto

Kyoto is one of the key tourist destinations for Japanese and foreign tourists. In 2002-2003,
Kyoto was selected as one of the top five popular prefectures for sightseeing in Japan. The ranking from first to fifth destinations are Tokyo, Osaka, Kanagawa, Kyoto and Chiba (Convention Tourism Office, 2004). Over the past nine years (1998-2007), Kyoto prefecture has received more than 60 million tourists. In 2005, there were more than 45 million tourists bring an economic benefit of more than one trillion yen (Kyoto City Government, 2006).

The success of Kyoto’s implementation plan
Kyoto has succeeded in the tourism industry since the number of tourist visiting Kyoto reached the goal, set 50 million inbound tourists by 2010. In 2004, Kyoto reached 45.5 million tourists, and in 2008, there were more than 50 million tourists exceeding the goal. However, in early 2009, tourist coming to Kyoto decreased due to the cancellation of school excursions due to the spread of Swine Influenza in the Kansai Area (Monosepia-Swine,2009).

The success of Kyoto is based on three points. The first point is a plan published in 2000 aimed to achieving 50 million tourists. The second is the well-implemented vision published in 2001 with the purpose of promoting tourism. The third point is many institutions together have put a lot of effort into promoting tourism in Kyoto. Besides that, many TV programs have programs about Kyoto and magazines about Kyoto are published. Kyoto is preserved with care and its location provides a lot of beautiful places for inbound tourists as well as local culture and food that cannot be seen elsewhere in the world. These are the reasons why several governmental agencies, the private sectors and the local community, closely work together and pay more attention to tourism development in Kyoto.

Products (Key attractions)

Luang Prabang
Luang Prabang comprises of both tangible and intangible cultural heritage properties, found within and outside the Heritage Zone. Intangible cultural heritage includes the ways the local people practice their daily lives, such as the Alms Giving ceremony in the early morning, Basi Soukhoan ceremony and so on. However, these traditional practices are drawing many attractions from tourists.

On the other hand, Luang Prabang consists of many main attractions representing tangible cultural heritage. There are over 60 magnificent Buddhist temples, including Wat Visoun, Wat Chomphet, Wat Phabath Tai, Wat Mai and the most beautiful temple, built in 1560, Wat Xieng Thong (Wat refers to Temple). There is the National Museum a former Royal Palace, Mount Phousi and the night market. There are also beautiful natural attractions such as Kuang Si waterfall and Tat Sae Waterfall, located about 28 kilometers south of Luang Prabang. Tham Ting (Pak Ou Cave) is also located not so far from the city, and situated on the bank of the Mekong River, where the Nam Ou and Mekong Rivers meet.

Kyoto
Kyoto became a cultural World Heritage site in 1994, with 17 temples and shrines registered as cultural World Heritage Properties. There are the main attractions inside and around Kyoto such as, Kamigamo Shrine, Shimogamo Shrine, Toji Temple, Kiyomizu dera Temple, Daigoji Temple, Ninnaji Temple, Byodoin Temple, Ujigami Shrine, Kozanji Temple, Saihoji Temple, Tenryuji Temple, Rokunji Temple, Jishoji Temple, Ryoanji Temple, Honganji Temple and Nijo Castle. On top of that, Kyoto Studio Park (Toei Uzumasa Eigamura) attracts many tourists from East Asia. However, two temples: Byodoin Temple, Ujigami Shrine, is located outside Kyoto city area.
Price (Management of Tourist Attractions in Luang Prabang and Kyoto)

Luang Prabang

The management practices of tourist attractions in Luang Prabang city are the combination of three methodologies. The first is government management and operation of an attraction. The second is the public and private partnership in operation of an attraction (i.e. when the government manages and the villager operate). The third is private concession. The majority of attractions in Luang Prabang are public assets such as temples, the National museum, Mount Phousi, Caves and the Waterfalls. Therefore, the government retains the overall authority to set policy for managing the attractions including determining the fee structure (Rattanavong, A. Gujadhur, T., 2008).

In December 2006, the government set up a standard management system by collecting entrance fees for some major heritage attractions, including Wat Xiengthong, Wat Visoun, Wat Aham, the Royal Palace National Museum, and Mount Phousi. These sites were previously managed under the directorship of the Department of Information and Culture, which retained 60% of total revenue and redistributed the remainder. The ticket sellers received 9%, the temple received 8% and villages received 8% the remaining 40% was distributed to the Department of Finance as part of the public revenue collection. However, in 2006, according to recommendations from the Governor’s Office of Luang Prabang, the Tax Office under the Department of Finance agreed to take over the overall management of revenue collected from these attractions, coming into effect in January 2007.

Attraction Earnings and Beneficiaries

There are 12 fee-collecting attractions in and around Luang Prabang town. In March 2007, initiated by the local government, the entrance fee of all attractions was increased by 100% for both domestic and international tourists (10,000 kip to 20,000 kip and 5,000 kip to 10,000 kip respectively) and by 50% for the National Museum. In 2007, the top three main attraction sites receiving the highest revenue from tourists were: Kuangsi Waterfalls with approximately 1.4 billion kip, the National Museum with 1.3 billion kip, and Wat Xiengthong at 858 million kip (Exchange rate: $1= 10.500 kip, June 26, 2009). However, the divisions of income from tourist attractions among the stakeholders are shown in Table 2 below:

<table>
<thead>
<tr>
<th>Beneficiaries</th>
<th>Total Amount Received (Kip)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ticket Sellers</td>
<td>225,491,400</td>
</tr>
<tr>
<td>Information &amp; Culture Department</td>
<td>380,490,900</td>
</tr>
<tr>
<td>Tax Office</td>
<td>263,090,100</td>
</tr>
<tr>
<td>Department of Finance</td>
<td>2,469,866,010</td>
</tr>
<tr>
<td>Temples</td>
<td>142,491,120</td>
</tr>
<tr>
<td>Villages</td>
<td>142,491,120</td>
</tr>
<tr>
<td>Provincial Tourism Department</td>
<td>279,072,000</td>
</tr>
<tr>
<td>State Assets Management Office</td>
<td>139,536,000</td>
</tr>
</tbody>
</table>


The major attractions are owned by the state but have shared management arrangements between the government and villages. Therefore, the revenue distribution of earnings goes directly to government departments, in some case up to 100% (Kuangsi Waterfalls and National Museum). The Department of Finance receives a minimum of 52% of the income from each site, which it retains as part of the overall provincial revenue. It is then redistributed each fiscal year as state annual budgets to all departments for administrative and operational purpose. These funds do not generally go back to the sites. However, the Tax
Office and State Assets Management Office (both under the Department of Finance) use 10-13% of the total ticket sales revenue for overhead costs such as printing ticket books, hiring staff stationed at some of the sites and paying utilities at the National Museum and Mount Phousi.

Kyoto
Every temple and shrine in Kyoto has their own policies in management and maintenance of their properties. Temples and shrines in Kyoto do not strictly pay tax to local government because temples and shrines are considered as religious settings respected by Buddhism or Shintoism believers (Takeuchi, 2009). However, in the case of a temple paying salary to monks and workers at the temple, they have to pay income tax to the government.

In other cases of management, to protect the national treasures and important cultural properties, the government will provide some extra funding for management and preservation of the national treasure.

The other type of management practice is family households that are responsibility for maintenance of the temples or shrines in their compound village. For example, the group of households living surrounding temple will take turns to preserve and maintain the temple or shrines within their compound village.

On the other hand, some temples and shrines belong to a headquarter temple in nearby their area. For example, Kinkakuji Temple is a member or a branch of Rinzaishu Sokoujuju-ha temple. And Branch temple is allocated fixed money to pay to the head temple.

Attraction Earning and Beneficiary
Temple and shrines in Kyoto have their own policies on collecting entrance fees and each attraction is different, the prices range from the most expensive at ¥2200 down to ¥200 per person and some temple are free. For example, Kyoto Studio Park (Toei Uzumasa Eigamura) is ¥2200, Kurama Temple is ¥200 and Kitanotemmaniku is free. But the price for the seventeen main World Heritage site in Kyoto is between ¥300 to ¥500 per person. For example, the entrance fee of Kiyomizu Temple is ¥300, Kinkakuji Temple is ¥400 per person, Ginkakuji Temple is ¥400 and Daigoji Temple is ¥500. (Admission Fee to Temples, Parking Fee).

In Kyoto, the entrance fee for domestic and foreign tourists is equal and for some attractions, a student discount of 10% if offered. However, this situation is different from Luang Prabang. The domestic charge is less than that of foreign visitors. The difference is around 50% for the main eight attraction sites and does not have a student discount policy.

Tourism Promotion Policies Comparison between Luang Prabang and Kyoto
Strategic Context
In Lao PDR, tourism strategies are centralized from the national level down to the local level. Luang Prabang’s authorities have implemented a tourism promotion policy based on tourism strategies developed by the province and the Social-Economic Development Plan 2008-2015, in order to get government investment for development of tourism activities, as well as development of tourism products and attractions (Somphanvilay K., 2011). Therefore, the objectives and visions of Luang Prabang’s tourism development and promotion for 2008-2015 are as follows:

The Objectives:
“It is in line with the agreement of the 5th meeting of the provincial committees and the tourism strategy plan issued by LNTA that the aim is to have tourism in the province expanded to be an important sector that creates employment opportunities for local communities and foreign exchange earners in the province. Besides, the tourism sector
will be seen as the tools to promote culture, environment protection and sustainability of a World Heritage city and economic development.”

The vision:
“1. To preserve and promote local culture, the natural environment and various sorts of flora and fauna. To sustain the reputation of a World Heritage city, a national tourist destination and a central destination for tourists in the northern provinces.
2. To boost the economic growth, generate income for the government and local communities, be a foreign exchange earner by creating employment opportunities for society to alleviate poverty.
3. To create a destination with various sorts of awareness, such as uniqueness of architectures, historical and traditional culture and beauty of nature, in Luang Prabang”

Kyoto’s tourism promotion strategies are in line with Japan’s national tourism strategies, illustrated by this example. The government of Japan has set goals to promote inbound tourism and attract ten million foreign tourists to Japan by the year 2010. Japan also started a campaign called “Yokoso Japan” to encourage foreign visitors in fiscal year 2003 (Maki, 2007). There are four main objectives to Kyoto’s tourism promotion plan and four visions.

The Objectives:
“To deliver the culture of Kyoto to the domestic and international arena; To Make Kyoto a comfortable and attractive city, thus contributing to the lively and peaceful living standard of the local people; To improve and increase the economics of Kyoto, which provides citizens with incomes, jobs, etc; To promote and encourage cross-cultural exchange in Kyoto”

The Visions:
“To become international cultural city, Kyoto should be the new city which will continue to make excellent cultures by exchange culture to all over the world; To increase the number of tourist up to 50 million in 2010, which is a plan to promote tourism; To make Kyoto well, as Kyoto has a long history for 1200 years, with the well preserve of tradition and cultures, so Kyoto is Japanese treasures”

Tourism Performance and SWOT analysis
The performances of tourism in Luang Prabang and Kyoto in the past eight year (2001-2008) are measuring by these indicators in table 3 below:

<table>
<thead>
<tr>
<th>Baseline indicators 2008</th>
<th>Luang Prabang Performance</th>
<th>Kyoto Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>405,949 (76,000 in Luang Prabang city)</td>
<td>2,600,000 (1,47 million in Kyoto City)</td>
</tr>
<tr>
<td>Revenue from tourism</td>
<td>$ 68,805,800</td>
<td>¥1.26 trillion</td>
</tr>
<tr>
<td>Number of tourist</td>
<td>344,029</td>
<td>50,000,000</td>
</tr>
<tr>
<td>Employment</td>
<td>20,000</td>
<td>81,000</td>
</tr>
<tr>
<td>Accommodation</td>
<td>929 Hotel Rooms</td>
<td>Japanese style hotel: 3196 rooms/ Western style hotel: 14,554 rooms (Accomodation Type in Kyoto)</td>
</tr>
<tr>
<td></td>
<td>1802 Guesthouse Rooms</td>
<td>Japanese style: 14 Guesthouses / Western style guesthouse: 204 rooms</td>
</tr>
<tr>
<td>Tourist attractions</td>
<td>122 (culture, nature, history)</td>
<td>More than 1800 Buddhist temples and shrines, three imperial palaces and 17 UNESCO World Heritage sites</td>
</tr>
</tbody>
</table>

The town of Luang Prabang is a World Heritage site

There are significant strengths in Luang Prabang and Kyoto. The two cities are World
Heritage sites. Luang Prabang uniqueness are the magnificent of temples, Lao traditional architecture, French colonial style houses, and intangible culture such as, the traditional practice of giving alms, Lao New Year Festival, etc. Kyoto also has unique culture and a history of more than 1200 years. There are many attractive tourist attractions, for instance, Kinkakuji Temple are one of seventeen world heritage properties in Kyoto. Moreover, Kyoto is surrounded by many cities such as Osaka, Kobe, and Nara and easily accessibility from Tokyo, Nagoya, and other large cities in Japan.

There are many opportunities for tourism development in Luang Prabang and Kyoto. For example, the reputation of Lao PDR is as a “Land of kindness with pleasant, friendly local people”, plus with the political stability in Laos; thus, these elements are not only build up the confidence for tourists, but be background for tourism development in Luang Prabang. Furthermore, Luang Prabang received the Top Destination award three consecutive years by Wanderlust Magazine from the United Kingdom (2006-2008). This reputation has brought Luang Prabang into international arena, and Luang Prabang has been categorized as the number ten popular tourist destinations in the Asian region (Somphanvilay K., 2011). Promoting Kyoto’s tourism under the national inbound tourism campaign, “visit Japan Campaign”, is a big power for promoting tourism in Kyoto. A Kyoto travel boom in Tokyo and many retirement generations visit Kyoto; these are strong points for Kyoto to attract more tourist numbers.

However, there are some weaknesses in tourism performance in Luang Prabang and Kyoto. Luang Prabang is facing some weakness on improvement of tourism facilities such as road construction, standards of hotels and a low quality of health-care system. Furthermore, there is an inadequate qualified number of trained staffs in many fields related to tourism and hospitality industry, especially tourism marketing and IT experts. Training is necessary to meet the standards of service, hygiene and sanitary in order to improve the quality of service and meet with the needs of tourists. On the other hand, Luang Prabang now is in the stage of modernization and urbanization due to the influence of development, thus, posing a risk to the future Luang Prabang World Heritage site (Logan, W., Boccardi, G. (World Heritage Center), 2007).

And Kyoto is facing seasonal tourism. Spring and autumn are the peak seasons. During this time, there are heavy traffic jams and accommodations are full occupied. On the other hand, urbanization can be a threat for Kyoto’s tourism as it degraded the scenery and images of the old historical and cultural city. For example, the construction of apartments and high buildings, such as Kyoto Station and Kyoto tower.

Tourism Promotion Policies of Luang Prabang and Kyoto

To achieve the goal of increasing the number of tourists to 50 million, including two million foreign tourists, to Kyoto in 2010, Kyoto has published the “Plan to Promote Tourism in Kyoto”. Stage one covers from 2001 to 2005 and stage two, from 2006-2010. In 2008, the number of tourists hit the target of 52 million tourists visiting Kyoto. Therefore, Kyoto has been success in the implementation of the tourism policy two years earlier than planned. This supports the chance for Lao PDR, especially Luang Prabang with similar World Cultural Heritage criteria, to achieve its goals based on lessons learned from Kyoto. Lessons learned from Kyoto’s tourism promotion strategies based on the five elements of, incessant promotion, sufficient use of internet, alliance with JNTO and other tourism organizations, tactical use of overseas representative and attraction of tourists to Kyoto in the winter.

1. Continuously promote five most important markets and starts to promote in the new markets.

The most important markets for Kyoto are, the United States, Taiwan, Korea, China, Australia, France, the United Kingdom, Germany, Italy and Canada, ranked from number one
to ten respectively. The methodologies based in incessant promotions are as follows:

1.1 Overseas Tourism Promotion Activities

Traditional culture promotion overseas, especially in the most important targeted markets, is essential for marketers to enhance the quality of service and visual images of the products. One way of doing this is to hold exhibitions supported by a representative of the Tourism Office aboard. For example, Kyoto has provided instruction to wear kimono, Japanese traditional dress and other activities. And this is a good idea for Lao PDR, especially Luang Prabang, to provide instructions for foreign tourists on how to dress in Lao traditional suits.

1.2 Tourism Seminars and Sale

Tourism seminars provide opportunities for participations to exhibit and exchange ideas about each country’s tourism products. Kyoto not only organizes the international tourism seminars but also participates in international tourism seminars overseas. With this chance, Kyoto has presented and advertised tourism products to foreign markets.

On the other hand, Luang Prabang has had few chances to advertise and present their tourism products in international exhibitions, so the promotion of products has not yet reached international mass markets, such as Europe or America. Moreover, many private tourism businesses have not been strongly motivated to attend regional and international exhibition; instead mostly the public sector has attended seminar abroad.

1.3 Invitation of Media and Travel Agents

Mass media has a big influence and has the most effect on a product’s advertisement, especially on the Internet. For the purpose of advertising the products, invitation to the media and travel agents to participate in a product’s exhibition is an important tactic. These exhibitions can be used in order to take photos and deliver news of the products through the Internet, television, magazines, and so on. This methodology will assist travel agents to get information about products and provide that information to tourists to build up the image of the products with the tourists. This method is used with new products and is required in the first step of advertising. Existing products also need continuously advertisement.

1.4 UNESCO World Heritage Site

In Kyoto and Luang Prabang, the most important tourist attractions are the UNESCO cultural World Heritage sites including the temples and shrine (in Kyoto). These properties not only belong to the people of Japan but they also belong to people around the world. And thanks to tourism, these properties are being preserved and promoted becoming the main attractions of tourists in the host community. And of course, tourism development will contribute to the development of the economy. It will maintain or increase the local’s income as well as provide jobs in the host community.

1.5 Four Big Festivals in Kyoto

One of the big advantages of tourism in Kyoto is there are four distinct seasons, spring, summer, autumn, and winter. Moreover, there are four big festivals in Kyoto that are considered as intangible cultural heritage attractions in Kyoto. They are the Aoi Festival, Gozan Okuribi, and Jidai Festival, and Gion Festival, one of the three biggest festivals in Japan. These festivals are the main attraction for both domestic and foreign tourists. Thus Kyoto continuously advertises these festivals through mass media in Japan and around the world.

In Luang Prabang, as well as Lao PDR there are only two seasons. The dry season goes with cold weather and the rainy season goes with hot weather. So the best season for travelling is during the dry season. In addition to the tangible world Heritage sites, the
intangible or cultural heritage, Luang Prabang has three big traditional festivals, the Lao New Year, the Hokhao Padapdin Festival, and the Orphansa Festival. During the Kokhao Padapdin Festival or (rice-package festival), boat races are organized. The Orphansa Festival, which ends the monk’s three-month mediations in the temple), has a fire boat floating on the Mekong River and is an excellent event.

1.6 Traditional Kyoto Houses and Restaurant

One of the finest examples of a traditional house in Kyoto is machiya. These houses were built mostly in the Meiji Era (1898-1912), holding the uniqueness of a mix of traditional style houses and revolutionary styles of architecture during pre-Meiji era up until 1950s. The promotion of these traditional houses reflects the desire to preserve Kyoto’s traditional culture and transfer knowledge to the domestic and international community through tourism.

In Luang Prabang, the tangible cultural heritage consists of Lao traditional style houses and French colonial architectures. A combination of architectural styles and living styles of the local people are unique products in Luang Prabang. You can get the feeling as if you were living in the colonial period of the 14th century. The preservation of this traditional architecture is the responsibility of the Luang Prabang’s House of Heritage.

1.7 Memorable Experience

To create an atmosphere of memorable experiences by showing the host’s prototype of products to the tourists, is worth carrying out. The base of tourism is experiences or service based industry. Therefore, good impressions and memorable experiences made during travelling are required to be had by visitors. For example, in Kyoto, some studios provide Kimono to dress in for free for the tourists, with photographs for keepsakes. These tactics not only convey cross-cultural exchange, but also cultural preservation. It also leaves visitors satisfied. In return, tourists acknowledge the unique experiences and appreciate the artistry and creations of the host’s culture.

Other types of memorable experiences are food, local handicrafts art, etc., that provides the visitors with a chance to participate and experiences by tasting a product or making souvenirs. For example, Kyoto has provided some courses in, making incense bags, creating Dorei (clay bells), doll painting, shichimi blending (seven spices), cooking Mitarashi dumplings and making nama-yatsuhashi cake.

However, Luang Prabang does not yet practice these types of experiences, especially free courses for tourists, due to the fact that the local products are limited in both quality and quantity. But mainly, the handicrafts from local products are sold directly to tourists as a way of encouraging economic prosperity for the poor. Nevertheless, these strategies of advertisement should be fulfilled by the application of policies in Kyoto and Luang Prabang.

1.8 Night Life

In order to attract tourists to stay longer and to create a different atmosphere between day and night time, the host should create some extra evening activities. Kyoto has organized “Hanatouro” and illumination of lanterns and lanes with flowering trees and bushes on each side. There are two seasons for Hanatouro. In March, in the spring, there is the Kyoto Higashiyama Hanatouro. In December, in the winter, the Kyoto Arashiyama Hanotouro is held. This is the biggest project for “promoting tourism throughout the year” in Kyoto (Government, 2006, p. 6).

Different places have different atmospheres. In Luang Prabang, the nightlife is filled with the local commercial products for the tourists in places like the Night Market (Nhilatchay, 2009). This project started in April 2002 and is held every evening 5:00 to 10:00, with the purpose of selling a large variety of local textiles and ethnic handicrafts. This project has
been considered a success as most of the tourists enjoy shopping at the Night Market, and local sellers can make profits from selling their products to make their life better than before. This form of promotion also supports cross-cultural exchange and supports for pro-poor tourism in Luang Prabang.

2. Sufficient Use of Internet

The Internet is a visual product that uses high technology and is a means for communication and connection among people worldwide. In terms of marketing, using the internet for the advertisement of products is an effective tool, especially in the tourism industry. It can convey messages about products to the customers and, as it is fast, saves time looking for information. Making sufficient use of the internet as a marketing tool and to promote tourism, Kyoto has created a webpage in English call, “Kyoto Official Travel Guide” in cooperating with Google Earth. This site facilitates the transfer of messages from Kyoto’s tourist attractions to its customers (and vice-versa). For example, the webpage contains Kyoto’s tourist information on news, events, images cultures, transportation, cuisine, accommodation, and the World Heritage attractions, such as Kinkakuji, Kiyomizu Temple, etc.


3. Alliance with JNTO and Other Tourism Organization

Kyoto has been successful in its tourism promotion plan, which is in line with the national campaign “Yokoso Japan” (Welcome Japan), based on good cooperation among Kyoto’s tourism stakeholders. For example, the Kyoto Tourism Council, which is a private organization formed by 50 tourism related groups and industries, in cooperation with the city of Kyoto, aims at encouraging foreign tourists to visit Kyoto. The function of the Kyoto Tourism Council is to present booths at international travel industry trade fairs and tourism seminars held abroad, participate in local tourism assemblies with travel agents, and promote the city to media representatives. This is a good example and Luang Prabang’s tourism stakeholders, such as the Hotel and Restaurant Associations in Luang Prabang, travel agencies, souvenir shops, etc, should have an official Luang Prabang Tourism Council formed in order to boost tourism performance of Luang Prabang in domestic and international arenas.

4. Tactical Use of Overseas Representative

Kyoto opened representative tourist offices in countries it considered its main markets such as, The United States (LA) in 2007, Taiwan (Taipei) in 2007, Republic of Korea (Seoul) in 2006, China (Shanghai) in 2006, and Australia (Melbourne) in 2006. The representative offices have functioned to promote and attract value-added investment in tourism by promoting Kyoto in respective countries. For Lao PDR, the LNTA is now planning to have representative tourism offices in targeted markets aboard. Thus, Luang Prabang will be promoted thanks to these representative offices.

5. Attract Tourists to Kyoto in Winter

Kyoto’s big advantage to its tourism promotion base is that it has four seasons a year,
spring, summer, autumn, and winter, and each season provides the uniqueness of different products. Autumn has the seasonal changing of the leaves, of which momiji leaves or maple leaves are one of the most colorful and spring has sakura, or cherry blossoms. However, winter is considered low season for tourism in Kyoto (Kyoto City Governor, 2006). Therefore, Kyoto tries to increase the number of tourists by offering special products in wintertime and uses mass media for advertisement. They have created such web pages as, “Kyoto Winter Special 2009”, in which the winter period lasted for three months from December to March 2009. However, the year stated on Kyoto winter special will be changed based on the present year of advertisement.

In Luang Prabang, there are only two seasons. The dry season lasts from October to April, and rainy season lasts from May to September. As it is difficult to get around in the rainy season, tourists mainly take tours on the dry season. However, Luang Prabang does not have special advertisements like Kyoto for the seasonal change of tourists. Therefore, a new tourism policy should be set up to deal with the gap between low season and high season, by selecting or creating special products like Kyoto, based on the actual condition of tourist attractions in Luang Prabang.

**Marketing for sustainable tourism in World Heritage Site (WHIS)**

The successes in implementing tourism promotion policies in Kyoto and Luang Prabang are different. Kyoto tourism’s successes can be seen as a concrete outcome, as the number of tourists hit the goal of increasing to 50 million tourists two years before the goal of 2010. However, Luang Prabang tourism’s success is abstract and there is a need for further evaluation. Therefore, application of the tool marketing for sustainable tourism in World Heritage sites, is very useful to measure the tourist’s satisfaction of the host’s products and effectiveness of the host’s marketing policies for both Luang Prabang and Kyoto. Moreover, this tool is considered as background for sustainable development in World Heritage sites. They could open further options for policy makers to improve new policy based on the consideration of the components in marketing for sustainable tourism in World Heritage sites and apply them to the real tourism conditions of Luang Prabang.

The analyzed content in Table 4 below is based on marketing for sustainable tourism on the World Heritage site, which quoted from a guidebook on Indicator of Sustainable Development for Tourism Destinations (WTO, 2004), includes components of the issues and indicators. The percentages are from field research questionnaires in Luang Prabang and Kyoto. The questionnaires were distributed to tourist in both Luang Prabang and Kyoto with the same questions. Due to the time constraints for this research, there were only 107 questionnaires retrieved from Luang Prabang and 101 questionnaires retrieved from Kyoto.

**Table 4: Marketing for Sustainable Tourism in World Heritage site, an Evaluation Tool for Tourism Promotion Policy of Luang Prabang (LPB) and Kyoto**

<table>
<thead>
<tr>
<th>Components of the issue</th>
<th>Indicators</th>
<th>Percentages</th>
</tr>
</thead>
</table>
| 1. Market more Sustainable (Environmentally friendly or culturally sensitivity) | Percent of visitors who seek for environmentally friendly and culturally sensitive experiences | LPB (main reason to visit LPB)  
- Nature 33.6%  
- World cultural heritage 57%  
Kyoto(main reason to visit Kyoto)  
- Nature 22%  
- World cultural heritage 60% |
| 2. Measuring image of destination or Products which considering sustainability aspects. | Percentage of businessman pay attention to actual circumstances of environmental and social aspect during the business operation | LPB:  
- Tourism stakeholders consist of 26 Agencies and organizations related tourism, thus equal 26% (PTD, 2009)  
Kyoto: |
- Kyoto Tourism Council consist of 52 groups and industries related tourism, thus equal 52% [Maki, 2007]

3. Authenticity of products or Products are Meeting client expectation or Number of tourists who are satisfied with the environmental and cultural experiences

LPB:
- Improve Environment: 35%,
- Keeping green scenery: 65%
- Keeping traditional culture: 70%

Kyoto:
- Improve Environment: 16%,
- Keeping green scenery: 64%
- Keeping traditional culture: 82%

4. Measuring level of marketing effort Volume of marketing products divided by type (brochures, advertisements in different media, posters, websites, etc)

LPB:
- Internet: 14%
- Travel guidebook: 66.4%
- Magazine: 7.5%
- Friends: 38.3%
- Others: TV, revisited, by pass, business, etc

Kyoto:
- Internet: 20%
- Travel guidebook: 46%
- Magazine: 6%
- Friends: 40%
- Others: TV, revisited, by pass, business, etc

5. Targeting the right customers. Measuring degree of contact and reach of marketing Percent of clients who self-identify as “cultural tourist” (who interested in environmentally and culturally sensitive experiences)

LPB: (Main reason to visit LPB)
- Nature: 33.6%
- World Cultural Heritage: 57%
- Temple and Museum: 22.4%
- Handicraft: 12.1%

Kyoto: (Main reason to visit Kyoto)
- Nature: 22%
- World Cultural Heritage: 60%
- Temple and Museum: 60%
- Handicraft: 4%

6. Evaluating client response and satisfaction Percent clients who are satisfied with their experiences during visiting

LPB:
- Tourist satisfaction: 93%

Kyoto:
- Tourist satisfaction: 98%

Percent tourists who perceive barriers to visiting the destination

LPB:
- Tourist’s dissatisfaction: 7%

Kyoto:
- Tourist’s dissatisfaction: 0%

7. Responding to external demands The operators dealing with complaints from tourist in order to improve the environment surround attractions, and response to the demand of tourist

The attitudes of authors to the development of sustainable tourism in LPB and Kyoto base on the finding from Marketing for sustainable tourism.

Finding and Interpretation

1. Identification of a Sustainable Market

To identify market for more sustainability, using indicators of visitors who seek environmentally friendly and culturally sensitive experiences in WHS based on the two variables: Culture attractions and Nature, to determine the trends of interest in cultural and natural attractions of tourists to WHS. The results indicates that LPB and Kyoto’s markets are both sustainable at the current situation of world heritage status
2. Measuring image of destination or products

In order to measure the image of destination or products, indicators are used: Percentage of the businesses that pay attention to actual circumstances of environmental and the social aspect on their business operations. This will show the trends in demand for sustainable experiences or products in Kyoto and LPB. The results are Kyoto is gaining popularity more than LPB on the worldwide level. Thus, even in the same status of World Cultural Heritage Site but the image and credit of tourist attractions are different in that Kyoto has gone further than LPB. Therefore, the demand for tourist to travel in Kyoto is higher than in LPB. On the one hand, travelers will consider the cost of travelling which will consequently affect on their decision-making for travelling in comparison between LPB and Kyoto. Therefore, Kyoto will receive quality market as well the high class tourists. Furthermore, travelers to Kyoto are mainly domestic tourists which cover up to (96%). Thus, image of Kyoto is also popular for domestic tourist.

3. Indicators of authenticity of products by meeting clients’ expectation

To measure the authenticity of Luang Prabang and Kyoto, we use indicators on the number of tourists who are satisfied with the environmental and cultural experiences, in order to know the satisfaction and dissatisfaction of tourist in the two WHS. The results suggest that both Luang Prabang and Kyoto should keep their traditional cultural perspectives which are the main products and are considered as a strong point for Kyoto and LPB to attract tourists in the future.

4. Measuring level of marketing effort

To measure the results of the marketing efforts in a form of greater ability, more sustainable tourism activities, we measured by volume of marketing products divided by type (brochures, advertisements in different media, posters, websites, etc). From the result, Luang Prabang and Kyoto should focus more on travel guidebooks as the most effective method for product promotion. The Friend element is secondary. Therefore, tourism stakeholders in LPB and Kyoto should pay much attention to hospitality and service which relates to human relations between the host and the guests. If tourists are satisfied, they will maintain the good reputation by telling other people about LPB and Kyoto.

5. Targeting the right customers

In order to match the right customers to the right products to world cultural heritage, we use indicators of percent of clients who self-identify as “cultural tourist” (who are interested in environmentally and culturally sensitive experiences) to predict the early warning of the changing nature of tourist demand. The result is the demand of tourists to the products of WHS are quite stable and not really fluctuating, as can be seen through looking at the average percentage of clients who self-identify as “World Cultural Heritage tourist”, still high for Luang Prabang and Kyoto.

6. Evaluating clients response and satisfaction

Tourists are almost fully satisfied with their travelling experience in Kyoto and LPB, which 98% of foreign tourists in Kyoto have an appreciation for the culture, nature, environment and the long history of Kyoto, while 93.5% of tourists are satisfied with LPB.

7. Responding to external demands

This indicator is used to show the Strength (providing a better image or quality of products) and Weakness (reducing barriers which tourist see in transportation or administrative obstacles to travelling to the destination) in Luang Prabang and Kyoto city. Therefore, to enhance the image of WHS, Luang Prabang and Kyoto should make sure the marketing plan is sustainable, in which they include or force compliance with some guidelines of Global Sustainable tourism criteria, to improve the trustworthiness of the WHS’s image, leading to more sustainable markets.
Conclusion

Marketing is only one dimension of WHS (Kolb, 2006) and tourism is a primary service based industry (Mahoney 1987), hence the recreation tourism product is intangible. Therefore, marketing these products is not easy and they require good marketing strategies that include a good promotional approach. Promotion strategies consist of the “4Ps”: place, products, price, and promotions.

The places are Luang Prabang and Kyoto. They have similarity in tourism characteristic based on Criteria II and IV of the UNESCO World Heritage site. Criteria II is defined as the place that displays the interaction of human values in the period of time when the architecture or technology, town planning and landscape design, is developed. Criteria IV defines the place as one that represents an outstanding example of building, architectures or landscape that illustrates significant stages in the history of humankind.

The products between Kyoto and Luang Prabang have similarity in tangible and intangible cultural heritage. Tangible heritage is the magnificent temples, shrines and gardens, located in the central city. Intangible cultural heritage is the lifestyles of the local people illustrating the unique traditional practices and believe in Buddhism.

The prices of the tourist attractions are different between Luang Prabang and Kyoto because Luang Prabang is set in a developing country while Kyoto is locating in a developed country. The attractions’ management is also different between the two places. The temples’ management and preservation in Luang Prabang are mainly the responsibility of the government and House of Heritage but in Kyoto, the temples and shrine themselves have the responsibility for management and preservation and sometimes restoration of the temples and shrines. Therefore, the money collecting from the entrance fees is used in different ways, depending on the decision of each host community.

The promotion was analysis the tourism promotion policies of Luang Prabang and Kyoto, based on the strategic context of Luang Prabang and Kyoto and the content of the tourism promotion policy based on marketing strategy were examined. Due to Luang Prabang and Kyoto is World Heritage site, thus the promotion forms was mainly treat with cultural and natural products.

However, in other to enhance the success of tourism in Luang Prabang and in Kyoto, the effectiveness of the tourism promotion policy were evaluated by using marketing for sustainable tourism in World Heritage sites. The results of findings were: 1) Tourists perceived satisfy with the products in Kyoto and Luang Prabang. However, Luang Prabang received few percentages of dissatisfied with tourism products because of the environmental issues such as some places in Luang Prabang are not clean and poor services. 2) The marketing strategies based on tourism promotion policies of Luang Prabang and Kyoto was effective, illustrated on high scores of 93% for Luang Prabang and 98% for Kyoto. 3) Tourist’s image of attractions is different between Luang Prabang and Kyoto. Kyoto gained higher reputation in international and regional arena compared to Luang Prabang.

Achieving the goal for 2010, for Luang Prabang 500,000 tourists and Kyoto 50 million tourists, the implementation of tourism promotion policy needs to be dealt with in context. Kyoto’s tourism performance could be considered a good model for Luang Prabang, because Kyoto’s tourism hit the 2010 goal two years earlier thanks to a well implemented tourism promotion policy. Kyoto is a modern city mixed with traditional culture (Brochure of International Relations, 2010) with a successful tourism promotion plan. Moreover, Kyoto has maintained its good heritage status, which has few impacts on the environment, society and culture. Therefore, tourism in Kyoto is considered sustainable. On the one hand, although Luang Prabang is considered a successful city in Lao PDR in regard to tourism, it still needs more improvement of methodologies to promote sustainable tourism in World Heritage site.
Notes
1. The data of Kyoto City’s history was gathered from various documents from Kyoto City Hall and Kyoto Prefecture.
2. The context of Tourism Strategies of Lao PDR was translated from various document of Lao version based on: “Lao PDR Tourism Strategy 2006-2020” and combined with “Social Economic Development Plan 2006-2010”. These documents are constituted by Lao National Tourism Administration and The Ministry of Planning and Investment of Lao PDR.
3. The Objectives and Visions in Kyoto’s Tourism Promotion Plan were translated from Japanese version into English based on: “The New Plan to Promote Tourism in Kyoto: Yutori, Uruoi OKOSHIYASU Plan 21” pp 1-3. This document was provided by Tourism Promotion Division at Kyoto City Hall in Kyoto City.
4. Tourism Performance of Luang Prabang and Kyoto were translated from documents in Lao version and Japanese version. Document in Lao version received from Luang Prabang Provincial Tourism Department in Luang Prabang City. Document in Japanese version received from Tourism Promotion Division at Kyoto City Hall in Kyoto City.
5. Illumination of Lanterns and Flower Lane are annually activities, which are organized in two places: First, Kyoto Higashiyama Hanatouro is illuminated in early spring of March. Second, Kyoto Arashiyama Hanatouro is held in winter time during December. Further information can obtain through website: http://www.hanatouro.jp/e/index.html.

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from http://whc.unesco.org/pg_friendly_print.cfm?id_site=688&cid=31


ABSTRACT

The development and branding of tourism destinations have increasingly focused on collaboration and community approach in which Destination Management Organizations (DMOs) are playing important roles in coordinating branding activities and developing desired image of the destination in the marketplace. However, the fulfilment of the DMO’s destination branding role has been challenged by a number of issues related to governance and positioning. Taking a case study approach, this study attempts to understand the roles and strategies of DMOs in collaborative destination branding and assess the collaborative branding relationships and activities between the DMOs and local tourism businesses. Results of the study reveal that DMOs are considered as important players for destination branding and other tourism professionals such as hotels and tour operators should be involved in the collaboration.

KEYWORDS: collaboration, destination management organizations, destination branding.

INTRODUCTION

The development of tourist destinations has increasingly focused on collaboration and community approach. Wood and Gray (1991) argue that collaboration occurs when a group of autonomous stakeholders of a problem domain engage in an interactive process, using shared rules, norms and structures, to act or decide on issues related to that domain. Collaborative destination branding arrangements in the tourism industry involve a number of stakeholders (both public and private) working interactively on a common issue or problem domain through a process of exchange of ideas and expertise and pooling of financial and human resources. Such collaborative marketing activities can be conducted by taking various forms and focusing on different areas.

Examples of collaborative destination branding may include joint designing of the brand, promotion campaigns for the brand, participating in promotion programs for trade shows and advertising, organizing familiarization tours to travel agents and tour operators, information and market intelligence sharing, and contributing to destination events, among others. Bramwell and Lane (2000) argue that by combining knowledge, expertise, and capital
resources, collaborative strategy can produce consensus and synergy, leading to new opportunities, innovative solutions, and a greater level of effectiveness that would not have been achieved by the partners acting alone.

Previous studies have shown the advantages of promoting a tourist destination by involving relevant tourism businesses in the production and branding of tourist products in the destination. However, the concept of collaborative destination branding has been challenged by two factors, which makes the creation of the necessary inter-community cooperation and collaboration a complex and difficult process. First, the destination branding task is characterized by the fragmented nature of the tourism stakeholders who are responsible for components of the total offer. Second, no single agency can control and deliver a rich combination of tourism product and service portfolio at a destination.

Hotels and tour operators have multiple and critical functions in destination branding efforts: (1) they provide information to potential travellers about what the destination can offer and (2) develop and promote destination packages. In either case, destination brand image held by hotels and tour operators are more likely to influence these vital processes for a tourist destination. As suggested by Lawton and Page (1997), because hotels and tour operators are opinion formers for their clients, their brand images and knowledge about destinations will have a significant impact on potential travellers’ vacation decision-making process. Therefore, an understanding of destination brand perceptions held by hotels and tour operators would assist destinations in branding a particular destination and setting promotion strategies.

The paper begins with an overview of literature about collaborative destination branding and their implications. This draws on published material on destination branding from the tourism perspective. Taking a case study approach of Uganda, this study attempts to understand the roles and strategies of Destination Marketing Organizations (DMOs) in collaborative destination branding. Specifically, the research objectives of the study are to: (1) examine the role of DMOs in collaborative destination branding; (2) gauge the perceived benefits of DMOs to the destination from the perspective of the tourism industry; (3) assess the collaborative branding relationships and activities between the DMOs and tourism businesses; and (4) provide strategic guidelines in terms of how DMOs can get local tourism industry involved in collaborative destination branding activities by seeking the perceptions of managers of hotels and tour operators in Uganda as a study sample of the research. Research has been conducted using a self-completion questionnaire. The conclusions from these researches, and their implications for the branding of destinations for tourism, are discussed. The paper concludes with proposals for future research.

LITERATURE REVIEW

Wang (2008) argues that, previous studies have shown the advantages of branding a tourist destination by involving relevant tourism businesses in the production and marketing of tourist brands in the destination. However, the concept of collaborative destination branding has been challenged by two factors, which makes the creation of the necessary inter-community cooperation and collaboration a complex and difficult process. First, the destination branding task is characterized by the fragmented nature of the tourism stakeholders who are responsible for components of the total offer. Second, no single agency can control and deliver a rich combination of tourism product and service portfolio at a destination.
Wang (2008) states that owing to the ever increasing competitiveness of the tourism industry, tourism destinations now find themselves in a situation where they have to compete directly with other destinations at the regional, national and international levels. As a result, DMOs are playing important roles by acting as organizers and facilitators for tourism branding and development in the destination. Fyall and Garrod (2004) argue that DMOs need to be more sensitive to the future needs of the market place, especially in the context of ongoing political and economic change of the macro tourism environment. DMOs need to reflect the expectations of all groups within the destination by developing, managing and promoting the destination in a manner that is sensitive to the needs of quite often disparate tourism stakeholders. To better serve the interests of the tourism industry in the destination, DMOs need to have a clear understanding of the roles and functions in general and their working relationship with the local tourism industry in particular.

It is being argued by Wang (2008) that the role and function of DMOs/convention and visitor bureaus (CVBs) are recurring themes in tourism literature relating destination branding/marketing/management and tourism planning. A review of literature in this area has revealed that the roles and functions played by DMOs in representing the destination regions have been examined from many perspectives. Different terms have been used to describe the roles and functions of such organizations, such as destination brand developer, destination marketer, destination image developer, destination promotion coordinator, advocate, supporter and facilitator of tourism projects in the local community. These descriptions of DMOs are either fragmented in nature by focusing on one aspect of the responsibility or laden with a strong local context in which these issues are discussed.

Perhaps the most comprehensive summary of a DMO’s role is provided by Morrison et al. (1998) who suggest five primary functions of a DMO: (1) economic driver; (2) community marketer; (3) industry coordinator; (4) quasi-public representative; and, (5) builder of community pride. In terms of organizational structure, Morrison et al. (1998) conclude that most DMOs in North America belong to one of the four types: (1) independent, non-profit associations/business leagues; (2) Chamber of Commerce as non-profit associations or non-independent subsidiaries; (3) local government agency, department or public authority; or, (4) a special legal entity/authority. Their primary responsibility is to act as a DMO and have become the principal organization responsible for marketing the destination brand to large and small meeting and pleasure travel groups and independent travelers. In other words, a DMO’s main mandate is to promote visitation in their destination areas. This view is supported by Dore and Crouch (2003), stating that the destination branding and marketing activity of a DMO is often operationalized in practice as destination promotion, which may take the form of developing the destination brand, advertising, direct marketing, sales promotion, and public relations. Following the same line of reasoning, Gartrell (1988) argues that DMOs are charged with the tasks of developing an image that will position their destinations in the marketplace as a viable destination for meetings and visitors and they must coordinate those disparate constituent elements. Ritchie and Crouch (2003) argue that though there is a shift towards recognizing that the role of a DMO goes well beyond developing the destination brand and marketing to include other activities that are important to the success of tourism in a destination from a competitive and sustainable perspective, it is recognized that destination branding and marketing remains the principal role of a DMO.

Much of the literature on DMOs is occupied with the role they play in helping to create business alliances and networks in order to achieve the goal of the destination. Presenza et al.
suggest that a DMO, for political and structural reasons, is mainly concerned with promoting cooperation and the widest possible harmonization of objectives within a destination. This partnership-building role is justified by the nature of the tourism industry and the unique characteristics of selling a destination as compared to selling other consumer products. For many years, the difficulty and complexity of destination branding/marketing/management have been highlighted by the fact that destination products are usually branded, marketed and sold in the market place in bits and pieces by a variety of individual suppliers that operate independently. The individual and independent branding and promotion efforts of the various tourism stakeholders are not conducive to developing a holistic image of the destination and thus, will not enable the destination to obtain a competitive position in the marketplace. DMOs at different levels are charged with creating greater levels of awareness of the destination to the potential markets through collaborative efforts. However, the impact of this partnership building process with regard to the benefits perceived by the local tourism community has not been examined in detail.

Taking a more holistic perspective, Gartrell (1988) listed six areas as the main function of a DMO: (1) develop an image to position the city in the marketplace as an attractive destination for meetings and visitors; (2) coordinate the constituent elements of the industry and public sectors regarding the destination brand; (3) work with meeting and group planners; (4) represent both buyers and sellers; (5) provide information and respond to visitor inquiries; and, (6) provide leadership in the brand development and management for the industry. Though different terms have been used, the dominant theme reflected in the above discussion is that CVBs are DMOs. Other destination management functions, especially planning and brand development are largely ignored by the mandates of most DMOs or are minor roles in practice. It seems that the literature has agreed that the primary focus of DMOs is on branding, marketing and sales of the destination’s attractions, events, and meeting facilities. However, there is a trend that more of their attention is now being given to acting as a catalyst, facilitator, and supporter of the local tourist industry. Rubin (1992) argues that DMOs often acts as an advocate for the local tourism industry by providing tourism related information on destination brand, raising the awareness level of the tourism business, emphasizing the economic impact of the tourism industry and highlighting current industry issues. Middleton (1988), on the other hand, believed that DMOs can perform a facilitator role in planning and development of the destination brand, even if their mandate is purely marketing. Bramwell and Rawding (1994) argue that DMOs are becoming more prominent as destination brand developers to stimulate urban regeneration, based on the economic benefits as well as the environmental gains and the improved city image that tourism can bring.

The role of DMOs has also been looked at by the geographical locations they are representing. For example, the World Tourism Organization (2004) defines CVBs/DMOs as organizations responsible for the management and/or marketing of destinations brands. Geographically as well as administratively, these DMOs generally fall into one of the following categories: (1) national tourism authorities/organizations; (2) regional, provincial or state DMOs; and, (3) local DMOs who are responsible for management and marketing of tourism destination brands based on a smaller geographic area or city/town. Again, these general guidelines provide no insight as to the dynamic scope in which these different levels of DMOs operate. Several researchers placed more emphasis on the nature of the destination branding, marketing and management vis-a-vis the role of DMO without a clear cut definition of the destination’s boundaries. For example, Heath and Wall (1992) note that DMOs’ tasks are the following: brand strategy formulation, representing the interests of stakeholders, branding and marketing of the destination and coordination of destination activities. Getz et
al. (1998) have found a number of roles that DMOs fulfil in terms of brand development within a destination.

This review of the published literature on the roles played by DMOs reveals the range of interest researchers have had in the contribution of such organizations to the tourism industry. However, these definitions of the roles and functions of DMOs are rather normative and descriptive, mainly based on observations and interpretations of the researchers. Such normative descriptions have not been supported or confirmed with empirical data from the local tourism industry which to a great extent defines the legitimate existence of a DMO in the destination. Literature on how DMOs can get local tourism industry involved in collaborative destination branding is even scarcer.

RESEARCH METHODOLOGY

1. Sample
The sample consists of Kampala-based hotels’ and tour operators’ managers that conduct business within Kampala city destination in Uganda. A list of hotels and tour operators was obtained from the destination's national tourism organization (Uganda Tourist Board – UTB) in the Uganda. The lists maintained by UTB consisted of hotels and tour operators conducting business within the destination. The list includes 41 hotels (from 2 stars to 5 stars hotels) and 54 tour operators (both international and local tour operators), making the total population of 95. Several tour companies were found to be working with more than one office in the city and excluded from the total list to avoid repetitive conducting of research to the same company. Since the total population was quite small, all the total population was included in the sample population. Eliminating duplicates resulted in a formal sending list of 95 companies that received a self-administered questionnaire in the beginning of March 2010. By March 21, 2010, three weeks after initial sending, 71 questionnaires were returned, 32 from hotels and 39 from tour operators, representing 75 per cent response rate.

2. Measurement
The two-page questionnaire included demographic questions for statistical purposes and likert questions about the roles of Destination Management Organisation (DMO). 15 statements developed from the literature review on the roles of DMOs. The respondents were asked to rate each of the statements on the roles of DMOs on 5-point scale where 1 meant strongly disagree, and 5 strongly agree. For the demographic questions included whether the company was a hotel or a tour operator, educational level, gender and age of the respondents, respondents were asked to circle the appropriate answers from the given ones.

3. Data analysis
The survey for the sample picks out perception related questions (items) apart from the demographic questions and SPSS 15.0 was employed to calculate the statistic results. An independent - samples t-test analysis was also done to know whether there were significant differences between hotels and tour operator’s perceptions on the roles of DMOs and views about destination branding. Further, in order to identify underlying DMOs’ roles and strategies, the data grid from each interview was factor analyzed using exploratory factor analysis (Principal Components Analysis) with varimax rotation (Coshall, 2000). To assist with labelling the factors, the attributes with loadings on a factor of 0.5 or more were coded using the coding frame derived from the content analysis. Factors with similar coding patterns were given the same label. It was then possible to observe the degree of similarity between the factors derived from each grid.
RESULTS AND DISCUSSION

1. Descriptive statistics

Of the sample, almost 55% of the respondents were from tour operators and 45% were from hotels. Taking the ages of the respondents into a consideration, almost 58% of the respondents were aged between 21 and 30. The ages between 31 and 40 comprised of 23% of the respondents, 11% of the respondents were aged between 41 and 50 and 8% of the respondents were aged between 51 and 60. The majority of the respondents (~58%) indicated that they had under graduate degree and ~34% had post graduate degrees, indicating respondents were fairly well educated, while ~8% were high school drop – outs (Table 1).

Table 1: Descriptive Profiles of Hotels and Tour Operators Managerial Respondents

<table>
<thead>
<tr>
<th>(N = 71)</th>
<th>n</th>
<th>Frequency (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>male</td>
<td>31</td>
<td>43.6</td>
</tr>
<tr>
<td>Female</td>
<td>40</td>
<td>56.4</td>
</tr>
<tr>
<td><strong>Organization</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hotel</td>
<td>32</td>
<td>45.1</td>
</tr>
<tr>
<td>Tour operator</td>
<td>39</td>
<td>54.9</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21 - 30</td>
<td>41</td>
<td>57.7</td>
</tr>
<tr>
<td>31 - 40</td>
<td>16</td>
<td>22.5</td>
</tr>
<tr>
<td>41 - 50</td>
<td>8</td>
<td>11.3</td>
</tr>
<tr>
<td>51 - 60</td>
<td>6</td>
<td>8.5</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Post graduate</td>
<td>24</td>
<td>33.8</td>
</tr>
<tr>
<td>Under graduate</td>
<td>41</td>
<td>57.7</td>
</tr>
<tr>
<td>High school</td>
<td>6</td>
<td>8.5</td>
</tr>
</tbody>
</table>
2. Hotels and tour operators’ perceptions on the roles of DMOs

The mean scores of hotel and tour operators' perceptions on each of the 6 statements were computed. For all 6 positively framed responses the mean scores were relatively high (Table 2), in 'DMO being a brand promoter' (4.02), ‘DMO being a brand coordinator’ (3.91), ‘DMO being a brand manager’ (3.83), ‘DMO being a brand alliance builder’ (3.81), `DMO being a brand developer’ (3.77), and ‘DMO being a brand advocator’ (3.74).

Table 2: Descriptive Statistics for Respondents’ Perceptions on DMOs’ Roles

<table>
<thead>
<tr>
<th>(N=71)</th>
<th>Mean</th>
<th>s.d.</th>
</tr>
</thead>
<tbody>
<tr>
<td>DMO is a brand developer</td>
<td>3.77</td>
<td>1.17</td>
</tr>
<tr>
<td>DMO is a brand promoter</td>
<td>4.02</td>
<td>0.92</td>
</tr>
<tr>
<td>DMO is a brand coordinator</td>
<td>3.91</td>
<td>1.03</td>
</tr>
<tr>
<td>DMO is a brand alliance</td>
<td>3.81</td>
<td>1.05</td>
</tr>
<tr>
<td>DMO is a brander manger</td>
<td>3.83</td>
<td>1.13</td>
</tr>
<tr>
<td>DMO is a brander advocator</td>
<td>3.74</td>
<td>1.17</td>
</tr>
<tr>
<td>Tourists should be involved in design of a brand</td>
<td>4.01</td>
<td>1.06</td>
</tr>
<tr>
<td>The brand should be pre-tested</td>
<td>4.08</td>
<td>0.96</td>
</tr>
<tr>
<td>Convention &amp; visitor bureaus should be involved in design of a brand</td>
<td>4.04</td>
<td>1.03</td>
</tr>
<tr>
<td>Hotel should be involved in design of a brand</td>
<td>3.97</td>
<td>1.04</td>
</tr>
<tr>
<td>Tour operators should e involved in design of a brand</td>
<td>3.91</td>
<td>1.10</td>
</tr>
<tr>
<td>National parks’ organs. should be involved in design of a brand</td>
<td>3.88</td>
<td>1.12</td>
</tr>
<tr>
<td>Government agencies should be involved in design of a brand</td>
<td>3.98</td>
<td>1.17</td>
</tr>
<tr>
<td>Non-gov. organs. Should be involved in design of a brand</td>
<td>4.00</td>
<td>1.10</td>
</tr>
<tr>
<td>Local residents should be involved in design of a brand</td>
<td>4.16</td>
<td>0.95</td>
</tr>
</tbody>
</table>

3. Hotels and tour operators’ perceptions on the involvement of other organizations in designing a destination brand

Again the mean scores of hotels and tour operators’ perceptions on each of the 9 statements were computed. For all the 9 responses the mean scores were very high (Table 2), in ‘residents should be involved’ (4.16), ‘a brand should be pre-tested’ (4.08), ‘convention and visitor bureaus should be involved’ (4.04), ‘tourists should be involved’ (4.01), ‘non-government organizations should be involved’ (4.00), ‘government agencies should be involved’ (3.98), ‘hotel organizations should be involved’ (3.97), ‘tour operators should be involved’ (3.91), and ‘national parks should be involved’ (3.88).
4. Independent-samples t-test results

An independent-samples t-test was conducted to compare the DMOs roles scores for hotels and tour operators. There was no significant difference in scores for hotels (Mean=1.54, s.d=0.50) and tour operators (Mean=1.69, s.d=0.71; t =26.05 the magnitude of the difference in the means was very small.

5. Factor analysis results

The 15 items of the DMOs roles were subjected to principle components analysis (PCA) using SPSS Version 15. Prior to performing PCA the suitability of data for factor analysis was assessed. Inspection of the correlation matrix revealed the presence of many coefficients of 3rd and above. The Kaiser-Meyer-Olkin (KMO) value was .857, exceeding the recommended value of .6 (Kaiser, 1970, 1974) and the Barlett’s Test of Sphericity (Bartlett, 1954) reached statistical significance, supporting the factorability of the correlation matrix.

Principle components analysis revealed the presence of four components with eigenvalues exceeding 1, explaining 31.2 per cent, 17 per cent, 6.1 per cent and 5.8 per cent of the variance respectively. An inspection of the screeplot revealed a clear break after the second component. Using Catell’s (1966) scree test, it was decided to retain two components for further investigation. This was further supported by the results of Parallel Analysis, which showed only two components with eigenvalues exceeding the corresponding criterion values for a randomly generated data matrix of the same size (15 variables * 71 respondents).

To aid the interpretation of these two components, Varimax rotation was performed (Table 4). The rotted solution revealed the presence of simple structure (Thurstone, 1947), with both components showing a number of strong loadings and all variables loading substantially on only one component. The two components solution explained a total of 48.2 per cent of the variance, with component 1 contributing 24.43 per cent and component 2 contributing 23.8 per cent. The interpretation of the two components was consisted with previous research on the DMOs roles (Youcheng, 2008), with DMOs being a brand developer, promoter, alliance builder, manager, advocator items loading strongly on component 1 (DMO as an identifier) and involving tourists, conventions and visitor bureaus, hotel organization, tour operators, national parks, government agencies, non-government organizations, and residents in a destination brand design items loading strongly on component 2 (Designers of the brand). The results of this analysis support the use of the DMOs roles items and involvement of other organization in design of a brand items as separate scales, as suggested by the scale authors (Watson, Clark, & Tellgen, 1988).
CONCLUSION AND IMPLICATIONS

It is widely known that many businesses and organizations are involved in destination branding. Depending on the structure of the local tourism economy, it could be the municipality (e.g., tourism offices under chamber of commerce), the most important company/companies at the destination (e.g., Disney World in Orlando), or some other entities such as a tourism board. It was clearly demonstrated by this study that the DMO is regarded by most of the industry representatives as the umbrella destination branding and is expected to play multiple roles in coordinating various brand activities within the destination. The findings of the study have either reinforced previous research discovery or provided new strategic directions for DMOs in the context of destination branding. For example, the DMO is expected to provide leadership in initiating, managing and maintaining the destination brand networks. This requires the DMO to be skillful in coordinating partnerships between the public and private sectors, between normally competitive entities such as hotels, restaurants and attractions, and other diverse constituents within a community. A DMO can be attached to an area more effectively through coordinated group action than through independent individual actions. A DMO, therefore, probably is expected to serve as a cooperative, representing all components of the visitor industry that are important to visitors. Each component of the visitor industry is extremely competitive; yet they have to work together with the DMO in order to carry out a comprehensive, united branding program for their community. In this sense, DMO may perhaps be taken as the community’s single most important branding organization, projecting a coherent image for that destination into various targeted markets.

Table 4: Rotated Component matrix

<table>
<thead>
<tr>
<th>Statements</th>
<th>Components</th>
<th>DMO as an identifier</th>
<th>Designers of the brand</th>
</tr>
</thead>
<tbody>
<tr>
<td>DMO is a brand developer</td>
<td>832</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DMO is a brand promoter</td>
<td>793</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DMO is a brand coordinator</td>
<td>690</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DMO is a brand manager</td>
<td>560</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DMO is a brand advocator</td>
<td>588</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DMO is brand alliance builder</td>
<td>558</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourists should be involved in design of a brand</td>
<td></td>
<td>.891</td>
<td></td>
</tr>
<tr>
<td>Non-government organs should be involved in design of a brand</td>
<td></td>
<td>.860</td>
<td></td>
</tr>
<tr>
<td>Government agencies should be involved in design of a brand</td>
<td></td>
<td>.837</td>
<td></td>
</tr>
<tr>
<td>Residents should be involved in design of a brand</td>
<td></td>
<td>.828</td>
<td></td>
</tr>
<tr>
<td>The brand should be pre-tested</td>
<td></td>
<td>.803</td>
<td></td>
</tr>
<tr>
<td>National parks organs should be involved in design of a brand</td>
<td></td>
<td>.712</td>
<td></td>
</tr>
<tr>
<td>Tour operators should be involved in design of a brand</td>
<td></td>
<td>.598</td>
<td></td>
</tr>
<tr>
<td>Conventions &amp; visitor bureaus should be involved in design of a brand</td>
<td></td>
<td>.597</td>
<td></td>
</tr>
<tr>
<td>Hotels should be involved in design of a brand</td>
<td></td>
<td>.551</td>
<td></td>
</tr>
</tbody>
</table>
However, many issues and challenges remain unanswered as to how DMO should perform its legitimate functions in organizing, developing, and maintaining branding networks in a local destination. This study is a contribution in this regard to help define the roles and functions of a DMO so that they can be more effective and efficient in the process of branding and promoting their tourism businesses. More importantly, it is expected that the results of the study can illuminate the local DMO as to what strategies they need to take in order to get the different sectors of the local tourism industry actively involved in branding activities and take advantage of the power of networking externalities in creating value for the destination.

Indeed, value creation in a destination is achieved through the collection of discrete service providers – the value network. The DMO’s role is perhaps to find out ways to create, maintain, and expand the value network so that the destination becomes more competitive. It is suggested by the industry representatives that the DMO needs to position itself more as a network management organization for the local community, a function which might be, to some extent, different from the traditional tourism organization but crucial in building and facilitating the collective branding efforts. In this case, the DMO as the network management organization can probably be both the agent of the community and the principal of the network participants and make efforts to attract and retain individual tourism businesses as members in the marketing networks.

It is indicated in the study that although many collective destination branding programs are initiated through the efforts of both the DMO and individual tourism businesses, when businesses come together to implement these programs, they are still committed, first and foremost, to the interests of the individual businesses they represent. Perhaps it may be important for the DMO to educate the individual businesses, perhaps repeatedly if necessary, in order to reinforce the program rationale so that they can also be committed to the idea of collective branding programs to achieve actions not able to be achieved through individual efforts. This rationale probably could help counterbalance commitments to individual organizations only and help members in a collaborative program to take the community mindset so that they can recognize the value and benefits of the program. This program rationale can not only be conceived of as the motivational glue that holds the members in a branding program together and as a central feature in reaching agreements and joint solutions, but also can direct members’ attention to the importance of a program-centered, holistic view of the whole efforts.

**LIMITATIONS AND FUTURE RESEARCH DIRECTIONS**

This study has several limitations. First, the research is exploratory in assessing the roles and strategies of DMO in collaborative destination branding and more research is required to refine and confirm the relevant concepts revealed in the study. Second, given the case specific nature of the study, further research is recommended in other destinations with different characteristics and industry structure so that the results of the study can be triangulated and compared. Third, the dynamics between the DMO and the local tourism industry is expected to be different depending on different management models (e.g., membership based vs. part of government organization) under which the CVB is operating. This issue has not been dealt with in this study owing to the idiosyncratic nature of the case study design. Forth, the sample population could be quite big than the one considered in this research and also involve more respondents like tourists and local residents other than only limiting it to only hotels and tour operators as it is in this research. Future research in this area may make new contributions. In addition, by examining in more detail the situational characteristics and dynamics of changes...
of the perceptions of the tourism industry, more interesting results and general guidelines can be generated.

REFERENCES


Guidelines for Cultural Tourism in the Living Historical Communities: Nakhon Chum, Khampaeng Phet

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PhD Architectural Heritage Management and Tourism.
Silpakorn university

**Keyword:** Cultural Tourism, Living Historical, Communities, zoning, sustainable tourism

**Introduction**

Tourism is an industry that includes many types of businesses, both directly and indirectly involved. Tourists often pay services that are available in a certain place. Each year, the country can gain enormous profit from the tourists, both local and foreign. (Savitree Pissanupong, 1990) In the year 2002-2012 it is being estimated that the income would increase to 7.2 percent per year. (World Travel & Tourism Council, 1999) So the development of tourism industry has Sustainable Tourism Development association. It is necessary in the future and related to economic and social development plan of the nation 9 (2002-2006) and 10 (2007-2011) the continuity of the highest National Conference at Rio de Janeiro, Brazil in 1992. It was called the Earth Summit. One of the 21 agenda items was about sustainable tourism development. The emphasis is on environmental conservation. The main concern is to preserve the environmental resources and promote sustainable tourism.

Thailand has rich cultural resources. The resources are Tangible Heritage and Intangible Heritage. Tangible Heritages are monuments, antiques, cultural environment, temples and etc. Intangible heritages are festivals, lifestyles, values, our beliefs and etc. These cultural resources are inherited from our ancestors. So the management of these resources must be considered in terms of sustainability and for the maximum benefits for the people in the community. Avoid activities that can destroy, harm and damage the resources in the long term.

The principle of sustainable management is to maintain the balance usage of the resources which is able to apply in tourism industry. The idea of heritage conservation is also a part of sustainable tourism to concern in social and natural environment, cultural resources, tradition and heritage attraction. Not only the government and private sectors will harvest the benefit from tourism but also the local community can gain this spontaneously fruitful product from their own legacy.

**Statement of the problem**

Nowadays, the tourism industry in some parts of the country has just focused on getting much money. Some businessmen who are involved in tourism industry such as hotel and resort business don’t even think on conserving the availability of the resources like: social and natural environment, cultural resources, traditions and heritage attractions. This is the trend that harms the present conditions of tourism sites in the country. If the tourism industry is under a good management, everything will go smoothly starting from the highest authorities, foreign tourists, local tourists down to the local people in the community. So sustainable management is the best
way to be applied in every place to maintain the balance of the use for any resources in that particular place

**Goals and objectives**
The broad goals of the project were as follows:

**Goal:** The ultimate goal of this is to conserve the natural and cultural heritages passed on from our ancestors to the present generations and provide a good living conditions for the community and the whole country as well base on sustainable tourism.

**Objectives**
(1) To study tangible and intangible resources, review critically the heritage values and cultural significance of Nakhon Chum Community.
(2) To study the processes of management for cultural heritage tourism at Nakhon Chum Community.
(3) To promote the participation of the community in sustainable management.
(4) To produce guidelines of sustainable tourism development for the community.

**Scope of the Study**

1. **Area of Study**
The research area is Nakhon Chum Sub-District that are divided into 12 villages (Sunti Apeirat, 1999) as follow:

   1. Ban Wang Yang
   2. Ban Hua Yang
   3. Ban Pak Klong Tai
   4. Ban Pak Klong Kleng
   5. Ban Nakorn Chum
   6. Ban Sawang Arom
   7. Ban Tong Soen
   8. Ban Klong Maelai Near
   9. Ban Tung Sattee
  10. Ban Non Moung
  11. Ban Wang Mai
  12. Ban Nern Sumlern

The landscape is located opposite Ping River and has bridges between Nakhon Chum sub-district and Muang sub-district. The area of Nakhon Chum is about 65 kilometers square.

2. **Context of study**
   1). General information of Kamphaengphet Province and specific guidelines of Nakhon Chum Sub-District. For instance; local wisdom, vernacular house, craftsmanship, folklore, traditional and etc…
   2). Tourism management policies of Kamphaengphet Province and Nakhon Chum Sub-District.
   3). Attitude of Academic Scholars, Government Officials, Hospitality Entrepreneurs, Local Residents for these community management and Foreigners.
   5). Models to be used in these areas is criteria on.

3. **Scope of population**
The population of this study consists of five groups
   1). Academic Scholars
   2). Government Officials
   3). Hospitality Entrepreneurs of this sites, consisting of the resort/hotel, Tour Transport, Souvenir shop, Food shop.
   4). Local people in Nakhon Chum Sub-District.
4. Research methodology
This research method uses in-depth interviews from local residents, academic scholars, government officials, hospitality entrepreneurs that the data collected about their opinions of the community management system, cultural tourism etc. Furthermore, the researcher will stay in the community and participate in observing the local people towards their attitude on the tourism sites.

Case studies method. This dissertation will use the data from the successful living heritages and can help to develop the cultural tourism from Thailand to the international. The case will provide the overview of management based on sustainable tourism and local people’s participation in their community.

Tourism in Kamphaeng Phet Province
Kamphaeng Phet Historical Park, is an archeological site in Kamphaeng Phet Province, that is in the North of Thailand, it is a part of the UNESCO World Heritage Site Historic Town of Sukhothai and Associated Historic Towns in (Si Satchanalai historical park and Kamphaeng Phet Historical Park). The cultural and historical significance Heritage of Kamphaeng Phet stand on the eastern bank of the Ping river. They comprises 86 archaeological sites.

But almost all tourists will pass Kamphaeng Phet to Sukhothai then, go back to Bangkok because they don’t know how important and attractive Kamphaeng Phet Province is. In fact it has heritage attractions which is very beautiful and very complete. The challenge that the government and local people don’t cooperate to promote and market its secondary attractions to encourage tourists to visit Kamphaeng Phet.

New attractive tourism in Kamphaeng Phet
Nakhon Chum is a historical Community that has a clear, long history, complete monuments and antiques which shows a lot of evidence. And Nakhon Chum sub-district is located on a plain of Suan mark canal which is in the west of Ping river opposite Nai Muang sub-district.

Characteristic of the city is a long square that is near Ping river. The wideness is about 400 meters, the length is about 2,900 meters. The wall of city is ridge that has 3 levels. Some people call this wall is “Treeboon” which is the same word as Suthothai wall. So these is showed Kamphaeng Phet city is in the same period of Sukhothai. The wall of the east is begin from Suan Mark cannal pass the community which is in the south of Kamphaeng Phet bridge, and end at Ban Hur Yang. This wall is scoured and crumbled by Ping river. Overmore township of north isn’t continue the wall parallel because it is destroyed, and now they can see some of them.

Canal and wall of the south have seen parallel from the road to Kamphaeng-Phet bridge that crossed Ping river. It can see the scenery of historic community.

A Brief history of Nakhon Chum
Nakhon Chum urban is built since Sukhothai period. Because of the stone inscription showed that the ancient king of Sukhothai Pramahathamrachalithai went to Nakhon Chum urban in 1900 B.E.

At that time Nakhon Chum urban is developed, It has Prabaromathat temple which is the central of Buddhism. Overmore it has important canal names Klong Suan Mark. So it flows from west high mountain to the east direct to Ping river that is a part of Nakhon Chum moat. From this situation showed Nakhon Chum urban
maybe has deluged every year. Both Ping river and Klong Suan Mark canal have strong stream but local people prevent these by digging Mae Plar canal from Suan mark to Ping river and have used water for Agriculture. So Nakhon Chum is complex. Inside Nakhon Chum people can not almost see the ancient monuments. Because of destroyed and rebuilt new one by the old residue urban. The important has some still remain is Praborommathat temple which is in the center of the city. There are a lot of Mon pagodas style around it. The history is showed ancient. They are lotus pagodas or rice-grain-shaped designs which have 3 pagodas on one base. Next time Payataka who is a rich man from Karen asked permission from King Rama V to remote new one by covering new pagodas which are Mon styles cover the original pagodas.

The other ancient monuments, are found in the south Aranyak of Nakhon Chum urban. There are far from the city 500 meter which made from the other brick but not as big size as Nai Maung sub-district Kamphaeng Phet. The important temple are Jadeklangtung Temples, Nongpikul Temple, Nonglangka Temple, Sumkor Temples, Nongyaichoy Temple and Monggala Temple. And the most important and strong fort is Tung satthi fort that gets influence from west of country.

The Architecture monuments are the same style as Sukhothai but they have unique of Nakhon Chum community. The diagram of the temple is turned the face towards the east and has the important pagodas in the front there are Chapel and Vihar but they built in the lower area. So having dug the ditches around the temple area. Then taking the soil to increase the area around the temple. It's looked higher than before and can keep water to use in summer.

Both chapel and Vihar are built for religion rite. Chapel is built in small size but Vihar is built in big size. Nakhon Chum urban is flourished about 200 years from 1800 B.E. – 2000 B.E. Next it is deteriorated. In the same way Kamphaeng Phet which is opposite of Nakhon Chum is more civilize

Nakhon Chum urban is presumed, a deserted town until Rattanakosin period about 2325 B.E. Nakhon Chum is Ban Klong Suan Mark village or Ban Pak Klong village and herd prisoner from Vientiane stay at Ban Pak Klong village or Ban Klong Suan Mark village. This period there has a lot of forest flu and contagious disease.

After that Marai Chupinit a great writer of Thailand wrote about Nakhon Chum in the past that is from Thung Maha Rat literature following this

“Nakhon Chuum is Ban Klong Suan Mark village. A few house has plaited bamboo strips walls and roofs make from vetiver grass. A few family is emigrated from Vientiane to Nakhon Chum,there are a few coconut trees. The old wall outside the city is not destroyed to cover the road. And a rich family is still ignored the deserted city for the next generation to see.”

Nowaday Nakhon Chum or Ban Klong Suan Mark sub-district is one sub-district status of Muang district Kamphaeng Phet Province and there are a lot of important tourist resource.

Significant Culture of Nakhon Chum community

Cultural Significance adapted from another charter ideas. The Burra Charter that provides guidance for the conservation and management places of cultural significance (cultural heritage places). It is based on the knowledge and experience of Australia ICOMOS members and the China Principles, 2002 (Principles for the conservation of Heritage site). Its’ cultural heritage sites record the formation and
development of the Chinese people, despite an outstanding cultural legacy and a long tradition of conservation and restoration practice. So they are divided into 4 values. There are

1. **Historical Value:**
Cultural landscape and architecture are in Nakhon Chum has unique of art style. It has one important temple name Prababommathat temple. Next time a rich man Pra Pho who was the timber merchant of Bombay company, (Kamphaeng Phet Rajbhat university, 2008, P30) reconstruct this temple with Myanmar style and a few Thai styles together. In the ancient time, Prayalithai who was the king of Sukhothai has been respected this temple every year and in Rattanakosin period B.E. 2409 King Rama V visited Kamphaeng Phet and went to the historical park, respected Prababommathat and Kuyang temple. He atayed at Pra Pho house.

2. **Aesthetic Value:**
Landscape of Nakhon Chum has 4 groups. There are this following. Monument, vernacular house and old market, temple and new house or resort zone. Normally Kamphaeng Phet have monument made form laterite. But Nakhon Chum made from stone, brick and concrete. So stone and brick are brown color and concrete is white and gray color. Prabaromathat tempe is made form concrete with gold color. And almost vernacular house are built from wood with nature color. Overmore temple is colourful painted. Almost every building are white color and decorated roof with gold and red color.

Almost vernacular house made from natural material and local material that is Panya building style. However nowadays Nakhon Chum community has new resort zone. So we must control this area, And vernacular house zone will control the conservation zone, and the Rules applicable building control monument zone too. Because all 12 monuments are in Nakhon Chum Nowadays don’t have agency or local government at Kamphaeng Phet maintain follow law of Fine Art department that depend on Suthothai historical park. But another monument are in Kamphaeng Phet. But they aren’t located in Nakhon Chum. Kamphaeng Phet conserve are protected by Kamphaeng Phet historical park. So this is so far from Suthothai Province that maintain and conserve these zone

3. **Science Value:**
Scientific Value is local wisdom about how to use local technology for building the house. So the wisdom hides is intangible heritage from learning of community long time ago. They adapted to live happily. Solving of these problems are well for the local people. Furthermore gathering and transmission are from generations to generations of the community if the wisdom is beneficial to the way of local life.

4. **Social Value:**
Every culture areas have social value themselves up to interpretation and translation value, both spirit of community, education value and economy of the community, etc.

So Nakhon Chum community has all especially mix culture of Suthothai style and Ayuttaya style. Because Kamphaeng Phaeng Phet has been colony of both city Community of vernacular house and Pha Pho house are located near the temple, canal, market and the community that have related community and has many
values of community area. Over more it has value in studying and understanding about history.

Nakhon Chum is one of the important community in ancient Thai history for a long time. So it is appropriate to the most develop to be tourist attraction of Kamphaeng Phet province follow these.

Model of Sustainable Tourism Management

Future management option should be undertaken at Nakhon Chum sub-district. There are 3 parts to do

1. Area of Tourism Management

1) Improve Pra barommathat temple

- This temple is a landmark community that can improve landscape that looks harmony with cultural environment example
- This temple will improve a new fence that will look harmony of Kamphaeng Phet art
- This temple will change landscape in front of the temple and has interpreted better than nowaday and looks harmony for the Kamphaeng Phet art.
- This temple will built herb knowledge garden for children in the community
- This temple will have “Wat stay and temple stay” for tourists who want dharma group and it is new choice for tourist.

Now this temple has area at the back which is near Suan Mark canal to develope and reproduce apt to rouse the sense of urgency. The Four Holy Places of Buddhism.

1. Place of Buddha birth at Nepal
2. Place of Buddha become enlightened at India
3. Place of Buddha show Buddha’s first sermon
4. Place of Buddha nirvana at India

2). Improve new Suan Mark canal landscape

These house located near canal. So It can improve cultural landscape that is harmony because it mix water from environment and museum that I design to be cultural museum. Space around museum to cannal can connect. Maybe it can be cultural activity zone.

After wooden vernacular houses are Suan Mark canal but in the present don’t use this space do anything. So it must develop this space to be public space because this place has relationship among canal with community. If it opens this space and develop landscape that can look beautiful. It can use complete and have the most benefit with community

3). Living museum

In Nakhon Chum has a lot of vernacular houses and some houses are important and beautiful. Example old president house, popular writer of Thailand house name Mlai Choopini and another interesting house. So it is very difficult to only local government. But it is the best, if local people participate of conservation old house.

However this is easy to say than to do. It is hard to motivate all people to think the same when the word is processing, and cannot force local people to eat local food, speak the local dialect, or dress in local costumes or uniforms they have their own decisions to make. Also, it takes time to manage effort for creating and sustain a living museum; to make locals equally aware of the importance of the art, culture and architecture all around them. However, it is never the good idea to turn a city to an (overdone) artificial showed for tourists, as this often results in unbalanced development, driven purely by the desire to promote tourism.
4). Old market and Walking street

Nowaday it has new market which decorated likes the ancient market and walking street together. There are more interesting activities. The sellers dress like the ancient people in King Rama V period. They have arranged this market every first Friday, Saturday and Sunday of the month between 2 P.M.-9 P.M.

They should arrange the activities to be intangible. Maybe it has been a stage for the youth to participate the drama showed like Jedsamean market at Rajburee province which connected Pataravadee group and Manop Meejumrad the national artist with the youth club. So it is tourist attraction. Sometime it can demonstrate how to make the OTOP (one Tumbol one product) and use the banana leaves or another natural product to wrap when the customers buy them. It is the way to spread manufacture product.

5). Vernacular house Conservation Office

Vernacular house Conservation Office is very important for beginning of old house conservation. And many countries are awareness. 

Example Living Museum information center at Mae Hong Son Province and George town world heritage inc at Penang etc.

2. Sustainable Development

1). Zoning Management

Nowaday 2 important areas don’t have zoning. Historic spot is core zone and around monuments have grassland that is buffer zone. So this area will protect monument and almost this zone is near the road. In addition community will protect it from Vibration, air pollution and noise pollution. For old vernaculars house is located the center of the community that will apply zoning theory to protection.

2). Carrying Capacity

Carrying capacity refers to the number of individuals who can be supportive in a given area within natural resource limits, and without degrading the natural social, cultural and economic environment for present and future generations. The carrying capacity for any given area is not fixed. It can be altered by improved technology, but mostly it is changed for the worse by pressures which accompany population increase. As the environment is degraded, carrying capacity actually shrinks, leaving the environment no longer able to support even the number of people who could formerly have lived in the area on a sustainable basis. No population can live beyond the environment's carrying capacity for a long time. (Thailand Institute of Scientific and Technological Research, 1992) So it should specific for community sustainable.

3). Form base code

There has preserved the ancient houses for getting community activities. In Nakhon Chum sub-district has a lot of ancient wooden houses. It can preserve by using the viewpoint idea form base code. In regarding to contemplation of using ‘Base Code’ for practical rules and regulations that should be applied into the community and enforced by the indigenous local groups, this view of conservation in performing control without major change of any structure. In order to preserve community’s identity and follow the idea of ‘Base Code’, the identity of Jaophursua community which is a wooden vernacular house will have minimum impact. The professional laymen who supposedly to perform the wood work will also apply work in their special workshops. They are shops of old styles that they inherited from their ancestors. Also
there are sites of various uses in this community. It is divided into residential and commercial zones (Wikipedia, 2011).

They already when preserve the ancient houses. They are still to live in the ordinary life. But they must control the shape and character of the house to be same as before such as Burgen, Norway and Kyoto, Japan

3. Linkage and Connecting route in management

1). Community participation

![Diagram of Community participation]

Figure 1: Community participation
Source: Cohen and Uphoff, 1977, p.220

So local people can participate every step. Community is developed long time ago and sustainable. Because all 4 steps are the main important for local people or the community to participate in the arrangement community cultural heritage.

2). Improve Interpretation

Sign for interpretation since they go to this community. Temple has enough area, so it will set visitor center inside the temple and manage zoning for clearly activity.

Sign can add art of Kamphaeng Phet style in the sign.

Brochure Nowadays Nakhon Chum don’t have brochure to promote this community. If it has Brochure, it will be convenience for tourists.

Web site is the best interpretation of tourism. So this is web site about Penang tourism. Nakhon Chum community should do tourism website to promote Thai tourists and Foreigner tourists.

More over Nakhon Chum community has literary work title: Tung Maharaj legend. It can promote the apparent of community. Tung Maharaj legend is about Nakhon Chum community. So it has movie names Tell me more. It means “they” get very far. Or in Thai word is "Sou Fha Din Saray" It is very popular in Thailand. So we can use this legend to promote this area such as Korea strategy that use about movie and legend to promote the country.

3). To give knowledge with local people.

It maybe have project about Training local guides and young local guides project. Nakhon Chum community has a university where it can support the Cultural
Heritage Management Program (CHM) Because Kamphaeng Phet Province would like to improve multidisciplinary personnel and especially heritage conservation.

4). Connection route intangible and tangible

In Nakhon Chum has tangible resource and intangible resource. So it can connect to be cultural tourism route. It is learn about the community way of life. The tourists will nostalgia this place.

4. Supporting Facilities

1). Small auditorium

Small auditorium which presents a film or video to tell the brief history of this community. It could incorporate photos of the reconstruction of Nakhon Chum community and continue with the explanation of the place. At least tourist would have an overview on how it used to look like as tourists from different cultures may not be able to imagine the structure of temple. It could also explain the religion, ritual, beliefs, mythology figures that the tourists may discover while walking through the site.

2). Car park

This community don’t have car park. So if planning develop every zone for tourism or management. That plan to do specifically area for scenery of community.

3). Another design

Another design such as lamp, bin of community that everything can add to create value that looks harmony and beautiful more than before.

Conclusion

So Kamphaeng Phet Province is also popular about cultural and history because Kamphaeng Phet has Historical Park which is an archeological site that is a part of the UNESCO World Heritage Site Historic Town of Sukhothai and Associated Historic Towns (Si Satchanalai historical park and Kamphaeng Phet Historical Park) Tourism Route (most popular at the present)

1. Bangkok ➔ Loburi ➔ Chainat ➔ Kamphaeng Phet ➔ Sukhothai ➔ Chiangrai

2. Bangkok ➔ Ayuttaya ➔ Kamphaeng Phet ➔ Sukhothai ➔ Chiangmai ➔ Chiangrai

Almost all tourists will just pass from Kamphaeng Phet to Sukhothai and back to Bangkok Because they don’t know about Kamphaeng Phet. In fact Kamphaeng Phet is more beautiful and attractive for the tourists.

Kamphaeng Phet can build secondary attraction of tourism that is unique and more interesting. It can motivate tourists to travel and visit Kamphaeng Phet.

So Nakhon Chum sub-district is an old community which complex cultural landscape that has natural resource and cultural resource. So if local people and local government participate about management of community. They will develop local
community and it can be a new tourism place. But it is base on the sustainable tourism. We will have cultural landscape for long time and transmits to next generation.


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Analysis of Customer Satisfaction in Hefei Hotel Industry based on online reviews
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ABSTRACT
The hotel customer satisfaction research has a long history, and it has been widely accepted that hotel customer satisfaction is positively correlated with the hotel operating performance. But in recent years, researches on hotel customer satisfaction were usually taken over by the actual questionnaire. Few of them are on the basis of the network. This research takes the hotels in Hefei as the research object, and the hotel's score on the hotel reservation web sites of Ctrip, eLong and Daodao as samples. The authors combined the rating data of the three sites, and carried out a satisfaction analysis on Hefei hotel industry by multiple linear regression method. Then the authors analyses the factors on different types of hotel customer satisfaction. On this basis, how to improve customer satisfaction for different types of hotel were discussed.

Keywords: hotel, hotel reviews, satisfaction, regression analysis, improvement

1. INTRODUCTION
Back in 2008, the tourism industry had predicted that China's online travel industry will access to substantial development in the next few years. And the domestic online travel booking sites which provide integrated services will usher in its worldwide competitors. Users’ shared experiences and reviews on attractions and hotels can help users acquire online awareness and understanding on targeted tourist attractions and hotels in the shortest possible time, which shows that online reviews will have far-reaching effects for the tourism product suppliers and consumers.

As for the hotel customer satisfaction, it is now generally accepted positively correlate with the hotel operating performance. In recent years, concern for the hotel customer satisfaction had been increasing. But most of the satisfaction measurements made use of paper questionnaires, few based on online reviews. Therefore, this research area also needs to be continuously improved and supplemented. And the writer believed that a great number of online comments have not been effective used. Compared to traditional questionnaires, online comments are more relaxed, thus data may be more credible. This paper tried to make customer satisfaction survey on Hefei hotels based on online reviews, then made recommendations for different types of hotels to improve customer satisfaction. Maybe it was helpful to enhance customer satisfaction to some extent.

2. LITERATURE REVIEW
2.1 Hotel Customer Satisfaction
2.1.1 Definition
2.1.1.1 Definition Of Customer Satisfaction
In 1965, Cardozo (American researcher) published the first paper about customer satisfaction, subsequently led to the discussion about definition and content of customer satisfaction. Kotler summarized the views of various scholars, and he considered that customer satisfaction can be explained as a perception of pleasure or disappointment state
generated by comparing the performance of the service or product with their cognitive expectations. He also pointed that the level of customer satisfaction is a function of differences between expected performance and expectations [1].

2.1.1.2 Definition Of Hotel Customer Satisfaction

From existing studies, the definition of hotel customer satisfaction is as follows: Hotel customer satisfaction is the quantitative description of attitude of satisfaction formed on the gap between reality and expectations when customers purchase hotel services and product. It is the result of many factors.

2.1.2 Hotel Customer Satisfaction Measurement Model

In the previous literature, the researchers proposed many useful models. (American scholar Oliver [2], "Expectation - performance model "; Woodruff Rober B. Jenkins Roger L. [2] "Comparison of Customer Consumption Model "; Westbrook Robert A, Reilly Michael D. [12] "Customer Need satisfaction model ") In addition to the above-mentioned evaluation model, researchers of China also have proposed the HCS model used structural equation model, which was improved by ACSI model [5]. There are also researchers introduced two-factor theory into customer satisfaction analysis, then combined with service quality gap model, proposed the "Customer satisfaction model based on two -factor theory [4] ".

2.2 Online Reviews

2.2.1 Definition Of Online Reviews

Online reviews contain online consumer reviews and online professional reviews. The hotel consumers’ reviews on the current hotel booking website (such as Ctrip, eLong, etc.) belong to online consumer reviews. Online consumer reviews is a type of word of mouth (e-WOM). They are the positive or negative statements created by consumers on products sold online marketplace [3].

2.2.2 Online Reviews’ Influence On Consumer Behavior

Online reviews’ influence on consumer behavior has been the focus of word of mouth research in recent years. There are not only theoretical researches, but also empirical researches. For example ermeulen and Seegers’ (2009) research applied consideration set theory to model the impact of online hotel reviews on consumer choice. An experimental study that includes review valence (positive vs. negative reviews), hotel familiarity (well-known vs. lesser-known hotels), and reviewer expertise (expert vs. non-expert reviewers) as independent factors showed that on average, exposure to online reviews enhances hotel consideration in consumers [6]. Ye, Law, and Gu (2008) through the establishment of logic linear regression model to evaluate the effect of online reviews on the hotel room reservation sales, and online reviews showed an association with the hotel business performance [10].

AS to data analysis methods, most existing studies used a variety of regression models to analyze the online reviews’ influence on product sales. In addition, time series analysis [7], portfolio analysis [8], Structural Equation Model, also appears in the online reviews studies. This paper also mainly used liner regression model for data analysis.

In the current researches, the main problem is the manipulation and credibility about online reviews. Some literatures referred to the existence of the manipulation of word of mouth, such as the vendor removed comments or made positive reviews on behalf of consumers. Currently, the manipulation of vendors for online reviews and consumer reactions
to the manipulation are lack of specialized study.

2.3 Hotel Customer Satisfaction Survey Based On Online Reviews

Researches about the hotel customer satisfaction have been a long time, but the surveys based on online reviews are still in the minority. In the current literature collected, only Wenjiang (2009) \[11\] investigated hotel satisfaction in Beijing based on online reviews of Ctrip. The paper collected reviews on Ctrip as samples, used multiple regression analysis and gray relational analysis to analyze the main factors affecting customer satisfaction of different star hotels in Beijing. However, the analysis of the paper was simple, nor further analysis for the conclusions, in order to draw the corresponding measures for improvement.

3 EMPIRICAL STUDIES – HEFEI HOTEL SATISFACTION ANALYSIS BASED ON ONLINE REVIEWS

3.1 Data Collection

This data came from Web pages of Ctrip, eLong and TripAdvisor China. The writer collected customers’ score toward the hotels. Because the data on the web site updated, the scores included in the analysis are between March 15, 2010 and March 27, 2010 only. In the period the hotel reviews published time is from 2007 April to March 2010.

3.2 Data Preparation

3.2.1 Data Integration Of Overall Satisfaction Analysis

In order to improve the credibility, the overall satisfaction appraisal of Hefei hotel used the integrated data. Data analysis had targeted hotels registered on all three sites, and reviews about which were more than 3. Ultimately the number of hotels included in the analysis is a total of 36. Among them, the number of five-star hotel is 4, four-star hotel 10, three-star hotel 6, and economic hotel 16.

3.2.2 Data Integration For Case Analysis

To the scientific and rigorous of data analysis, selected Hilton and Home Inns about which there were many consumer reviews on TripAdvisor China when the data collection for cases analysis. To data collection deadline, the number of consumer reviews to Yuanyi Hilton' is140. Home Inns has five branches into statistics, and reviews about Shuanggang Home Inns are 40, Sanxiaokou Home Inns 38, Bus Station Home Inns 20, High-tech Zone Home Inns 8, and Changjiiang Road Home Inns 19. The reviews of Home Inns hotel are a total of 125.

3.3 Data Analysis

3.3.1 Hefei Hotel Satisfaction Situation Analysis

3.3.1.1 Overall Satisfaction

The writer made the average data of all hotels that meet the conditions as overall satisfaction overview. Then the hotels were divided into different types in order to get single item satisfaction and overall satisfaction of every type. Specific results are shown below:

<table>
<thead>
<tr>
<th>Category</th>
<th>Total score</th>
<th>hygiene</th>
<th>Service</th>
<th>facilities</th>
<th>location</th>
<th>comfort</th>
<th>Cost-effective</th>
<th>Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>All hotels</td>
<td>3.74</td>
<td>3.91</td>
<td>3.78</td>
<td>3.58</td>
<td>3.62</td>
<td>3.60</td>
<td>3.59</td>
<td>3.70</td>
</tr>
<tr>
<td>Five-star hotels</td>
<td>3.85</td>
<td>4</td>
<td>3.97</td>
<td>3.61</td>
<td>3.59</td>
<td>3.76</td>
<td>3.69</td>
<td>4</td>
</tr>
<tr>
<td>Four-star</td>
<td>3.72</td>
<td>3.87</td>
<td>3.71</td>
<td>3.55</td>
<td>3.66</td>
<td>3.54</td>
<td>3.52</td>
<td>3.72</td>
</tr>
</tbody>
</table>
The above table showed that overall customer satisfaction level with hotels in Hefei is generally low. Few total score and single item score is more than four point. Customer satisfaction degree of each single item is different for different types of hotel. So we speculated that the contribution of each single service item for different types of hotel might also be different.

3.3.1.2 Case Studies

After analysis, Yuanyi Hilton and Home inns satisfaction conditions were as follows:

<table>
<thead>
<tr>
<th>Hotel name</th>
<th>Total score</th>
<th>Cost-effective</th>
<th>comfort</th>
<th>location</th>
<th>hygiene</th>
<th>Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yuanyi Hilton</td>
<td>4.5</td>
<td>4.1</td>
<td>4.4</td>
<td>4.3</td>
<td>4.4</td>
<td>4.2</td>
</tr>
<tr>
<td>Home inns</td>
<td>3.6</td>
<td>3.7</td>
<td>3.7</td>
<td>3.7</td>
<td>3.9</td>
<td>3.8</td>
</tr>
</tbody>
</table>

We can see that the customer satisfaction situation of Yuanyi Hilton hotel is better than that of Home Inns hotel. Its overall score and each single rating has more than four points, but Home Inns does not. Home Inns all items’ score is between 3.5 and 4. It’s in the basic satisfactory level.

3.3.2 The single item satisfaction’s contribution degree on the overall satisfaction

3.3.2.1 Single items’ contribution degree of all hotels in Hefei
<table>
<thead>
<tr>
<th>Service</th>
<th>.266</th>
<th>.074</th>
<th>.353</th>
<th>3.592</th>
<th>.001</th>
<th>.261</th>
<th>3.836</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment</td>
<td>.169</td>
<td>.036</td>
<td>.268</td>
<td>4.658</td>
<td>.000</td>
<td>.759</td>
<td>1.317</td>
</tr>
<tr>
<td>Cost-effective</td>
<td>.231</td>
<td>.065</td>
<td>.285</td>
<td>3.556</td>
<td>.001</td>
<td>.390</td>
<td>2.561</td>
</tr>
<tr>
<td>facilities</td>
<td>.200</td>
<td>.057</td>
<td>.267</td>
<td>3.484</td>
<td>.002</td>
<td>.427</td>
<td>2.343</td>
</tr>
</tbody>
</table>

**Table 4 Star-rated Hotel Single Factor Contribution Values**

**Source:** hotel consumer reviews of Ctrip, eLong and TripAdvisor China

According to the above, we can get Hefei hotels overall satisfaction situation regression equation is as follows:

**Hotels overall customer satisfaction = 0.557 + 0.266 * service + 0.231 * cost-effective service + 0.2 * facilities + 0.169 * environment**

It can be seen from the above equation that individual factors that affect for overall satisfaction in Hefei hotel industry are service, coat-effective, facilities and environment. But hygiene, location and comfort aren’t satisfied with regression conditions, so these items do not enter the regression equation.

### 3.3.2.2 Single Factor Contribution Value Of Different Types Hotels

#### A. Star Hotels’ Single Factor Contribution Value To Overall Satisfaction

**a) Single Factor Contribution Value Of All-star Hotel In Hefei**

The premise of multiple linear regression analysis is satisfied, and the analysis result using of Spss17.0 is as follows:

**Star hotel customer satisfaction = 0.620 + 0.27 * service + 0.21 * facilities + 0.194 * Environment + 0.176 * Cost-effective**

We can say that single factors influence Hefei star hotels customer satisfaction are service, facilities, environment and cost-effective.

**b) Star Hotel Representative - Yuanyi Hilton Hotel’s Single Factor Contribution Value**

After statistics, there are 140 consumer reviews of Yuanyi Hilton hotel on TripAdvisor China. Here, we make a comment as a record. It’s proven to meet the premise
of multiple regression, and the analysis result is as follows:

**Table 5 Yuanyi Hilton Hotel single factor contribution values**

<table>
<thead>
<tr>
<th>Model</th>
<th>Coefficienta</th>
<th>Standardized coefficient</th>
<th>t</th>
<th>Sig.</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unstandardized coefficients</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>B</td>
<td>Standard error</td>
<td>Trial version</td>
<td></td>
<td>Tolerance</td>
</tr>
<tr>
<td>(Constant)</td>
<td>-.051</td>
<td>.373</td>
<td>-.137</td>
<td>.891</td>
<td></td>
</tr>
<tr>
<td>Service</td>
<td>.371</td>
<td>.066</td>
<td>.386</td>
<td>5.641</td>
<td>.000</td>
</tr>
<tr>
<td>comfort</td>
<td>.416</td>
<td>.076</td>
<td>.370</td>
<td>5.477</td>
<td>.000</td>
</tr>
<tr>
<td>Cost-effective</td>
<td>.228</td>
<td>.079</td>
<td>.201</td>
<td>2.904</td>
<td>.004</td>
</tr>
</tbody>
</table>

Source: hotel consumer reviews of Ctrip, eLong and TripAdvisor China

Then the Customer satisfaction regression equations of Yuanyi Hilton hotel can be written as:

**Yuanyi Hilton's customer satisfaction = 0.416 * comfort +0.371 * service + 0.228 * cost-effective**

According to the above equation we can know that the major factors which affect Yuanyi Hilton's customer satisfaction are comfort, service and cost-effective.

**B. Economic Hotels’ Single Factor Contribution Value To Overall Satisfaction**

**a) Single Factor Contribution Value Of All Economic Hotels Into The Analysis**

To economic hotels undergo the same analysis with that of star hotels, and the result is as follows:

**Table 6 Economic hotel single factor contribution values**

<table>
<thead>
<tr>
<th>Model</th>
<th>Coefficienta</th>
<th>Standardized coefficient</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unstandardized coefficients</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>B</td>
<td>Standard error</td>
<td>Trial version</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>.411</td>
<td>.415</td>
<td>.990</td>
<td>.342</td>
</tr>
<tr>
<td>Service</td>
<td>.495</td>
<td>.118</td>
<td>.602</td>
<td>4.194</td>
</tr>
<tr>
<td>Cost-effective</td>
<td>.399</td>
<td>.138</td>
<td>.416</td>
<td>2.901</td>
</tr>
</tbody>
</table>
We can get the Economy hotel customer satisfaction regression equations from above table:

\[ \text{Economic Hotels Satisfaction} = 0.495 \times \text{services} + 0.399 \times \text{cost-effective} \]

It can be seen that the most important factor affecting economic hotels’ is still service, but its influence is higher than that of star hotels.

b) The Typical Economic Hotel - Home Inns Single Factor Contribution Values

There were 125 consumer reviews about Home Inns hotel until data collection date. Making each review as a record when undergone regression analysis. And the following table shows the result:

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized coefficients</th>
<th>Standardized coefficient</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>B</td>
<td>Standard error</td>
<td>Trial version</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>.078</td>
<td>.289</td>
<td>.270</td>
<td>.787</td>
</tr>
<tr>
<td>Cost-effective</td>
<td>.405</td>
<td>.082</td>
<td>.366</td>
<td>4.955</td>
</tr>
<tr>
<td>comfort</td>
<td>.362</td>
<td>.068</td>
<td>.366</td>
<td>5.283</td>
</tr>
<tr>
<td>Service</td>
<td>.219</td>
<td>.077</td>
<td>.213</td>
<td>2.849</td>
</tr>
</tbody>
</table>

a. Dependent variable: total score

Source: hotel consumer reviews of Ctrip, eLong and TripAdvisor China

According to the data analysis results, it can be seen that customer satisfaction regression equation of Home Inns is as follows:

\[ \text{Home Inns customer satisfaction} = 0.405 \times \text{cost-effective} + 0.362 \times \text{comfort} + 0.219 \times \text{service} \]

So we can see that the factors influence Home Inns customer satisfaction are price, comfort and service according to the importance. Compared the regression equation with
before about all economic hotels, two factors (service and cost-effective) are coincide, which validate our previous conclusions. As for economic hotels, service and cost-effective should be emphatically improved. The regression equation of Home Inns also tells us that comfort is one aspect the hotel managers should strive to improve.

Will the above regression equation compared with that of Yuanyi Hilton, it can be learned that the most influential factor in customer satisfaction for Yuanyi Hilton is comfort, while Home Inns is cost-effective. This also proves that our speculation before is reasonable. Factors influencing customer satisfaction is indeed different among different types of hotel.

We have also did Oneway ANOVA analysis on the social statistical variables of reviewers, but few of them have significant differences. Therefore, the result isn’t listed here.

4 STRATEGIES TO IMPROVE HOTEL CUSTOMER SATISFACTION

Through the data analysis before we have roughly understood customer satisfaction situation of Hefei hotels, and there are corresponding difference among different types of hotel. After regression analysis, we knew that for different types of hotels, the impacts of individual factors are also variable. According to the data analysis results, we will put forward corresponding Suggestions for improvement for Hefei hotel industry based on literatures review.

4.1 Main Ways Of Improving Customer Satisfaction For Star Hotel

4.1.1 Star Hotel Service Quality Improvement

According to possible problems in service quality of star hotel, I think the managers can try to make improvement from the following aspects: Firstly, to improve employee service consciousness. Secondly, provide the humanized service for customers. Thirdly, ensure the coordinated development of each department of the hotel. At last, make hotel personalized and differential service products.

4.1.2 Hardware Construction Of Star Hotels

According to problems which may exist in star hotels’ hardware construction, we can improve the customer satisfaction about hardware form following efforts: At first, the manager should size up the situation, with a keen eye to discover problems of the hotel facilities and equipments and assure continuously devotion to improve. Hotel hardware should be "often change often new", not be "immutable". As for the improvement of management systems, it’s involved to the technical innovation. Many hotel management systems such as customer relationship management system and sales channel management system, need to have some computer technology support. Thirdly, the hotel environment construction should not be ignored.

4.1.3 Cost-effective Improvement For Star Hotels

Nowadays there are more and more attention to environmental protection problems, traditional hotel consumption model already can not adapt to the needs of the development. Here make the following recommendations to hotels’ energy saving and environmental protection: First is enhancing staff's energy saving consciousness. Besides it, the manager should extended energy saving and environmental protection to all departments of the hotel.

4.2 Ways Of Improving Customer Satisfaction Economic Hotels

4.2.1 Ways Of Increasing The Service Quality

Now consumers’ requirement for economic hotels, besides meeting basic physiological needs, more attention is "quality service". Therefore, I think economy hotel can
improve service quality from several aspects as following: The first one is ensuring the most core product quality; The second one is to provide customers with the high quality product which fit their expectations. The last is providing timely service recovery when problems occur.

4.2.2 Ways To Improve Cost-effective
Economic hotels’ orientation determines that their products must have higher cost-effective so as to win in the competition. Considering the important influence of cost reduction for economic hotels, I think its cost reduction can mainly from the following aspects: First, streamline equipments and provide only core services. Second, simplify and change rooms’ disposables supplies in order to reduce the consumption of costumer goods. Third, scientifically optimize organization structure and reduce levels of management to save manpower cost. Fourth, centralized procurement then it can reduce the cost.

5. CONCLUSION
So far, the hotel's customer satisfaction survey for Hefei hotel industry is temporarily ended. During the study, through data analysis of hotel reviews based on network platform, we made an overview of overall satisfaction and each single satisfaction situation for Hefei hotel industry. Then made regression analysis for the relationship between overall satisfaction and each single factor satisfaction, obtained the corresponding regression equation. Finally put forward improvement suggestions according to the data analysis results. Of course, due to many factors, this research also has many aspects of insufficiency, such as data analysis sample size was not big enough, which caused results were not significant, etc. But I'm sure that the researches of hotel satisfaction based on online reviews will be more and more, which will helpful for consumer consumption choice, rooms marketing and travel web site construction to a certain extent.

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ABSTRACT

There are a lot of literature covering internal control for various businesses but not that many pertaining to the hospitality business. It is indeed important for the hospitality to emphasis on internal control as its margin is low as compared to other industries. Furthermore, the uniqueness of the hotel industry is more vulnerable to theft. We want to emphasis the importance of internal control which has been proven to improve profit. Therefore we will look at a multi-pronged approach to the hotel school program, hotel association and hotel industry on how well they have endorsed internal control in their community. It is with this multi-pronged approach that the typical industry average loss of revenue could be reduced further to manageable level.

1. Introduction

As per 2008 Fortune 500 survey on profitability for industry, the Hotels, Casinos and Resorts (HCR) were ranked number 21 and with a low profitability of 7.3 %. * Food Services (Chain Restaurant) in fact ranked higher than HCR in number 16 and with a profitability of 7.9 %. In general, hospitality business profitability is very low as compared to other industries.

Furthermore, the uniqueness of the characteristics of the hotel industry renders it relatively more vulnerable to theft:
- many cash transactions in multiple locations,
- positions with low social status,
- relatively low-skilled jobs,
- long operating hours and 24 hours for room reception,
- relatively high value food products to be easily stolen, concealed and consumed, and
- daily purchasing, receiving, storing, issuing, production, ordering, serving and cashiering especially of food to provide breakfast, lunch, snack, dinner and supper for guests.

Theft can be contagious and can be spread to other employees as well and it can also become serious over time if not addressed immediately. Other factor includes image of the hotel, as such theft committed by employees will not be publicized to reduce the negativity of the hotel. So the perpetrator will just move on to other property to do the same act bearing that he will not be jailed if he gets caught.
As per ACFE 2008 survey the average industry as a whole loses an average of 7% of its annual revenue due to fraud. ** Fraud has its implication on the business. Businesses that are weak in control or lack internal control would be vulnerable to fraud. Internal control came to prominent in 2002 after the Enron saga. We believe that the loss in hotel business could be higher than the average industry’s 7% of the annual revenue due to fraud.

2. Now let’s try to understand what internal control and its implication are on the hotel

As per Australian Society of Certified Practising Accountants, the definition of internal control is the system of internal control in the plan of organization and all the methods and procedures adopted by the management of an entity to assist in achieving management’s objective of ensuring, as far as practicable, the orderly and efficient conduct of its business, including adherence to management policies, the safeguarding of assets, the prevention and detection of fraud and error, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information. The system of internal control extends beyond those matters which relate directly to the functions of the accounting system. ***

Internal control is by looking at the processes of each department to uncover any loopholes where control slackens so that abuse may occur.

3. What are the implications if internal control is not in place? In a nutshell, employees and or third party may take advantage of the weak control and cost may over-run, resulting in an unprofitable hotel operation and if major breakdown of internal control occurs, the company may bankrupt such as the cases of Enron and Barings.

Some of the fraud issues due to internal control problems. ****

- In Nick Leeson’s case, freedom had been given in dealing with derivatives without any senior management involvement and he was allowed to supervise the back-office paperwork, which resulted in the collapse of Barings Bank. He chalked up S$1.6 billion liabilities.
- SIA scandal: S$35 millions had been stolen over 13 years. Teo Cheng Kiat who was in charge of cabin crew allowances used the names of the crew members who did not fly on various flights to make false claims and channeled the payments to his own bank accounts.
- Seafood Supplier was charged over giving S$1m bribes to 19 Chinese chefs in Singapore.
- Finance Manager, working for a local hotel and property group, jailed for S$1.5m criminal breach of trust. He created fictitious suppliers, payments made in fact to his own personal bank account.
- Two national senior buyers from ITT Sheraton provided information in order for the intended supplier to get the tender for getting kickback for several years.
- A reservation clerk at a Marriot Hotel took illegal commission by creating fictitious travel agency and claimed that booking by the individual guests themselves were done through his agency. He cheated nearly S$400,000 over three years.

**We would also highlight some of the industry and professional associations’ quote in relation to fraud.****

- A turnover of £100 m for a hotel, restaurant and public house chain, Catering South West, found that its staff fiddled £3 m a year.
- As per American Payroll Association of New York, it has estimated that 0.5% – 1.5 % of total payroll cost of a hotel is lost through employees taking extra unauthorised time- or through errors in clocking on and off.
- A US study on 212 frauds was examined by researchers and concluded that 82% of frauds came about due to either a lack of internal control or the measures not enforced.

4. Can we do something about it? We need internal control to prevent fraud and to protect our paycheck as well as our jobs.

We will show you, without good internal control, and based on the following assumptions, how fraud loss is taken up in the income statement for a 430 room hotel and a chain hotel of 9 properties with 430 rooms each.

a) Based on Singapore Tourism Board (STB) 2008's AOR of 81%, ARR of S$245.
b) Based on a typical Asian hotel revenue with a ratio of 55: 35:10 for room, food & beverage and others and 23%, 35%, and 10% of cost over sales for room, food & beverage and others respectively.
c) Based on 2008 Fortune 500 survey on industry profitability for Hotels, Casinos & Resorts at 7.3 %.
d) Based on a 7% annual loss of sales due to Fraud as per 2008 ACFE survey.

Based on the above, the typical Income Statements of a Hotel and a chain Hotel of 9 properties is shown below:

<table>
<thead>
<tr>
<th></th>
<th>A Hotel</th>
<th>A chain Hotel</th>
</tr>
</thead>
<tbody>
<tr>
<td>AOR (%)</td>
<td>81</td>
<td>81</td>
</tr>
<tr>
<td>ARR (S$)</td>
<td>245</td>
<td>245</td>
</tr>
<tr>
<td>ROOMS</td>
<td>430</td>
<td>430</td>
</tr>
<tr>
<td>Number of property</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td>Revenue</td>
<td>S$ %</td>
<td>S$ %</td>
</tr>
<tr>
<td>Rooms</td>
<td>1,024,002</td>
<td>9,216,018</td>
</tr>
</tbody>
</table>
As we can see that the fraud loss based on 7% annual revenue for a typical hotel was about S$ 113,494.00. Let’s say we manage to reduce the fraud loss from 7% to 4%, therefore, S$51,072.00 (3% x S$1,621,337.00) will be saved. It is more than enough to employ an Internal Auditor whose main duty is dealing with internal control. For a chain hotel of 9 properties, the annual loss is S$1,021,442.00. Again, we manage to reduce the loss from 7% to 4%, therefore, S$437,760.00 (3% x S$14,592,029.00) will be saved. An estimate of salaries amounting to S$300,000.00 per year for a team of four Internal Auditors would be sufficient, thus saving S$137,760.00 for the chain hotel. Subsequent years of internal control check would further reduce the fraud loss to a manageable level.

5. Is our hospitality community, i.e. hotel school, hotel associations and hotel industry, doing something about it? Looking at our schools, nothing much has changed in the program. We have surveyed top hotel schools in US, Europe and Asia. We only found two hotel schools offering elective courses related to control in their master program. Nothing of that sort is in the bachelor program. Those universities offer related internal control courses through their accounting program with concentration on internal auditing. Internal auditing is wider in scope which includes internal control and corporate governance. Cornell’s school of Hotel Administration does offer a short seminar related to internal control on Controllership program. The hotel industry associations also do not promote much on internal control among members as we survey their websites covering New York, London, Australia and major Asian countries. Most hotels do not employ Internal Auditor unless it is a listed company which is required to do so by the stock exchange requirements to protect the shareholders. Therefore, the hotel was relying on its employees especially those in the...
Finance Department to do the internal control check. Is it enough? As a whole, there is a very lukewarm response to the need of the internal control.

6. Conclusion

Hospitality’s profitability is already at a critical low margin and if fraud is not checked, the business may come to an end. It is rather a question of surviving. Better internal control will report better profitability.

A multi-pronged approach would be ideal for the hospitality community. As for the hotel school, we need to educate students not only to provide good service but also to understand the usefulness in internal control. We want students to be mindful that we are in a business where fraud can be easily tempered. We want them to think and be watchful that we need to be prudent and be cost saving. An overview of the internal control and fraud prevention course would set their mind thinking after all hotel business is not that rosy. You need to control to make profit.

We would encourage the hotel associations to create forum or roundtable discussion on internal control and fraud issues. Hopefully, the association will also organize more internal control related courses for its members.

For the industry, it can start hiring Internal Auditor for its operation to spear head the internal control function. The management should also provide a strong control environment so as to provide the lead and moral support. Control is everybody’s business. We need each of us to ensure the control is in place.

At the end of the day, we want to improve our hotel’s profitability and to protect against losing our jobs.
References

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Tourism Development: Inputs to Employment and Curriculum Development

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Education is an investment. Just like any other investment, there should be a return of capital in the future. Employability and economic benefits after graduation is the main reason for selecting and taking a course in college. Two of the Courses which promise good prospects and opportunities are Bachelor of Science in Tourism and Associate in Tourism.

Tourism is not only the largest industry in the world in terms of economic activity but also a generator of employment (Harshell, 1994). It is now a global industry involving hundreds of millions of people both international and domestic. The World Tourism Organization (WTO, 2002) estimated that there were around 698 million international travelers in 2001 which is already approximately ten percent of the worldwide population. Tens of millions of people globally worked directly in tourism industry and many more were employed indirectly (Leiper, 1999). With this, hundreds of millions of people are on the receiving end of tourism activity as they live in what is termed destinations areas, in supposed host population. Advertising alone costs in millions of dollars in promoting holidays and tourism products each year.

Philippine Tourism policies set since the 1970’s is gradually seeing the Philippines as a major tourist destination. It was reported by the Department of Tourism (2011) that visitor arrival grew by 18% in the first two months of 2011. This partly can be credited to the Philippine Department of Tourism (DOT) tasked to encourage, promote, and develop Philippine tourism its major socio-economic activity is geared to generating foreign currency and employment which is to spread the benefits of tourism to a wider segment of the population with the support, assistance and cooperation of both the private and the public sector and to ensure the safe, convenient, enjoyable stay and travel of foreign and local tourists in the country. The Regional Development plan for Southern Tagalog (Region IV) provides the foundation and direction for the government and the private sector in developing the tourism industry in the region anchoring on the attractions that will be developed, improved and promoted.

The selling point of Philippine tourism are its right geographical location and right attractions. Added to this is the country’s tropical climate, maritime environment, rich cultural diversities, proximity to the major markets, friendly and hospitable people, world class entertainment, diversity of cuisine and educated work force (Phil. Tourism Master Plan 1993-2010)

The College of International Tourism & Hospitality Management of Lyceum of the Philippines University in Batangas is the only Center of Excellence & Development for tourism & hospitality management in the region. It has already attained third level accreditation given by the Philippine Association of Colleges & Universities. For the past years it worked slowly to uphold the student’s wholistic development to be able to respond to the ever changing needs of the industry. Hence, it aims to produce globally competitive graduates who will be able to contribute to the expansion and enrichment as well as the preservation of the tradition and culture of the hospitality industry. The
CITHM inculcates in the minds and spirit of the students the entrepreneurial spirits in response to the advocacy of the government to provide entrepreneurs that will help accelerate economic development. Particularly, the College is tasked with the following objectives; to produce graduates who possess the traits and competencies to be an active promoter and caretaker of the country’s natural and cultural attraction for domestic and international tourism; become entrepreneurs and practitioners in various fields of travel and tours, airlines, hotels, restaurants, resort and recreational businesses; be an effective development planners who can identify and evaluate tourism opportunities to accelerate the country’s economic development; conduct themselves in a respectable manner to be ambassadors of peace, promoting understanding and goodwill among people; and lastly, make ethical decisions by adhering to a code of professional ethics which provides for the maintenance of high standards of integrity, objectivity and competence.

Through the years, efforts are continuously being undertaken by the College of Internationa Tourism & Hospitality Management to address its desire to produce quality trained, globally competitive graduates. This can be done through proper knowledge and skills acquisition which education commonly adhere. Quality Education is the foundation that also underlies the development of tourism as a profession. And since tourism is a complex activity that relates to various disciplines such as economics, psychology, sociology, anthropology and geography, its curriculum should be able to handle the multi-dimensional components of tourism education (Jafari 1981). Guided by this foregoing issues and concerns, the researchers were prompted to work on the employability of tourism graduates as a result of the standards in tourism education and training.

Objectives of the Study

The study aims to assess the tourism development in the Calabarzon area and determine the employment prospects and opportunities of tourism graduates of Lyceum of the Philippines University in Batangas. Specifically, it seek to determine the following: the present state of the tourism industry in the CALABARZON area in the sectors of: Accommodation; Attraction; Transport; Travel organizers sector; and Destination organizations, the relevance and responsiveness of the curriculum of the tourism program of LPU to the needs and demands of the industry, and the employment prospects and opportunities of tourism graduates of Lyceum of the Philippines University in Batangas in the tourism industry in the CALABARZON area.

Review of Literature

Region IV-A also known as CALABARZON covers the Southern part of Luzon and encompasses five provinces and eight cities. It includes the provinces of Cavite, Laguna, Batangas, Rizal and Quezon. It is located adjacent to the National Capital region and serves as an alternative site of industrial and economic development. The Map of region IV –A is shown in Figure 2. Region IV has the biggest population among all other regions in the country. It is projected that by the year 2020, the region will have a total population of 18,225,345 (Philippine Year Book, 2005). Much higher than the projected population growth in the National Capital region which is 12,810,734.
The inhabitants of the region are monoethnic in origin called the Tagalogs. Region IV is predominantly agricultural and its most important crops are sugarcane, rice banana, coconut and corn. Continuing urbanization and land conversion from agricultural use to commercial are the biggest issues that face the agricultural sector of the region, especially in the network of industries and special economic zones. The region’s main industries include farming, livestock and poultry, large scale to small scale manufacturing, textile, food processing, mining and fishing. It is considered the premiere region of the country in terms of progress and development. It has the major advantage of having Manila as its international gateway and has indeed enabled the region to get a large share of international tourist arrivals in the past years compared to other regional destinations.

**Travel and Tourism.** Travel is brought about by the social nature of man. It increases his social mobility and makes life more interesting to him and others. Travel is the core of tourism industry (Inskeep, 1999). The tourist of today makes more informed and better choices about where they want to go, how they want to get there and what they want to do while there. These are due to the dramatic changes in advertising and promotional materials brought about by internet and other new technologies (Plogg, 2003).

In 1992, the World Tourism Organization (WTO) defined tourism as comprising the activities of persons traveling and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes. This definition means that the activity necessitates travel and, in nearly every case, some form of transport from the destination. The destination is the focus for a range of activities required to support those activities (ETM for the Tourism industry, 2003).
Tourism today is a driving force with enormous global impact. Every year, half a billion people travel around the world in a mass movement that dwarfs all other industries which has made tourism the largest industry in the world (PTMP, 1991). It is the world’s largest employer. It plays a major role in development of a third world country like the Philippines. Aguda et al (2006), in their study stated that tourism serves as contributor, provider and savior of the state, especially for a country that is gifted with different provinces and regions that possesses wonderful sceneries and picturesque views like Region IV. Tourism creates jobs for skilled and experienced workers (Perez et al, 2003). It can drive development and growth in any region of the country. It is a major earner of foreign exchange, and it enhances the country’s global trading with its personal contacts and experience during the duration of the tourists.

Tourists are attracted to the beauty of a destination while others want adventure and experience that cannot be easily measures (Mascaredo, 2002). There are also guests who expect to learn more from their travel. The success of a tourist destination is upon the interrelationship of three basic factors such as attractions, facilities or amenities, and accessibility. Tingchuy et al (2000) in their study explains that the reason of guests to visit a place is the special climate condition of the place followed by topographic advantages, natural scenic attractions, accessibility and affordability. The strict implementation of policies can also be the reason why tourists visits the place. Good advertising is still the best way of promotion.

Great services being offered are the reasons the guests are satisfied and willing to comeback. Guest satisfaction is a must for every business popularity. The Filipino hospitality is also a major factor for making the business satisfactory in terms of accommodation of guests in providing strategies to attract more tourist to accommodate and provide a wide selection of food variety, and beverages which can also boost the operation of the business

Tourism as a service Industry. According to Middleton (1995), the tourism industry is composed of five sectors, each of which is an industry of its own. These are accommodation, attraction, transport, travel organizers sector and destination organization sector. It is part of the larger service industry. Goods are basically products purchased through an exchange transaction conferring ownership of a physical item that may be used or consumed at the owners choice of time and place. A service on the other hand are products purchased through an exchange transaction that does not confer ownership but permits access to and use off a service usually at a specified time and a specified place. Characteristic of service which should be taken into consideration includes; intangibility – services cannot be judge or perceive through a person’s five senses. Buyers therefore judge quality by evaluating what they can sense. The look and feel of a hotel building, the appearance of the service staff, the quality of marketing materials, etc., Inseparability means that the act of production and consumption are simultaneous and requires the active participation of producer and consumer together. And lastly, perishability, from the concept of inseparability, it follows that service production capacity is basically fixed in time and space. This means that if service capacity is not sold in a particular day, the revenues associated are lost forever and cannot be recovered (ETM, 2003).

Tourism Development. Noranha (1976) viewed tourism development as a process of physical changes. He identified three stages beginning with a discovery of an area by tourists. As a word of discovery spreads, tourists flow in the area increase and host
societies respond to the new economic activity, usually by beginning to construct facilities and offering services in demand by tourists. If tourism continues to expand it enters the last stage of development in which it is fully institutionalized. It becomes a formal business activity complete with attractions, service facilities & organization dedicated to supporting and promoting tourism in the area.

Tourism development should be aimed at the well-being of local communities. It should maintain a balance between the interests of local community and those of tourists based on principle of equity. Tourism development should be carried out on the basis of careful planning with the broad involvement of local communities, including young women, young people and the private sector. And lastly, tourism development should be implemented in a way that not only revenues are increase at the state and local levels but also improves the quality of life at the community level (Tourism Marketing, 1997).

Sen. Richard Gordon (Phil. Star, 2006), a former Department of Tourism Secretary, stated that tourism development must be coupled with improving the tourism service of the country through effective regulation. The goal must be to truly make the Philippines globally competitive within the region. The DOT must continuously raise the bar for performance and demand excellence from the private sector. Then, there exist the imperative to upgrade existing destination and develop new ones. To fully take advantage of the global tourism boom and a strengthened marketing effort, we must properly plan and develop tourism zones in a manner that respects local culture and the environment.

The goals of the Regional Development Program of the Department of Tourism is to establish region IV as the premier destination in the Philippines and to promote the region as a world class destination in eco-tourism, recreation, convention, history and culture. The objectives of the regional tourism development framework are to increase the number of tourist arrivals and receipts in the region, to promote the region’s tourism circuit in the major foreign and local markets, to enhance mobility and access to tourist destinations, to improve accommodation facilities and tourist support services, to encourage national land use and zoning in the development of tourists areas, and to develop tourism that maintains and enhances the ecological integrity in the region.

Competitive Advantage of the Tourism Industry. The tourism industry continues to maintain a positive and bright outlook as the Department of Tourism (DOT) registered visitor arrivals during the first 10 months of the year growing by 74.25% to 1.84 million. Visitor receipts likewise posted double digit increase of 31.60% to $217 million. Investment in 12 tourism projects for the first five months amounted to P222.87 million. These investments stimulate more economic activities, create more jobs and expand tourism contribution to GDP and overall economic performance of the country. The improvement of the performance of the Philippines can be attributed to the governments dedication to the fulfillment of the key success factors in tourism development which are accessibility, tourist attractions, promotions, well-maintained facilities, quality services and DOT accreditation.

Over and above the country’s scenic spots that only our country can offer is the Filipino hospitality. Furthermore, we have a rich heritage that is unique from other nations. In addition, products in the Philippines are much cheaper and diverse in
nature while services are generally cheaper in the country than in Japan, or other Asean countries.

The College of International Tourism & Hospitality Management of Lyceum of the Philippines University responds to the call of Department of Tourism to produce quality trained manpower in the tourism industry by continuously reviewing its curriculum to ensure that its graduates will be competitive in the industry.

Conceptual Framework

Prospects for employment or employability after graduation is the most important factor for students in selecting and taking a course in college. Due to stiff competition in the industry and the high unemployment rate in the country, skills of students which they acquire from their college education and training proved to be the determining factors of their prospects and opportunities for employment. Universities must not only provide an industry based curriculum but must also have the equipments and facilities for the training of students. The university component, in particular, facilitates entry into occupations that emphasize management, advanced marketing, research and planning (Weaver & Lawton, 2003).

Methods

Research Design

The study used the descriptive method of research utilizing SWOT Analysis. The data analysis based on available records was interpreted in qualitative terms.

Participants of the Study

Respondents of the study are composed of 25 second year and 25 fourth year tourism students enrolled in the second semester of school year 2009-2010 who have undergone their on-the-job training in different tourism establishments.

Data Gathering Instrument

The instrument used in the study to determine the relevance and responsiveness of the curriculum of the tourism program was patterned from researches of similar topics and ideas taken from books on curriculum development.

First Part of the questionnaire was on the relevance and responsiveness of the tourism program of Lyceum of Batangas to the needs and demands of the tourism industry. Part 2 of the survey from focuses on the new courses to be infused to the present tourism program of Lyceum of the Philippines University in Batangas.

Data Gathering Procedure
To gain access to records in tourism development in the CALABARZON and to give the study its formal framework a letter of request was sent to the Regional Tourism Officer, Department of Tourism, Intramuros, Manila. The researchers had the opportunity to talk with the Regional (Region IV) Tourism Officer during one of her visit to the school regarding her views on tourism development in the region. Data obtained from the internet was validated with the officer in charge at the Department of Tourism, Manila.

To gather data and to conduct interviews regarding the relevance and responsiveness of the tourism program, the researchers sent a letter of request to the Dean of the College of International Hospitality. After having been granted permission, the survey tool was administered by the researchers. Supplementary interviews were done to compliment the data gathered. The data gathered are then tallied, tabulated and analyzed.

Data on different schools offering tourism program and the number of students enrolled in tourism was requested and obtained from the Commission on Higher Education, Region IV.

Data Analysis

The following were utilized by the researchers:

Tabular presentations, Weighted Mean, Frequency and ranking

To interpret the mean scores, the following value scale were employed:

<table>
<thead>
<tr>
<th>Relevance</th>
<th>Mean Score</th>
<th>Interpretation</th>
</tr>
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<tbody>
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<tr>
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</tr>
<tr>
<td></td>
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<td>Relevant to a Little Extent</td>
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<tr>
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<table>
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<td>Responsive to a Little Extent</td>
</tr>
<tr>
<td></td>
<td>1.00 – 1.49</td>
<td>Not Responsive at All</td>
</tr>
</tbody>
</table>

Results and Discussion

1. Present state of tourism industry in CALABARZON:

   1.1 Accommodation Sector

   The accommodation or lodging sector is a dominant industry with in the tourism industry (Gel et al, 1997). Besides the revenues directly generated by the hotels and motels, these enterprises also support millions of jobs plus hundreds of thousands of related jobs held by consultants, accountants, architects and other support services.
Accommodation facilities constitute a vital and fundamental part of tourist image of a country.

Accommodation establishments consists of hotels, motels, resorts, tourist inns and lodging houses. At present there are 66 hotels/inns/lodge & resorts in Cavite, 500 in the province of Laguna, 111 in Batangas, 7 in Rizal and 50 in the province of Quezon. Seeing to it that these establishments operates in top condition are the Tourism Research and Statistics Division of the Office of Tourism Standards of the Department of Tourism (DOT) which accredit and monitor their services regularly. Accommodations try to suit the varying tastes of tourists. Accreditation is a certification issued by the Department of Tourism that the holder is recognized by the Department as having complied with its minimum standards in the operation of the establishment concerned which shall ensure the safety, comfort and convenience of the tourists.

1.2 Attractions Sector

Attractions are facilities that combine a natural area with fixed infrastructure designed to help people explore them and learn about nature. This could be a site or event attraction. Site attraction is the destination appeal while the event is drawn to the destination. It is categorized to Theme parks, Museum and galleries, National parks, Wildlife parks, Gardens, Heritage sites and centers and sports activity centers (ETM, 2003). CALABARZON has a total of 911 tourist attractions/destination, 91 are located in Cavite, 239 in Laguna, 545 in Batangas, 36 in Quezon, and 7 in the province of Rizal.

Several programs are currently being promoted by the Department of Tourism to attain the long-term objective to establish Region IV as a world class resort region of the Philippines that offers variety. Tourist packages for diving resorts and marine sports activities and tourist product packages for historical and cultural heritage are being offered to tourists. There are several world class diving resort in the different provinces in the Region. Batangas, one of the provinces in the CALABARZON is famous for this kind of attraction. There are various water and land based sports activities which aimed appeal to all age groups and family vacationers.

The rationale for this project is to draw together these different type of destinations and promote Region IV as an excellent destination for diving, marine sports and golfing that would appeal to holiday seekers who are prepared to pay premium prices for resort accommodation. This involves the different Provincial Tourism Offices and councils and region IV Tourism Office in bringing together diving centers together with tour operators and airlines all of whom will have to share the risk of developing new products.

1.3 Transport Sector

The transport sector of the tourism industry in the Philippines consists primarily of the airline industry, the passenger cruise industry and the land transportation industry. These industries are undergoing deregulation and liberalization which has improved and will continue to improve the quality of these services (ETM for the Tourism Industry, 2003). The granting of franchise to new smaller airlines has loosened the grip of Philippine Airlines over domestic market allowing cheaper and better quality air service to various tourist destination. The passenger cruise industry is currently experiencing mergers among the various business companies, concentrating assets and expertise in
this very capital and service intensive business. The creation of WG & A group indicates that suppliers of cruise services intend to improve their vessels, coverage and service quality. Finally, with the reduction of tariffs on imported land vehicles, various type of quality cars, buses and other tourist vehicles can be provided to the market at lower prices, thus improving the transport of tourists between accommodations and attractions.

At present, there are 23 accredited transport facilities in CALABARZON.

1.4 Travel Organizers

Travel organizers are composed of travel agents and tour operators. The travel agency is a segment of the tourism industry. It is the travel agent’s role to assist travel and itinerary planning, providing information and counseling in tour and travel arrangements.

The Department of Tourism requires a capitalization of P500,000.00 before a travel agency can be accredited. In Metro Manila, the required capitalization for opening a travel agency is P1.5 million. The International Air Transport Association (IATA) accredits travel agencies. When a travel agency is accredited by IATA, it can issue international airline tickets right in their office, which takes 2-3 minutes to process. There are 17 accredited travel agencies in CALABARZON. Aside from the 17 accredited travel agencies, there are 16 accredited tour guides in CALABARZON. Six are from Cavite, seven from Laguna and three from Rizal. Batangas and Quezon does not have accredited tour guides. Common languages spoken by the accredited tour guides are Spanish, German, Niponngo, Italian, English and Filipino.

1.5 Destination Organizations.

The government is generally a destination organizer. Executive Order No. 120 issued by President Corazon Aquino on January 30, 1987 mandated the reorganization of the Ministry of Tourism (now called Department of Tourism). This vested the DOT and Philippine Tourism Authority (PTA), a DOT attached agency, with planning and implementation function and responsibility. The Office of Tourism Development Planning of DOT, Regional Tourism Offices.

2. Employment prospects and opportunities of tourism graduates of Lyceum of Batangas.

The effect of tourism development is likely to increase manpower requirements. Having the appropriate academic preparation and training gives better opportunities for graduates of tourism as it is the basic requirement in the tourism industry. Professionalism is growing as shown by the long training and education required for employment in tourism. This fact gives a better edge for graduates of tourism of LPU in terms of employment prospects. Tourism graduates of LPU will have better prospects of employment in the different sectors of the industry such as accommodation, attraction, transport, travel organizer, and destination organization sector in the frontline services, supervisory and management levels.

The SWOT analysis affirms that tourism development in the CALABARZON area will provide better employment prospects and opportunities for Tourism graduates of Lyceum of Batangas. Region IV, particularly the CALABARZON (Cavite, Laguna, Batangas, Rizal, Quezon), remains to be the most visited region in the country. With the aggressive approach in the marketing program promoting the Philippines as a premier
tourist destination and the support of the local government units in the region, influx of foreign and domestic tourist is expected. CALABARZON has the major advantage of having Manila as its international gateway and it has indeed enabled the region to get a large share of international tourist arrivals in the past years. As per record of the Department of Tourism from January-September, 2005, Region IV got the highest percentage in tourist arrivals, getting 26.62% of the total 100% tourist arrivals.

For 2006, tourist arrival increased to 13% in the first quarter this year (DOT), Foreign tourists totaled 762,912 from January to March, up by 13% from the 643,202 registered in the same period last year. The United States, South Korea and Japan were the top three sources of foreign visitors for nearly three fifth of the total.

The Philippines is also being promoted as an ideal destination for company’s sponsored trips for employees. Direct flights from Xiamen to Manila help encourage tourists to visit the Philippines. China has consistently accounted for major tourist arrivals in the country along with Korea, Japan and the United States.

Another tourism program being promoted by DOT is medical tourism. Medical tourism involve traveling for the purpose of availing healthcare services or treatment of illnesses and health problems in another country or destination. The Philippines is recognized as having highly skilled medical professionals. Accredited hospital’s are promoted to offer cost-effective medical treatments while simultaneously showcasing tourist attractions in the country. It is much like combining treatment with leisure. At present, there are six accredited medical tourism centers in the country. One of the six is St. Frances Cabrini Medical Center in Sto. Tomas, Batangas. The Philippines enjoys the competitive advantage over its Asian neighbors in terms of affordability of health care costs.

The DOT is targeting medical tourists from U.S., Canada, Australia, Island States in the Pacific, South Korea and the Middle East. Given its competitive edge in medical tourism, the Philippines can also bring huge number of foreign tourists to its hospitals.

The SWOT Survey however, manifest threats and weaknesses which may weaken the chances of employability of tourism graduates of LPU in Batangas. The growing number of colleges and universities offering tourism courses with state of the art facilities that will provide better training and exposure to students and the absence of highly qualified instructors that could give better instruction and equipped students with better skills and training to make them more competitive. Along this view, with renewed tourism development in CALABARZON, the researchers foresee good prospects of employment for tourism graduates of Lyceum of Batangas despite growing competition in the region.

3. Relevance of the tourism program to the need and demands of the tourism industry.

Table 3.1 presents the relevance of the Language/English & Filipino courses.

<table>
<thead>
<tr>
<th>Table 3.1</th>
<th>Relevance of Language/English Filipino Courses to the Needs and Demand of the Industry</th>
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<tbody>
<tr>
<td>Remedial English</td>
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</tr>
<tr>
<td>Sining.ng.pakikipagtalastasan</td>
<td>Mean: 3.92</td>
</tr>
<tr>
<td>Study &amp; Thinking Skills in English</td>
<td>Mean: 4.3</td>
</tr>
</tbody>
</table>
The data shows the relevance of Language/English/Filipino courses to the needs and demands of the tourism industry. The respondents agreed that French, Speech Communication, Nipongo and Mandarin courses are relevant language courses in the tourism industry with a weighted mean of 4.44, 4.42, 4.4, respectively. This only shows that foreign language like French, Nipongo and Mandarin are perceived to be important and relevant in the field of tourism knowing that tourists coming from France, Japan, and China frequently visit the Philippines, particularly the CALABARZON area. English language is the universal language and plays a vital role in the tourism industry.

This only shows that the tourism industry needs a well versed and dynamic manpower that is equipped with good communication skills capable of communicating with foreign visitors effectively and efficiently. Knowledge of foreign language/s is considered a plus factor in the industry. On the other hand, Sining ng Pakikipagtalastasan got the lowest weighted mean of 3.92, the respondents assume that as Filipinos, we are fluent in our native dialect and should not be given priority. Plus the fact that this course is already learned since elementary and secondary education. The need to develop English and other foreign language proficiency is said to be important in the field of hospitality industry.

Table 3.2 shows the relevance of the Science courses

<table>
<thead>
<tr>
<th>WM</th>
<th>Verbal Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical Science</td>
<td>3.6</td>
</tr>
<tr>
<td>Biological Science w/ Horticulture</td>
<td>3.76</td>
</tr>
</tbody>
</table>

The data shows that the respondents agreed that science courses offered by the tourism program are relevant. Ability to understand science is important in the tourism profession. Future tourism professionals must also understand the rationale of science courses especially Physical & Biological Science in their field. As well as how environment plays a crucial role in tourism industry, both natural and manmade attractions are utilized by the industry. With this courses, future tourism professionals should have a clearer understanding of the environment.

The relevance of math and accounting courses can be seen in Table

| Math & Accounting Courses |
The respondents agreed that the Math and Accounting courses of the tourism program are relevant to the needs and demands of the industry. Business Statistics and Mathematics of Investment rank 1 and 2, respectively with a weighted mean of 3.82 and 3.7. This only indicates that the respondents believe that knowledge and skills learned from Math and Accounting courses are vital in all sectors of the tourism industry such as travel agencies, airline companies, and can be utilized in fare calculation and computation of sales, etc.

Table 3.4 below shows the relevance of Business/Management/Marketing Law.

<table>
<thead>
<tr>
<th>WM</th>
<th>Verbal Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resource Mgt. in Hospitality Industry</td>
<td>4.28</td>
</tr>
<tr>
<td>Principles of Economics</td>
<td>4.22</td>
</tr>
<tr>
<td>Principles of Salesmanship in Tourism Destination</td>
<td>4.36</td>
</tr>
<tr>
<td>Personality Dev. &amp; Customer Relation</td>
<td>4.38</td>
</tr>
</tbody>
</table>

The respondents agreed that all courses in Business Management/marketing are relevant. Personality Development rank 1 with a weighted mean of 4.38. This course is considered important in the tourism program because it develops the personality of students and prepares them in dealing with the business world. Principles of Salesmanship in Hospitality Management ranks 2 with a weighted mean of 4.36. This course helps the students to prepare themselves on how to promote and market tourism products. Promotion and marketing is one of the most important activities in any business, especially in the field of tourism. Knowledge and skills on how to market a particular product is essential for the success of the tourism business.

The Principle of Economic course rank fifth and got the lowest weighted mean. It only indicates that the respondents do not find the relationship of economics and tourism. This course is also important in the tourism program. Teachers need to relate this course to the program for the students to appreciate the essence of the subject.
Table 3.5 shows the relevance of the Social Science courses

<table>
<thead>
<tr>
<th>Course</th>
<th>WM</th>
<th>Relevance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anthropology</td>
<td>3.82</td>
<td>Relevant</td>
</tr>
<tr>
<td>Society &amp; Culture w/ FM &amp; HIV AIDS</td>
<td>3.96</td>
<td>Relevant</td>
</tr>
<tr>
<td>Introduction to Arts</td>
<td>3.74</td>
<td>Relevant</td>
</tr>
<tr>
<td>Phil. History &amp; Governance with Phil. Constitution</td>
<td>3.92</td>
<td>Relevant</td>
</tr>
<tr>
<td>Life &amp; Works of Rizal</td>
<td>3.64</td>
<td>Relevant</td>
</tr>
<tr>
<td>General Psychology</td>
<td>3.98</td>
<td>Relevant</td>
</tr>
<tr>
<td>Philosophy &amp; Ethics</td>
<td>3.9</td>
<td>Relevant</td>
</tr>
</tbody>
</table>

The data on the table reveals that the respondents agree that Social Science courses are relevant. General Psychology and Society & Culture with Family Planning and HIV/AIDS education ranks 1 and 2 respectively, with a weighted mean of 3.98 and 3.96. Thus, respondents agreed that this course will be beneficial in their future undertaking in the tourism industry. A full knowledge and skills in understanding the norms of society is essential. Tourism industry is a people oriented industry and it only implies that future tourism professionals must be equipped with the skills on the proper way of dealing with their guests and clients.

Life and Works of Rizal rank 7 and has the lowest weighted mean of 3.64. Like the other courses, respondents cannot find the relationship of this course to their program. It is the responsibility of the teacher to make the students appreciate and understand the essence of this course to their profession in the industry.

The relevance of computer courses can be seen in table 3.6

<table>
<thead>
<tr>
<th>Course</th>
<th>WM</th>
<th>Relevance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic Computer</td>
<td>4.32</td>
<td>Relevant</td>
</tr>
<tr>
<td>Computer Application in HI</td>
<td>4.38</td>
<td>Relevant</td>
</tr>
</tbody>
</table>

The data on the table above reveal that respondents agree that Computer courses in the tourism program are relevant. Computer Application in Hospitality
Industry rank 1 with a weighted mean of 4.38. The respondents believed that the course will prepare them to the computer technology that all sectors in the tourism industry, such as hotel information system, part of sales of restaurants, and reservation system of travel agency and airlines. This course will help the respondents to be more abreast with the computer application being used in the tourism industry.

Table 3.7 shows the relevance of HRM courses.

<table>
<thead>
<tr>
<th>WM</th>
<th>Verbal Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>House keeps Mgt.</td>
<td>4.39 Relevant</td>
</tr>
<tr>
<td>Introduction to Hospitality Industry</td>
<td>4.48 Relevant</td>
</tr>
<tr>
<td>Hotel &amp; Restaurant Mgt. with Laws</td>
<td>4.32 Relevant</td>
</tr>
<tr>
<td>Meal Management</td>
<td>4.26 Relevant</td>
</tr>
</tbody>
</table>

The data in table 3.7 shows the respondents agreed HRM courses in the tourism curriculum are relevant. Introduction to Hospitality Industry & Front Office/Housekeeping ranks 1 & 2, respectively, with the weighted mean of 4.48 and 4.39. This only shows that the respondents appreciate HRM courses especially in the hotel aspects. The respondents believe that they have a career option in the hotel business like Front Office and housekeeping Department.

Meal Management course got the lowest weighted mean of 4.26. This indicates the reluctance of the respondents to have a career in the restaurant business.

Table 3.8 shows the relevance of the major course of the tourism program.

<table>
<thead>
<tr>
<th>Mean</th>
<th>Verbal Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer Application (Computerized Reservation System)</td>
<td>4.5 Very relevant</td>
</tr>
<tr>
<td>Convention &amp; Exhibition Management/Tourism Convention</td>
<td>4.54 Very relevant</td>
</tr>
<tr>
<td>Destination Mktg. &amp; Development Mktg. Management in Tourism/ Tourism Mktg. &amp; Promotion</td>
<td>4.6 Very relevant</td>
</tr>
<tr>
<td>Domestic Tourism</td>
<td>4.6 Very relevant</td>
</tr>
<tr>
<td>International Tourism/World</td>
<td>4.62 Very relevant</td>
</tr>
</tbody>
</table>
It is noted in the table that the respondents agreed that most of the major courses are Very Relevant to the needs and demand of the tourism industry: Tour Guiding, International Tourism/World Tourism, & Tourism Planning & Development ranks 1 & 2, respectively, with a weighted mean of 4.64 and 4.62. The respondents agreed that this courses answers the needs and demands of the tourism industry, which caters both local and international. These courses introduce the students to major careers in the industry. Tourism Research, Entrepreneurship and recreation management got the lowest weighted means and got a verbal interpretation of relevant. This course is perceived by the respondents as courses not necessary for the tourism program.

4. Responsiveness of the tourism curriculum

Table 4.1 shows the responsiveness of the goals and programs

Table 4.1
Responsiveness of Goals & Course Objectives

<table>
<thead>
<tr>
<th>Mean</th>
<th>Verbal Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop appreciation of the value of Tourism to the economy of the nation</td>
<td>4.36</td>
</tr>
<tr>
<td>Develop critical thinking through analysis of data on tourism planning &amp; development</td>
<td>4.36</td>
</tr>
<tr>
<td>Motivate students to research on the status of tourism industry in the country</td>
<td>4.38</td>
</tr>
<tr>
<td>Inculcate entrepreneurial attitudes in students to become future managers of tourism oriented enterprises</td>
<td>4.4</td>
</tr>
<tr>
<td>Arouse awareness of the value of conserving the natural resources of the country as tourist attraction</td>
<td>4.42</td>
</tr>
<tr>
<td>Install the values of acceptance,</td>
<td>4.46</td>
</tr>
</tbody>
</table>
Develop the ability to handle the planning and packaging of tourism products and services. 4.42 Responsive

The Table shows the respondents agreed that the goals and objectives of the tourism program is responsive to needs and demand of the tourism industry. Install the values of acceptance, hospitable, respect and openness when relating to visitors and tourists and awareness of the value of conserving the natural resources of the country as tourist attraction & Developing the ability to handle the planning and packaging of tourism products and services, ranks 1 and 2, respectively. This only shows that the main goal of the tourism program to develop the students to become good ambassadors of goodwill and to be the promoters and caretakers of our country’s tourism and environment is being pursued intensely.

Motivating the students to do research on the status of tourism industry, developing critical thinking through analysis of data on tourism planning and development got the lowest mean of 4.38 and 4.36, respectively. This weakness only implies the similarity of the results of the data gathered on the relevance of the major courses of the tourism program where Tourism Research also got the lowest mean. This indicates that the respondents did not appreciate the essence of the course in their program.

Table 4.2 shows the responsiveness of the Course Content & Course Offering of the tourism program.

Table 4.2
Responsiveness of the Course Content/ Course Offering

<table>
<thead>
<tr>
<th>Mean</th>
<th>Verbal Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phil. World Geography, History, Culture, existing tourist attractions &amp; accommodations available for tourists</td>
<td>4.36</td>
</tr>
<tr>
<td>Communicative competence in Filipino and the universal language, English orally and in writing</td>
<td>4.5</td>
</tr>
<tr>
<td>Contemporary social problems that relate to tourism</td>
<td>4.38</td>
</tr>
<tr>
<td>Organization of travel incentive conventions, meetings &amp; exhibits</td>
<td>4.38</td>
</tr>
<tr>
<td>Philippine tourism laws governing travel agencies and tour operators</td>
<td>4.4</td>
</tr>
<tr>
<td>The principles of fare computation and ticketing</td>
<td>4.4</td>
</tr>
<tr>
<td>Interpersonal and customer service skills in dealing with tourists with varying cultural backgrounds</td>
<td>4.36</td>
</tr>
<tr>
<td>Management of resorts, travel agencies and other tourism establishments</td>
<td>4.36</td>
</tr>
<tr>
<td>Leadership and human resource development skills in a tourism based organization</td>
<td>4.32</td>
</tr>
<tr>
<td>Skills in making reservations using computerized</td>
<td>4.42</td>
</tr>
</tbody>
</table>
Data from the table shows that the respondents agreed that communication competence in Filipino and English both oral and written, Front Office Procedures and Guest Relation are very responsive. This only implies that the respondents have a high appreciation of communication and proper guest relations. This course is considered as one of the most important in the tourism program because it helps the students develop the capabilities on effective and efficient communication and guest relations with clients and human resources of the tourism industry.

Revision of Courses whenever necessary to make it relevant to the tourism industry and relevance of course content to the Philippine setting got the lowest mean of 4.22 and 4.2. This only shows that the tourism program must be flexible in adhering with the latest trends and issues in the tourism industry and must relevant to the needs of the tourism industry, locally and globally.

The responsiveness of Instructional/Methodology & learning experience can be seen on table 4.

| Table 4.3 |
|---|---|---|
| Responsiveness of Instructional Methodology/Learning experience | Mean | Verbal Interpretation |
| Lectures on Course content | 4.18 | Responsive |
| Film showing on Phil. Geography, history and culture, existing attractions, interpersonal and customer service skills | 4.18 | Responsive |
| Organize symposia on tourist trends and practices | 4.52 | Very Responsive |
| Students are required to undertake research work that relates to tourism | 4.22 | Responsive |
| Onsite visits to travel agencies, tour operators, airlines and hotels for purpose of exposure of students to the tourism industry | 4.14 | Responsive |
| Hands-on experience and supervised training in computer application (software) | 4.34 | Responsive |
| Hand-on training in computerized | 4.32 | Responsive |
Data on the table shows that the respondents agreed that through organized symposia on tourist trends and practices, they learn new ideas in the tourism industry thus, the reason why the respondents rated Instructional Methodology as very responsive with a weighted mean of 4.52.

On site visits to different tourism establishments for the purpose of exposure got the lowest mean of 4.14. Respondents believe that this instructional methodology will introduce them to the field they have chosen. On site visits to tourism establishment will help the students choose where to undergo their OJT, their chance to experience immersion in tourism industry.

Table 4.4 shows the responsiveness of Instructional Facilities and other resources.

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Verbal Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library holdings in recent editions such as textbooks, tourism magazines, journals and other references (local &amp; foreign) are available</td>
<td>3.82</td>
<td>Responsive</td>
</tr>
<tr>
<td>Multimedia, overhead, slide projectors and other audio visual equipment are available and adequate in number</td>
<td>4.66</td>
<td>Very responsive</td>
</tr>
<tr>
<td>Instructional facilities and other resources are in good working condition</td>
<td>4.08</td>
<td>Responsive</td>
</tr>
<tr>
<td>Local materials in tourism written by the faculty and department heads are available for student reference</td>
<td>4.16</td>
<td>Responsive</td>
</tr>
</tbody>
</table>

The data on the table shows that the respondents agreed that availability of multimedia, overhead, slide projectors and other audio visual equipment is considered very responsive (4.66, Rank 1). This only shows that the tourism program is equipped
with instructional facilities for audio and visual needs of the students. While the availability of local materials in tourism written by the faculty and department head got the lowest weighted mean of 3.82. The respondents agreed that instructional facilities and resources is not fully enjoyed by the students of the tourism program.

Table 4.5 shows the responsiveness of linkages with tourism establishments and schools. The data on the table above shows the responsiveness of linkages with tourism establishments. The respondents cited that the school has a strong link with CRS Companies for hands on training (4.59, rank 1) as very responsive to the needs and demand of the tourism industry. The respondents enjoy hand on training in Abacus (CRS for travel agencies) which is already incorporated in their major courses.

Linkages with government and private tourism agencies got the lowest mean of 4.22. the students believe that linkages with both government and private tourism will provide them more and better opportunities for employment in the future.

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Verbal Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>School links with the DOT for data update and information on Phil. tourism activities, visitor statistical data, tourism plans and projects.</td>
<td>4.2</td>
<td>Responsive</td>
</tr>
<tr>
<td>Linkages with PTA for data on existing tourism projects &amp; laws related to the development of tourism infrastructure.</td>
<td>4.18</td>
<td>Responsive</td>
</tr>
<tr>
<td>School collaborates with the following tourism establishment for information exchange on recent practices and demands of the tourism industry a) PTTA, travel agencies, tour operators</td>
<td>4.26</td>
<td>Responsive</td>
</tr>
<tr>
<td></td>
<td>4.36</td>
<td>Responsive</td>
</tr>
<tr>
<td></td>
<td>4.24</td>
<td>Responsive</td>
</tr>
<tr>
<td>Transportation Companies a) Land (bus, car)</td>
<td>4.22</td>
<td>Responsive</td>
</tr>
<tr>
<td>b) Air (airlines)</td>
<td>4.36</td>
<td>Responsive</td>
</tr>
<tr>
<td>c) Water (Shipping)</td>
<td>4.28</td>
<td>Responsive</td>
</tr>
<tr>
<td>d) Rail</td>
<td>4.2</td>
<td>Responsive</td>
</tr>
<tr>
<td>Schools link with Computerized Reservations Systems(CRS) companies for hands-on training on the latest computer technology in travel</td>
<td>4.3</td>
<td>Responsive</td>
</tr>
<tr>
<td>Phil. Convention &amp; Visitors Corp (PCVC) to</td>
<td>4.3</td>
<td>Responsive</td>
</tr>
</tbody>
</table>
gather marketing information & activities undertaken to improve Phil. exposure in international & domestic market

| Tourism schools link up with one another to knowledge & technology exchange | 4.28 | Responsive |

Table 4.6 shows the responsiveness of Evaluation & Practicum Program

**Table 4.6**

<table>
<thead>
<tr>
<th>Evaluation of Practicum Program</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mean</strong></td>
</tr>
<tr>
<td><strong>Student Progress in knowledge, skills and values are followed up consistently through written and practical test.</strong></td>
</tr>
<tr>
<td><strong>Time frame for students' practicum is sufficient enough to experience the work activities procedures and practices of an establishment.</strong></td>
</tr>
<tr>
<td><strong>Students are free to choose their practicum.</strong></td>
</tr>
<tr>
<td><strong>Students undergoing practicum report to their school regularly to give feedback on their progress.</strong></td>
</tr>
<tr>
<td><strong>Students are given practical manual</strong></td>
</tr>
<tr>
<td><strong>School provides list of establishments that accept students practicums.</strong></td>
</tr>
<tr>
<td><strong>The office staff in the establishment are supportive of the students practicum efforts.</strong></td>
</tr>
<tr>
<td><strong>Dept. Head/practicum coordinator conducts onsite</strong></td>
</tr>
<tr>
<td><strong>Students undergoing practicum are able to work in the different depts. for a better understanding of the operations of the establishment.</strong></td>
</tr>
<tr>
<td><strong>School give orientation to the students prior to the practicum.</strong></td>
</tr>
<tr>
<td><strong>Schools collaborates with the establishments accepting practicum on the guidelines of the practicum program.</strong></td>
</tr>
<tr>
<td><strong>Tasks assigned to the student in the practicum site enable the student to apply tourism concepts, knowledge and competencies learned in the classroom.</strong></td>
</tr>
</tbody>
</table>

The respondents agreed that the orientation given to the students by the school prior to the practicum (4.96, Rank 1) is very responsive. Said activity in the practicum program give the students a clearer perspective on the importance of on the job training.
The respondents agree that this activity is essential in the practicum program. The absence of practicum manual got the lowest mean of 4.28. The respondents agreed that a practicum manual is necessary for better understanding and adherence of the guideline of the practicum program.

5. New courses to be infused in the present curriculum to prepare the graduates for global acceptability.

Table 5.1
New Courses to be infused to the present Tourism Curriculum

<table>
<thead>
<tr>
<th>Course</th>
<th>Total</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airport Services; Operations &amp; Management</td>
<td>1.92</td>
<td>1</td>
</tr>
<tr>
<td>Gaming device mgmt./ Casino Operations &amp; Mgt.</td>
<td>5.12</td>
<td>4</td>
</tr>
<tr>
<td>Customer Service Selling Skills and Public Relation</td>
<td>2.58</td>
<td>2</td>
</tr>
<tr>
<td>Fair &amp; Amusement Park Administration</td>
<td>5.56</td>
<td>6</td>
</tr>
<tr>
<td>Housekeeping Operations</td>
<td>4.22</td>
<td>3</td>
</tr>
<tr>
<td>Cruise Ship Administration &amp; Marketing</td>
<td>5.16</td>
<td>5</td>
</tr>
<tr>
<td>Leisure &amp; Recreation Management</td>
<td>5.56</td>
<td>6</td>
</tr>
<tr>
<td>Food &amp; Beverages</td>
<td>5.58</td>
<td>7</td>
</tr>
</tbody>
</table>

The data on the table shows that the respondents agreed that Airport Services, Operation & Management (Rank 1) is the new course to be infused in the present tourism program. The respondents are aware that with growing tourism in the country, more and more personnel will be needed in the industry specifically in the field of airport services and operation. Said course will expose students to management and operation of civil airports which includes master planning, airport operations, environmental issues, land use planning, airport capacity, delay and access factors, economic impacts, financial analysis and budgeting systems, security, liability, maintenance, and professional qualification.

Customer Service Selling Skills and Public Relation, ranked second is aimed in developing the personality of tourism students. It is a known fact that new employees are unsuccessful or finds difficulty in their adjustment in the workplace not because they lack technical skills, but because they do not have that “pleasing personality” that employers like their employers to possess. Attitude is more important than skills because a person can be trained to acquired the necessary skills but attitude towards customers, employers and co-workers is dependent in a person’s personality. Proper training in customer service and public relation is of enormous importance.

Recreation Management and Gaming Industry is a specialization course on the recreation industry with emphasis on resort, club operations, and entertainments on board cruise ships, theme parks, and golf courses. The impact of recreation
management to society and the environment, particularly resorts and clubs and casino management. Housekeeping Management and Front Office deals with different front office and guest relations’ procedures. This course will expose the students to various parts of hotel housekeeping – rooms, bathrooms and hallways.

Amusement parks administration rank last for the new courses to be added to the present curriculum. The respondents believe that this course can be incorporated with other major courses in the tourism program to better prepare and equip graduates with knowledge and skills that will give them an edge and make them more competitive in the tourism industry. The student respondents believed that this courses will provide better prospects and employability for them in the tourism industry.

Conclusions:

Based on the findings, the following conclusions were drawn:
1. There is a renewed tourism development in the different sectors (accommodation, attraction, transport, travel organizers and destination organization) in the tourism industry in CALABARZON.
2. With the renewed tourism development in the area, tourism graduates of Lyceum of the Philippine University in Batangas has good employment prospects and opportunities in the tourism industry in CALABARZON.
3. The Major courses offered in the tourism program are very relevant to the needs and demands of the tourism industry while the minor courses are relevant.
4. The goals/course objectives, course content/course offerings as well as instructional methodology/learning experiences, instructional facilities and other resources and linkages with tourism establishments and schools as well as the practicum program are responsive to the needs and demands of the tourism industry.
5. Airport services Operation and Management is the new course to be infused to the present tourism program.

Recommendations:

Based on the conclusions, the following recommendations are offered as guided by the statement of the problem.
1. The Department of Tourism and Local Government should encourage the accreditation of the different service providers/organization in the tourism industry to improve their services and to give them better chances of local and global competitiveness. Additional hotels should also be considered to accommodate the growing number of tourists.
2. The Regional (Region IV) Tourism Office should intensify its tourism promotion and marketing campaign for CALABARZON as a tourist haven with diverse attractions. Despite the continuous increase in tourist arrivals (domestic and foreign), region IV is already being overtaken by Regions VII and III in terms of foreign visitors.
3. That teacher training should be conducted periodically by the university for all teachers teaching minor and major courses. The average and even low weighted mean obtained by the minor courses are clear indications that the teachers were not successful in making the students appreciate the essence of the subjects that they are teaching. PBL (Problem Based
Learning) method should be introduced to the teachers so that students will appreciate better the subject or courses they are taking.

4. The College of International Tourism & Hospitality Management should continuously evaluate its tourism program to ensure its relevance and responsiveness to the present trend in the industry. Linkages with different tourism establishment in the area should be strengthened for possible OJT venues of students. The practicum program must ensure that students will have a chance to experience and immerse in the different areas that they need to be exposed in. This can be made possible by executing a Memorandum of Agreement between the school and a pool of tourism establishment willing to be practicum venues. Good practicum program will ensure graduates of better exposure that will equip them with the required skills and competencies needed for the entry level in the tourism industry.
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Title: An Alternative Business and Distribution Model for SMTEs: A study to examine the benefits and risks of the model through the use of ICT tools and an alliance-based approach

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ABSTRACT

The aim of this paper was to investigate the benefits and risks of an alternative business and distribution model for small and medium sized tourism enterprises (SMTEs). In particular, the researcher analyzed how the use of information and communication technology (ICT) tools can be utilized to create benefits for all involved and to add value to their individual products. The researcher also identified two key strategies which are pertinent to the development of the business model, namely the need for collaboration and cooperation and the use of an alliance-based approach, which are also the main drivers of success of the business model.

The hypotheses that the researcher gathered, revolved around the belief that the traditional commission-based tourism distribution system denies tourism SMTEs fair and affordable market access, but through the use of the Internet and social media, it is possible to introduce a low-cost alternative distribution model, which ensures that all of the revenue accrues back to the host country and economy at the community level. The review of the literature included the analysis of collaboration and strategic alliance theories, which revealed a theoretical link between the two constructs.

The business model has been implemented in Chiang Mai, Thailand, and has caught the attention of academics and owners of SMTEs, many of whom have registered to be part of the Responsible Tourism and Special Interest Travel Alliance (RTA). This business model is relatively new, and thus is the main limitation of the research. The researcher has used the content analysis approach to analyze the literature. From a theoretical perspective, further research into this area would be time well-spent.

1. CONSULTANT’S BRIEF

This study is undertaken on behalf of Shane Beary, the Chief Executive Officer of Track of the Tiger, a tourism resources development company. He might make use of the findings to analyze the benefits and risks of officially launching the Responsible Tourism and Special Interest Alliance (RTA), which is in the beta stage of development. The issue is although strategic alliances have shown to enhance SMTEs’ competitiveness by gaining access to new markets and resources, studies have also suggested that there are low success rates for alliances (Gulati et al., 2009) As such, this research aims to evaluate the factors behind the effectiveness of a strategic alliance SMTEs, and also provides suggestions for also provide a balanced view on the implementation of the RTA.

Track of the Tiger is considered to be an innovator and market leader in tourism (Track of the Tiger, 2011). It is based in Chiang Mai, Thailand. As such, this research will focus on SMTEs based in Chiang Mai and provide the client with relevant information to enable them to understand the needs and expectations of small business owners in a developing country.
The researcher will compare and contrast strategic alliance theory against the principles of the RTA. In order to do so, the researcher will review published documentation to determine the common factors of successful implementation of strategic alliances, as well as evaluate the benefits of a strategic alliance and how the RTA business model can reduce the risks of failure when SMTEs join the RTA.

1.1 INTRODUCTION
Definition and Importance of SMTEs

The aim of the RTA is to share skills, costs and assets among small and medium sized tourism enterprises (SMTEs) and to provide direct access to markets by removing the use of an intermediary, as well as using information and communication technology (ICT) to provide a channel for suppliers to access their target market (Pease et al., 2005, Porter 2001).

In previous literature, there have been many definitions and characteristics of a small and medium sized enterprise (SME) (Dube et al., 2010). According to Dube et al. (2010: 1), some researchers have used “qualitative and quantitative measures” such as the number of employees, amount of capital invested and the nature of the business as the criterion upon which SMTEs are classified.

For this research, the term small and medium sized tourism enterprises (SMTE) refers to one which employs less than fifty employees, and “is not a subsidiary of a large corporation” (European Commission, 2003, Dube et al., 2010).

According to the Office of Small and Medium Enterprises Promotion (2011) in Thailand, there are currently 2.9 million SMEs spread out across Thailand. This accounts for 99.8% of all businesses in Thailand, and employs 9.7 million people, or 80% of all jobs in Thailand (ibid.). Thus, it can be seen that SMEs play a large role in the economy by ensuring the “prosperity of national economies” through social stability and economic development (Dube et al., 2010: 1). SMEs represent 99% of all businesses not only in Asia, but also in Europe (Garbin Pranicevic, 2006). Therefore, being the majority of the economy in many countries, SMEs are the “seeds of tomorrow”’s large enterprises”, thus engaging them with ICT tools to become more competitive will enhance a country’s competitiveness in the future (Eikebrokk and Olsen, 2005: 1). Please refer to Figure 1 which illustrates the importance of SMEs as they generate economic growth and encourage innovation in the economy.

Figure 1: Benefits of SMTEs

![Figure 1: Benefits of SMTEs](image-url)
In addition, as aptly said in a UNIDO, WSIS Report in 2003 (cited by Kotelnikov, 2007:3), the sustainable approach to reduce poverty in developing countries is to “promote economic growth, through wealth and employment creation”, and the way to do is through existing SMTEs, which are a “major source of income, a breeding ground for entrepreneurs and a provider of employment”. Furthermore, Collins, Buhalis and Peter (2003) noted that SMTEs which are successful in the e-business marketplace will increase the competitiveness of a country in the long run (Eikebrokk and Olsen, 2005). As such, it is posited that greater consideration could be given to SMTEs to embrace innovation and allow them to adopt systems which will provide opportunities for growth and success (ibid). The RTA business model is one such example which may be utilised by SMTEs to facilitate growth and innovation in a market with a large percentage of SMTEs, thereby ensuring sustainable development in the country.

2. AIMS AND OBJECTIVES

2.1 Aims

This study aims to investigate the benefits and risks of implementing an alternative business and distribution model for SMTEs.

2.2 Objectives

- To investigate the benefits and risks of implementing the alternative business model, through the use of ICT tools and an alliance-based approach.

- To analyze theoretical evidence to support the development of the business model, and to cross-refer these evidence against what the RTA business model is doing, to determine if they are similar.

3. RESEARCH DESIGN

3.1 Research Design

According to Blumberg, Cooper and Schindler (2005:195), the research design “expresses both the structure of the research problem and the plan of investigation used to obtain empirical evidence on relations of the problem”. Saunders, Lewis and Thornhill (2009) also note that the research design will consist of clear objectives derived from the research question, the sources of data and the constraints faced while collecting the data. The researcher made use of the model of a qualitative research process suggested by Maylor and Blackmon (2005) as shown below, to conduct the research.
Figure 2: Model of Research Design, compiled from Maylor and Blackmon (2005:149)

The research design illustrated in Figure 2 clearly guides the researcher through the research process and lists specific steps the researcher has to take at different stages of the research process in order to be systematic and arrive at a well-researched conclusion.
4.2 Data Collection

Data was collected using only secondary sources consisting of qualitative information. According to Blumberg, Cooper and Schindler (2005: 315) secondary data refers to “information or data that has already been collected and recorded by someone else, usually for other purposes”. With the aim of examining the benefits and risks of the RTA business model, an alternative business and distribution model for SMTEs, this study was conducted through the content analysis approach. This is a qualitative research method which “examines information or content in written and symbolic material” (Sangpikul. 2010: 117). Content analysis approach is suitable to be used when a concept or phenomenon needs to be understood (ibid.). In this study, the issue of analyzing the benefits and risks of the RTA business model, through the use of ICT tools and through a collaborative and alliance-based approach needs to be understood in order to meet the objectives.

Peer-reviewed academic journals such as the International Journal of Tourism Research, Strategic Management Journal, Harvard Business Review and the Asia Pacific Journal of Economics and Business were used for research on the use of ICT tools as well as research conducted on strategic alliances. These journals were sourced from reliable databases such as Ebsco, ProQuest and Emerald. In addition, studies conducted by Gulati (1998) and Kale and Singh (2009), academics in the field of strategic alliances, as well as Pease and Rowe (2003), who have written several research papers on the use of ICT in SMEs were analyzed to examine the benefits and risks of strategic alliances and the use of ICT in SMTEs.

This business model is relatively new, and thus is the main limitation of the research. Although there has been increasing numbers of strategic alliances being formed (Dyer et al., 2008), the question of whether or not these alliances have actually been effective has not been settled (ibid.). Thus, the researcher aims to provide a balanced view of the benefits and risks of the RTA business model and, in the conclusion, offers several research questions for future research to address issues arising from the RTA business model.

4.3 Reliability and Validity

Saunders, Lewis and Thornhill (2009:274) note that “While organizations may argue that their records are reliable, there are often inconsistencies and inaccuracies”. It was imperative for the researcher to ensure that the information collected is reliable and valid.

According to Coombes (2001:33), validity “tells us if the measuring instrument is measuring what it is supposed to”, while reliability means that “you or another researcher would get the same findings if you repeated your study” (Maylor and Blackmon, 2005:159). The researcher extracted information from peer-reviewed academic journal articles to collect data such as the benefits and risks of implementing the RTA business model. Hence the researcher was required to determine which information was appropriate for the research study.

In addition, the researcher made use of information collected from dependable sources such as academic journals articles from renowned journal publications. Authors of the books used in the research such as Saunders et al. (2009), are renowned academics in the field of research methods. The references used by the authors of the academic journals and books were also examined. These methods used by the researcher help to ensure the reliability and validity of the study.
4. AN ALTERNATIVE BUSINESS MODEL FOR SMTEs

4.1 The Responsible Tourism and Special Interest Travel Alliance (RTA)

In this research paper, the researcher proposes an alternative business model, the Responsible Tourism and Special Interest Alliance (RTA) business model, targeted at SMTEs. According to Joo (2002: 61), a business model is

“a framework for successful business practices ranging from business ideas to sources of revenue and the distribution structure for partners”.

The proposed business model is a virtual organization which offers SMTEs a low cost marketing option and direct market access to their customers. The RTA business model utilizes information and communication technology (ICT) tools to operate in the electronic tourism market. There are various major players involved in the RTA business model. They not only include existing SMTEs and special interest travellers, but also include travel writers, photographers, experts in special interest activities, volunteers and non government organizations (NGOs). The RTA is a virtual organization, and utilizes information and communication technology (ICT) tools such as the Internet to “share skills, cost and access to one another’s markets” (Palmer and McCole, 2000: 198).

Table 1 shows a detailed breakdown of the roles of each group in the RTA Community, while Figure 3 represents an illustration of how the RTA business model works.

Table 1: Breakdown of Each Major Player in the RTA

<table>
<thead>
<tr>
<th>RTA Community</th>
<th>Who They Refer To</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partners – Business Partners</td>
<td>Small or medium sized tourism service providers – eg. Accommodation or activity providers, food and beverage providers, etc.</td>
</tr>
<tr>
<td>Partners – Content Contributors</td>
<td>Travel writers, journalists, photographers, people who contribute information and content about a country or about a special event/festival. The RTA is a place to showcase their work and for travellers to benefit from their contributions to the development of responsible tourism.</td>
</tr>
<tr>
<td>Partners – Local Experts</td>
<td>People experienced and with a wealth of knowledge in their respective field of interest. For example, there is an expert on ceramics and he has a wide private collection of antique ceramics in his house, which he is willing to share with others with the same passion. He may hold introductory talks or seminars at his house, and attendees pay a minimum sum for refreshments, or buy any of his books to thank him for his time and sharing of knowledge.</td>
</tr>
<tr>
<td>Club Members</td>
<td>Special Interest Travellers, who sign up to be a Club Member for free.</td>
</tr>
</tbody>
</table>
Volunteers | Assist SMTEs to place their business online on the RTA website
--- | ---
Support Groups | Governing bodies, agencies, NGOs, non-profit agencies, and the education sector (universities, tourism industry colleges, schools) involved in developing and promoting responsible tourism development.

**Figure 3: How the RTA Business Model Works**

**THE RESPONSIBLE TOURISM & SPECIAL INTEREST TRAVEL ALLIANCE**

A development & distribution model providing the tourism industry SMTEs with a low cost, non commission based, direct market access as well as marketing & promotional assistance in exchange for their verifiable support for the development of responsible tourism.

- **Club Members**
  - Special Interest Travellers
  - RTA Club Members buy direct & enjoy significant benefits including cost savings of (15-60 %). Credibility is established through a unique pre-purchase quality check system.
  - On booking rooms, tours etc., Club Members donate funds to their choice of responsible tourism compliant initiatives run by RTA approved Support Groups.

- **RTA Support Groups**
  - NGOs, Foundations etc.
  - Alternatively, Club Members may use their donation to support the training and/or assignments of their chosen volunteer, who will work on their behalf, and will use a blog to keep them updated on the progress.

- **Partners**
  - Small tourism businesses, journalists, local experts
  - RTA Business Partners earn higher rates by selling directly to Club Members (no commission) than they do through existing distribution channels.

- **Volunteers**
  - Compensated assistance providers
  - Volunteers are trained to provide technical assistance to RTA Business Partners and are compensated in RTA barter units – which can be traded for products & services throughout the RTA business partner network.

*All Partners and Supporters – are provided with an online editor built a multi-page web presentation, hosted on the RTA website. It allows them to showcase their product to the Club Members in a fairly standardized layout, simplifying the search and decision making process.

*All Members – are provided with an online editor built profile that they use to conduct pre-purchase quality checks on products they are interested in buying.

Figure adapted from Responsible Tourism and Special Interest Alliance (2011)
The RTA business model makes use of ICT tools such as the Internet to carry out the activities and transactions between each major player. Referring to Figure 3, the RTA offers Business Partners direct market access, thus there is no middleman involved and the RTA does not absorb any commission. As such, Business Partners are able to sell their products at the same price as they do through other means and offer a lower price to the Club Members. For example, the owner of a private garden sells a one-day garden tour package at 1,300 Baht. The cost of the package, if bought through an online travel intermediary, is 1,600 Baht. With the RTA, the owner is very happy to sell the package at 1,300 Baht, as this way he still makes the same profits, but the Club Member will be able to buy the package at a lower price. The Club Member may then contribute a portion of the savings earned to the development of responsible tourism by donating it to a volunteer or a support group.

Table 2: The Architecture of the RTA Business Model

<table>
<thead>
<tr>
<th>User Layer</th>
<th>Service Layer</th>
<th>Application Layer</th>
<th>Data and Knowledge Layer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special Interest Travellers</td>
<td>Information Resource Centre</td>
<td>Web Server and Applications for Club Members</td>
<td>Stores data such as</td>
</tr>
<tr>
<td>SMTEs</td>
<td>Booking and Reservation Services</td>
<td></td>
<td>o articles related to tourism</td>
</tr>
<tr>
<td>Volunteers and Support Groups</td>
<td>Payment Services</td>
<td>Merchant Server and Applications for SMTEs</td>
<td>o images, videos and animations</td>
</tr>
<tr>
<td>Site Manager</td>
<td></td>
<td></td>
<td>o maps relating to specific destinations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Special Interest Travellers</th>
<th>SMTEs</th>
<th>Volunteers and Support Groups</th>
<th>Site Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Web Server and Applications for Club Members</td>
<td>Merchant Server and Applications for SMTEs</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Adapted from Joo (2002)

As shown in Table 2, the RTA consists of four layers, namely users, services, application and data resources (Joo, 2002). Through these four layers, the RTA aims to create network-based value to the Club Members by involving Business Partners to provide complementary service for the benefit of all. For example, a Club Member purchases barter units, which refer to the inventory of the Business Partner (tourism service provider). These may be rooms, meals or tours, depending on the establishment. If a Business Partner would like to engage the help of a travel writer or photographer to write about their establishment, they may offer them a room to stay, or a free meal, in exchange for the writer’s work to be published. No cash transaction is involved, and the exchange is largely based on an exchange of services to the mutual benefit of all parties involved. This complementary network value-
creation activity is shown in the ease of use of the RTA which allows Club Members to purchase barter units, use the barter units and barter dollars to buy a tour package, and donate the units to volunteers or support groups of their choice. The RTA business model assures Club Members that whenever they make a booking, they have not only made savings from the low prices offered to them, but they have also made an ethical choice of supporting establishments which are responsibly operated and contributed to the development of responsible tourism overall.

5.2 The Use of ICT in SMTEs

In order to create network-based value and for the RTA to carry out its aim, the RTA business model utilizes information and communication technology (ICT) tools to function. Apulu and Latham (2011: 483) define ICT as

“a collective term for a wide range of software, hardware, telecommunications and information management techniques, applications and devices, used to create, produce, analyze, process, package distribute, receive, retrieve, store and transform information”.

The use of ICT tools have shown to be the most relevant technology in the tourism industry (Karanasios and Burgess, 2008). In addition, research conducted by Apulu and Latham (2011) reveal that the use of ICT in businesses has changed the way a business operates and that success in their business largely depends on businesses’ ability to implement and use ICT systems.

Furthermore, Pease and Rowe (2003) suggest that it is essential for SMTEs to engage in e-commerce as it brings about advantages such as cost effectiveness, improved quality of service through swift responses and providing customized service, and may also lead to the emergence of new products and services. Buhalis (1999) also note that SMTEs which incorporate ICT into their business allows them to be represented in the electronic market place, lessen the cost of advertising and allows them to have global distribution of their products, and better interactivity with their potential customers. The benefits for SMTEs for joining the RTA may be are summarised into three categories, namely economic benefits, performance benefits and the creation of value-added products, as shown in Table 3 below.

Table 3: Benefits of the RTA for SMTEs through the use of ICT tools

<table>
<thead>
<tr>
<th>Benefits of using Information and Communication Technologies</th>
<th>How the RTA Business Model enhances these benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Economic Benefits</strong></td>
<td></td>
</tr>
<tr>
<td>1. Cost effectiveness (in terms of reduced cost of advertising, and no cost of physical retail site)</td>
<td>The RTA offers SMTEs a low cost marketing and direct market access. It only costs SMTEs US$25 to join the RTA and boost their marketing and promotion.</td>
</tr>
<tr>
<td>2. Reduced cost of advertising</td>
<td></td>
</tr>
<tr>
<td><strong>Performance Benefits</strong></td>
<td></td>
</tr>
<tr>
<td>3. Improved quality of service and customer relationship management</td>
<td>Club Members fill in their preferences, hobbies and interests on their profile. Upon booking with a Business Partner, the Business</td>
</tr>
</tbody>
</table>
Partner is informed of their preferences, thus have the opportunity to provide personalized service and help to create quality service and memorable experiences.

4. Emergence of new products and services
Business Partners may collaborate to create a new tourism product. For example, a small event management company may collaborate with a hotel to hold a special interest event relating to responsible tourism.

5. Be represented in the electronic market place – potential distribution, promotion and interactive marketing advantages; accessibility
The RTA utilizes ICT tools and the Internet to offer SMTEs an opportunity to be represented in the electronic tourism market, and this will lead to global distribution of their products and services.

6. Better interactivity with customers – lead to improved customer relationship management
As mentioned above, Business Partners have access to Club Members’ preferences in travel. There are also forums on the RTA which encourages interactivity between Club Members and Business Partners and other major players in the RTA.

7. IT reduces transaction and opportunism risks; increases diversification
The RTA offers Club Members value-added services at a low cost. For example, Club Members can be assured of receiving personalized service as they fill in their personal profiles which will be sent to every Business Partner they make a booking with. Moreover, they have access to Local Experts, who may offer them lessons and courses on areas of their interest. This is how the RTA utilizes ICT tools to create a value-added product for the Club Members.

8. IT may be used to “reengineer key business processes and relationships in order to implement business network-based value creation as a basis for co-creating value-adding products and services with their customers” (Kauffman et al. 2010: 118).

The RTA offers Club Members value-added services at a low cost. For example, Club Members can be assured of receiving personalized service as they fill in their personal profiles which will be sent to every Business Partner they make a booking with. Moreover, they have access to Local Experts, who may offer them lessons and courses on areas of their interest. This is how the RTA utilizes ICT tools to create a value-added product for the Club Members.

Adapted from Elliot and Boshoff (2009), Karanasios and Burgess (2008), Kauffman et al. (2010)

The Internet offers tourism SMTEs an online presence, and a marketing opportunity in the electronic marketplace. In particular, it offers them a chance to “offer direct bookings, reduced advertising costs, global distribution 24 hours a day, and greater interactivity with others” (Karanasios and Burgess, 2008: 169).
According to Lathiras et al. (2010), research has shown that interaction is an important element in a website such as the RTA. The use of the Internet enhances interactivity (ibid.). The RTA has forums in place, and also utilizes personal accounts, in which Club Members can post personalized and interesting information which will be made available to the service providers, who will then offer highly customized service to them, based on their profile. As such, this is how the RTA enhances interactivity amongst the Club Members and Business Partners (service providers), and provides an opportunity for the Business Partners to offer quality service, at a low cost.

In addition, a survey conducted by Na Sakolnakorn (2010) revealed that the main problem SMTEs in Northeast Thailand face is the high cost of having a good location. With the RTA, they are represented in the electronic tourism market, where they will have direct access to their potential customers at a low cost of US$25. As such, Business Partners on the RTA need not worry about the high cost of having a physical store front in a good location, as they will be represented in a globally in the electronic tourism market (Dale, 2002).

Furthermore, according to Karanasios and Burgess (2008), the tourism industry in particular has been identified to be one where more and more service providers and consumers are progressively using the Internet and web based technology to sell and purchase their products. If the SMTEs in developing countries do not catch up with the trend, they will fall behind and lose their competitiveness, no matter how unique their product is. Therefore these SMTEs may turn to the RTA, as an additional marketing option, in order to reach the more technologically savvy generation and market.

### 5.3 Risks of the RTA as a Business Model

SMTEs face several obstacles which impede their growth and potential. This is what the RTA business model aims to change. SMTEs in a developing country, such as Thailand, are normally informally run and depend on family labour (Karanasios and Burgess, 2008). In addition, SMTEs also have a lack of knowledge of new technologies, worry about the cost of implementing new technologies, and they do not realize the benefits of advanced technology to their business.

Research has shown that SMTEs may be slow in taking up the concept of using ICT tools in their business largely due to a lack of information technology (IT) skills among SMTEs in developing countries (Galloway et al., 2004, Collins et al., 2003). This is a risk the RTA has to undertake and aims to reduce by employing volunteers to meet the owner-managers of SMTEs face-to-face to show them step-by-step how to use the online editors of the RTA, which is similar to writing a document on the computer, and how to keep it constantly updated. As the RTA functions through the use of ICT tools and web-based technology, the risks of implementing the RTA business model are largely due to the impediments of the use of ICT on SMTEs. These factors of reluctance are elaborated in Table 4 below. Table 4 also cross-refers the reasons to suggest the reluctance of SMTEs to use the RTA, and explains how the RTA business model attempts to reduce these risks and make it attractive for SMTEs to join as Business Partners. The constraints faced by SMTEs may be broken down into financial constraints and a lack of knowledge capital (Na Sakolnakorn, 2010) as shown in Table 4 below.
Table 4: Impediments of ICT on SMTEs

<table>
<thead>
<tr>
<th>Factors of Reluctance faced by SMTEs to using ICT tools</th>
<th>How the RTA Business Model Aims to Reduce the Resistance to using ICT tools</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial Support</strong></td>
<td></td>
</tr>
<tr>
<td>SMTEs fear the high cost of implementation</td>
<td>There is only a one-time registration of US $15 when SMTEs sign up to a RTA Business Partner.</td>
</tr>
<tr>
<td><strong>Knowledge Capital</strong> - Na Sakolnakorn (2010) suggests that entrepreneurs rely on their vast work experience to manage their businesses, As such they do not have the theoretical knowledge of business administration which may impede their marketing management, organization development and decreases the overall competitiveness of the SME (ibid.)</td>
<td></td>
</tr>
<tr>
<td>Lack of awareness and knowledge of ICT and IT skills</td>
<td>Engaging RTA Volunteers to assist the SME in starting up and creating a web presence.</td>
</tr>
<tr>
<td>Lack of easily accessible, independent and inexpensive advice and assistance to SMTEs.</td>
<td>The RTA is here to assist SMTEs to market their products and services online, to provide direct market access for them.</td>
</tr>
<tr>
<td>Poor business management and insufficient marketing skills</td>
<td>In addition, the RTA has in place forums and resources which consist of peer-reviewed journal articles on the latest news affecting the market place such as best practices, corporate social responsibility and marketing management.</td>
</tr>
<tr>
<td><strong>Lack of realization of the benefits of ICT to individual business</strong></td>
<td>RTA Volunteers are there to present the idea face-to-face with the owner of the SME.</td>
</tr>
<tr>
<td>As proven by Vatanasakdakul et al. (2010), face-to-face meetings help to develop trust, especially in Thailand business culture.</td>
<td>As proven by Vatanasakdakul et al. (2010), face-to-face meetings help to develop trust, especially in Thailand business culture.</td>
</tr>
<tr>
<td>Inadequate bargaining power within traditional distribution channels</td>
<td>The RTA eliminates the use of a middleman and operates on a non-commission based system.</td>
</tr>
</tbody>
</table>


According to Sangpikul (2008) and Karanasios and Burgess (2008), they have identified similar factors which prevent SMTEs in developing countries to use the Internet effectively. These factors include financial, infrastructural and capacity-related barriers. Addressing these problems will encourage SMTEs to use the RTA as the RTA addresses these barriers respectively by introducing a low cost and direct to market business model, easy online editors which potential members may learn to use through a step-by-step manual, and the option to ask for assistance from trained volunteers.

Besides the SMTEs’ reluctance to use ICT tools, other risks of the RTA business model include relatively low success rates the fact that only half of the firms engaged in alliances gain any positive market returns (Gulati *et al.*, 2009). In addition, Gulati *et al.* (2009) also point out that many SMTEs do not realize the potential benefits of collaboration and do
not make use of the opportunity of being in an alliance to their advantage. As such, in order to reduce the risk of such an occurrence, the RTA will strive to form “interactive relationships” (Gulati et al., 2009: 1215) with the Business Partners (SMTEs) through forums. By doing so, the RTA is in constant contact with the Business Partners and will be able to direct them to the use of the resources centre when they are in doubt. The RTA will also be able to be informed of the influence of the RTA on their business, and if the RTA is not achieving its aims, the management will be informed and will try to rectify the situation before it is too late. Thus by having an interactive relationship with the Business Partners and by fostering mutual trust, the RTA will be able to resolve any arising issues, thus reducing uncertainty among Business Partners about the alliance and also enhancing their loyalty to the RTA (ibid.).

5. KEY STRATEGIES FOR THE RTA

Two key strategies have been identified in this research paper, with particular emphasis on the development stage. These strategies include collaboration through an alliance-based approach.

5.1 COOPERATION AND COLLABORATIVE APPROACH

Studies conducted by Pease, Rowe and Cooper (2005) and Eikebrokk and Olsen (2005) reveal that co-opetition, defined as cooperation within firms in competition, has increasingly become a determinant to the success of a tourism destination. Furthermore, according to studies conducted by Pease and Rowe (2003: 3), results reveal that there is an urgent need for regional SMTEs to “adopt a co-ordinated e-commerce effort”. As such, businesses have to cooperate in order to expand the products offered in the market while competing with each other in order to retain their individual market share (ibid.). The RTA also utilizes the similar concept of co-opetition, whereby SMTEs offering various tourism services come together on the RTA to increase the number of services offered and the quality of service provided in the tourism destination, yet still retain their individual competitiveness by selling different tourism components. Thus it can be seen that when businesses cooperate and collaborate with each other to share information, risks and knowledge, this maximises the value of their products (ibid.)

Moreover, Palmer and McCole (2000) also note that cooperation among tourism service providers can create value-added products and enhance respective tourism destination marketing. The RTA business model allows SMTEs to develop a co-ordinated network via the Internet, on the electronic tourism market, in order to gain direct access to the market at a low cost. The Internet is the most relevant and most useful tool to the tourism industry as the industry is largely based on the exchange of information, transaction and relationships, and the Internet facilitates the exchange of such real-time information (Porter, 2001, Pease et al., 2005 and Karanasios and Burgess, 2008).

The following figure illustrates how SMTEs may use ICT tools to collaborate with each other to their mutual benefit.
As illustrated in Figure 4, value added products can be developed when SMTEs utilize ICT tools to collaborate and work together with each other. Studies conducted by Eikebrokk and Olsen (2005) reveal that SMTEs which have strong collaborative relationships gain a higher market advantage. In addition, according to Pease et al. (2005), scholars have identified the need for more collaboration in the tourism industry by utilizing advanced ICT tools. As such, the RTA responds to the call of utilizing ICT tools to facilitate cooperation and integration among SMTEs in order to create a “route to growth and long-term survival” for SMTEs (Eikebrokk and Olsen, 2005:1).

In essence, the proposed RTA business model makes use of collaborative commerce (c-commerce). As suggested by Pease et al. (2005), c-commerce is defined as

“the use of technology, especially Internet-based technology that promotes collaboration in business, to enable the coming together of „partners‘ to take advantage of situations that emerge in the market” (Pease et al., 2005: 56).

C-commerce also allows SMTEs to form partnerships quickly and be kept informed of the latest trends and have access to more resources. This is what the RTA is about. Hence, as it is mentioned in literature that more collaboration is needed in the tourism industry (Pease et al., 2005), the RTA is considered to be a solution and this research finding suggests that the RTA is the right way to go.

The RTA business model aims to create a network of “independent and interdependent organisations” (Palmer and McCole, 2000: 198). A single, small tourism enterprise is unlikely to be able to cope with risk taking or may not have the skills and resources required to remain competitive in the regional or international market (ibid.). As such, they are encouraged to join the RTA, where although they are able to remain as independent businesses, and contribute their main competence to the network that other Business Partners require, but do not have. They do this by barter trading their services, in order to improve each other’s bottom line. For instance, a hotel may offer rooms to a travel writer to write about their hotel, in exchange for the writer’s work to be published online or on their corporate magazines.
5.2 ALLIANCE-BASED APPROACH

The RTA takes on the nature of a strategic alliance and functions through an alliance-based approach by building relationships among SMTEs through collaboration and cooperation, pooling resources together, offering value-added products, and attaining mutual relevant benefits for all major players in the alliance – Business Partners and Club Members.

A strategic alliance is defined as

“relationships where partners with complementary skills or resources join forces with the expectation of both parties profiting from the other’s experience” (Carlson et al., 2011:8).

In an alliance, each major player contributes a different set of skills, resources and information to the benefit of all (Gulati et al., 2009). Moreover, in the RTA, each member is compliant to responsible tourism best practices, thus this would definitely create a positive impact on the tourism industry. Furthermore, according to Gulati et al. (2009: 1227), alliances allow firms to “pursue short-term efficiency while engaging in exploration that may secure their long-term objectives” (ibid.). Therefore, the RTA aims to be a platform for SMTEs to explore alternative ways in adding value to their product and secure their long-term objectives.

According to Kale and Singh (2009), alliances allow SMTEs to gain entry into wider markets, gain access to new resources, thereby increasing their competitiveness and boost their market power. Furthermore, Kale and Singh (2009) also point out that the more the products and service offered in the RTA complement each other, the higher the chance of the alliance being successful. In the case of the RTA, as majority of the major players are all involved in tourism, the products are complementary. As such, this allows SMTEs to access more knowledge resources and also opens up opportunities for new products and services to be developed (Elliot and Boshoff, 2009). Thus, this suggests that there is a greater chance of success with the RTA.

In addition, according to studies conducted by Dyer et al. (2008), results reveal that alliances do create and increase economic value, and alliances are essential in adding value to their products, thus increasing their competitive advantage.

However, despite the numerous benefits of an alliance, studies have revealed that 30% to 70% of alliances fail and do not meet the benefits they have claimed to provide (ibid.). As such, the RTA needs to be constantly aware of the operation and prevent such an occurrence from happening.

Table 5 shows a summary of the risks of a strategic alliance, and how the RTA plans to reduce these risks.
Table 5: Risks of a Strategic Alliance and How the RTA Plans to Reduce the Risks

<table>
<thead>
<tr>
<th>Risks</th>
<th>How the RTA Reduces the Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of total control as SMTEs in an alliance share common objectives and implementation strategy</td>
<td>SMTEs who join the RTA will still be able to continue running their businesses through the traditional distribution model. Both business models can work alongside each other, thus SMTEs still have control in the way their own business is run, and can decide how they wish to implement the ICT tools to their business.</td>
</tr>
<tr>
<td>Low success rates largely due to non realistic expectations and inability of a player to bring the expected benefits</td>
<td>The RTA is careful not to over-promote the benefits it can offer, so as to give SMTEs a realistic view of their benefits.</td>
</tr>
<tr>
<td>Commitment of time and resources</td>
<td>The RTA encourages SMTEs to engage the help of RTA Volunteers to assist SMTEs in putting up their business online on the RTA database. This helps to reduce the time taken by SMTEs to put it up themselves. In addition, they are in constant contact with the volunteer. If they would like to edit any information, they just have to engage the help of the volunteer. Resources are constantly being updates. Owner-managers may use the search system to search for resources needed in a specific area.</td>
</tr>
</tbody>
</table>

Adapted from Nicoleta et al. (2009)

6. THEORETICAL REASONS TO SUGGEST THAT THE RTA IS THE RIGHT WAY TO GO

Table 6 lists a compilation of theoretical reasons to suggest that the RTA business model is headed in the right direction, and is a sound alternative business and distribution model for SMTEs.

Table 6: Theoretical Reasons to Suggest that the RTA is the Right Way To Go

<table>
<thead>
<tr>
<th>Theoretical Reasons to suggest the RTA is on the right track</th>
<th>Evidence of what the RTA is doing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Why is there a need for an alliance-based approach?</td>
<td>The RTA aims to take advantage of this gap in the market, to be a platform for SMTEs to cooperate and build collaborative relationships in order to gain direct access to the market, and to provide value-added products.</td>
</tr>
<tr>
<td>According to Pease et al. (2005:53), collaborative relationships between SMTEs are an “underutilised phenomenon in gaining market advantage”, particularly in the tourism industry.</td>
<td></td>
</tr>
<tr>
<td>The need for more collaboration in the tourism industry by utilizing advanced ICT tools.</td>
<td></td>
</tr>
<tr>
<td>According to studies conducted by, Pease and Rowe (2003: 3), the researchers identified the “need for regional SMTEs to adopt a co-</td>
<td></td>
</tr>
</tbody>
</table>
| What is the RTA about? | The RTA fully meets the outcomes of the Asia Pacific Economic Cooperation (APEC) SME Meeting in 2008. The three main outcomes are:  
1. Technological Infrastructure Programme  
2. Financing capacity building programme  
3. SME training programme | 1. The RTA utilizes ICT tools to develop a sound technologically database and marketing infrastructure for the benefit of SMTEs.  
2. It only costs SMTEs a one-time registration fee of US$25 to join the RTA. The RTA also introduces the term “barter units” into the market, which refers to individual SMTEs’ inventory, and this is the form of currency used within the RTA. SMTEs may conduct trade between each other, based on an exchange of services to their mutual benefit. This reduces the risks and costs involved in building capacity and capability of SMTEs.  
3. SMTEs are given assistance to create an online presence for their business by individual or groups of RTA Volunteers. These volunteers may also assist in guiding SMTEs in their best practices compliance and thus enhance the competitiveness of the SMTEs. Resources on business management skills and marketing management are also constantly updated on the RTA. |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>According to Palmer and McCole (2000), the increased development of IT has allowed more and more organizations to join virtual organizations and add value to their products.</td>
<td>This finding suggests that more SMTEs will be interested to join the RTA, once they are aware of the benefits the RTA can bring them.</td>
<td></td>
</tr>
</tbody>
</table>
Cross-referring to Porter’s theory of competitive strategies (cited in Having local experts in different countries, in a variety |
Daniel et al., 2004), adopting a niche strategy is one of the factors of success.

of areas is a niche strategy of the RTA, and these local experts will provide specialist services which will add value to the products sold by the tourism service providers (known as Business Partners) on the RTA.

According to Kauffman et al. (2010), studies show that SMTEs are more willing to join a network if the costs are lower.

In relation to the RTA, it only costs SMTEs US$25 to join the network, which will give them direct access to the market, and the opportunity to show that they support responsible tourism.

**How to go about operating the RTA?**

Benefits of ICT tools as shown in Table 3, which can be effectively utilized by the RTA to provide benefits and resources to SMTEs (Karanasios and Burgess, 2008, Kauffman et al., 2010).

| How to go about operating the RTA? | Benefits of ICT tools as shown in Table 3, which can be effectively utilized by the RTA to provide benefits and resources to SMTEs (Karanasios and Burgess, 2008, Kauffman et al., 2010). |

Based on the theoretical evidence listed in Table 6 above, it reveals that the RTA could indeed be the right way forward in the tourism industry, and that the client has developed an alternative and viable business model for the benefit of SMTEs.

**7. CONCLUSION AND RECOMMENDATIONS**

Based on the research conducted, the researcher has come to the conclusion that through the use of ICT tools and an alliance-based approach, the RTA business and distribution model enables SMTEs to benefit economically, perform better in terms of improved customer relationship management, as well as allows SMTEs to offer value-added products.

In short, the RTA is a virtual organization, consisting primarily of tourism service suppliers, customers, tourism content contributors and volunteers who are connected through the use of information technology (IT) to “share skills, cost and access to one another’s markets” (Palmer and McCole, 2000: 198). In addition, studies conducted by Palmer and McCole (2000) also reveal that the increased development of IT has allowed more and more organizations to join virtual organizations and add value to their products. Moreover, studies conducted by Karanasios and Burgess (2008: 171) reveal that whether SMTEs adopt new technologies are largely based on the owners’ perception of the Internet, the benefits they will receive as well as the “influence of market forces”.

Hence, this finding suggests that the client could create more awareness of the benefits the RTA business model will bring to SMTEs and what IT can do for their business, in order to attract more SMTEs to join the RTA.

In addition, the use of strategic alliances in the RTA business model allows SMTEs to attain goals which were not possible to achieve on an individual basis (Nicoleta et al., 2009).
Thus it can be seen that when SMTEs cooperate and collaborate with each other to share information, risks and knowledge, this maximises the value of their products (Pease and Rowe, 2003) and allows the SMTEs to offer value-added products.

To reduce the risk of failure, the client is urged to market and maintain the RTA website (Chaiprasit et al., 2011). According to a study done on Thai nationals, Chaiprasit et al. (2011) identified the essential need for website content to be functional, usable and to be of a high quality as drivers of website success and loyalty. As such, the client, who is the site manager of the RTA website, is advised to pay attention to these areas.

In the long-run, the RTA will aim to maintain its membership base and market the RTA so the customers will turn to the RTA as their primary source of information and their starting point for destination research with an emphasis on responsible tourism. In addition, according to research conducted by Lathiras et al. (2010), it is human nature to seek interaction and personalized service, even on the Internet. As such, it is recommended to the client to work on building a bond with its Club Members, in order to build loyalty to the RTA.

In conclusion, despite the risks of implementing of the RTA business model and a low success rate of strategic alliances, evidence from theory reveals that the RTA business model is the right way to move forward in the tourism industry, and if carefully managed and monitored, will reap benefits to many SMTEs and special interest travellers.

Several areas for future areas have been identified. These areas include:

- Research into alliance management and capability and how they affect the outcome and success of alliances.
- Conducting surveys with SMTEs to gain useful primary data to effectively examine the benefits of the RTA business model.
REFERENCES


AN INTERCULTURAL U.S. - CHINA
RESTAURANT SERVICE PROCESS MODEL:
U.S.-China SERVPRO. Restaurant Model
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<td>U.S.-China SERVPRO. restaurant model</td>
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<td>Identifying key components and cultural dimensions related to the U.S. and China Service Process</td>
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</table>
Introduction

The globalization of markets has created many opportunities for service firms to expand internationally. As service companies conduct international business across different cultural environment, they face new challenges. Differences in values, actions, and perceptions across different cultures can potentially lead to misunderstandings and business failures because of this wrong interpretation and differences in service expectations.

The purpose of this paper is to develop a conceptual intercultural restaurant service process model for U.S. based restaurant companies operating in China. The objectives of the paper are to obtain knowledge of U.S. and China customer expectations of the quality of service process of western restaurants; identify cultural dimensions that impact the U.S. and China service process in restaurants; construct a conceptual U.S. - China intercultural restaurant service model and obtain observational data of the model’s appropriate fit via pilot testing in two restaurants, one in the U.S. and one in China.

Literature Review

Service process plays an important role in affecting customer satisfaction. A service process involves the design and control of a customer’s experience during service delivery. It includes the steps, tasks and mechanisms for service delivery to happen (Booms & Bitner, 1981). Bitner, Gremier, & Zeithaml (2009) and Danaher & Mattsson (1994) proposed that a service process can be broken down into distinct encounters or sub-processes that comprise the main parts of the entire process. Customer satisfaction is affected by this service process continuum rather than just the interaction with the service provider.

Service Quality Models with Service Process Components

The subject of service quality is broad and has been approached from different
definitions, models and measurements (Deshmukh, Seth, & Vrat, 2004). Service quality models have been approached from technical and functionality aspects (Gronroos, 1984); gap analysis (Parasuraman, Berry, & Zeithaml, 1985); attributes (Haywood-Farmer, 1988; Hazlett & Philip, 1997); performance (Cronin, Brady, & Hult, 2000; Cronin & Taylor, 1992); perceptions (Mattsson, 1992; Sweeney, Soutar, & Johnson, 1997); attributes and technology (Dabholkar, 1996); internal service (Frost & Kumar, 2000); and information technology based focuses (Chen, Wymer, & Zhu, 2002; Santos, 2003). The focus of the literature reviewed is on service quality models and the components. The review of these helps in the identification of components of the service process for restaurant service (Dotchin, & Oakland, 1994; Lee, Liu, & Wang, 2008).

Parasuraman et al. (1985) developed a conceptual model of service quality and proposed that service quality is a function of the differences between expectations and performance along quality dimensions. The research was later refined into a scale called SERVQUAL to measure customers’ perception of service quality (Parasuraman, Berry, & Zeithaml, 1988). SERVQUAL was refined in 1991 (Parasuraman, Berry, & Zeithaml) and 1994 (Parasuraman, Berry, & Zeithaml). The service quality components of SERVQUAL have been used and adapted in different research settings such as restaurants (Knutson, Steven, & Patton, 1995), information technology services (Zhu, Wymer, & Chen 2002) and internal service quality modeling (Frost, & Kumar, 2000). Carrillat, Jaramillo, and Mulki (2007) conducted meta-analytic research on the validity of the SERVQUAL and SERVPERF scales. Ladhari (2009) also conducted a review of SERVQUAL research and its validity based on a review of literature over the past 20 years. Their study concluded that the SERVQUAL is a useful instrument for service-quality research.

Haywood-Farmers (1988) and Hazlett and Philip (1997) developed service quality models that focus on general service components. A P-C-P attribute model, which is hierarchical
in structure, was proposed by Hazlett and Philip (1997). A broad classification of service quality components was presented by Dabholkar (1996). The key findings, service quality components and analysis that relate to this research paper are summarized in Table 1.

Table 1

*Summary of Service Quality Models and Components*

<table>
<thead>
<tr>
<th>Service Quality Model</th>
<th>Service Components</th>
<th>Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>SERVQUAL</td>
<td>Reliability, assurance, responsiveness, tangibles, empathy.</td>
<td>General service components. No particular order of importance for the components. Lack industry specific application.</td>
</tr>
<tr>
<td>Haywood-Farmer’s model</td>
<td>Professional judgment, physical facilities and processes, and behavioral aspects.</td>
<td>General service components highlight that different components are more important for different service types.</td>
</tr>
<tr>
<td>Haywood-Farmer (1988)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>P-C-P attribute model</td>
<td>Hierarchical structure of attributes: pivotal, core and peripheral.</td>
<td>Model does not list service components. Highlights that different components are more important for different service types.</td>
</tr>
<tr>
<td>Hazlett and Philip (1997)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Antecedents and mediator model</td>
<td>Reliability, personal attention, comfort and features.</td>
<td>General service model.</td>
</tr>
</tbody>
</table>

**Service Process Models**

Danaher and Mattsson (1994) proposed that a standard approach for measuring service quality such as the GAP analysis by Parasuraman et al. (1988) is too broad. They proposed that process can be broken down into distinct encounters. Lemmink, Ruyter, and Wetzels (1998)
further expanded on Danaher and Mattsson’s (1994) concept through the study of the service process of a restaurant. Schmenner (1993), in his model described a restaurant as being slightly lower in the degree of labor intensity and higher on the degree of customization. Tinnila and Vepsalainen (1995) put forth a model for strategic repositioning of service processes.

The concept of service blueprinting was introduced by Shostack (1984, 1987) and later refined by Kingman-Brundage (1989). The model provides a comprehensive working layout of an entire service process. Gronroos (1984) put forth in his model that service quality consists of a technical and functional component. Bowen, Mayer, and Moulton (2003) further developed the concept to propose a two dimensional model linked to customer satisfaction and customer perception filters. Liu and Wang (2008) developed a service taxonomy model and a mathematical process. The model highlights that service components during a service process consist of a combination of how the components are combined and are experienced differently during each service encounter. Gyimothy (2000) suggests to analyzing the service journey from a linguistic approach.

Table 2 summarizes the key findings of service process components.

Table 2

<table>
<thead>
<tr>
<th>Service Process Models</th>
<th>Service Process Components</th>
<th>Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hotel service delivery process model Danaher and Mattson (1994)</td>
<td>5 encounters: check-in, room, restaurant, breakfast, and check-out encounter.</td>
<td>Model shows that different parts of service processes influence customers’ overall satisfaction.</td>
</tr>
<tr>
<td>Restaurant service process model Lemmink et.al (1998)</td>
<td>4 service process: reception, ordering, meal and check out. 3 value dimensions: practical, logical and emotional</td>
<td>Model shows that different parts of restaurant service processes influence customers’ overall satisfaction.</td>
</tr>
<tr>
<td>Model for strategic positioning of service processes</td>
<td>Production, consumption and distribution.</td>
<td>Model match service type with delivery processes.</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Tinnila and Vepsalainen (1995)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service blue printing model</td>
<td>Customer actions, employee actions onstage, employee actions backstage, support processes, physical evidence.</td>
<td>Model depicts the simultaneous process point of customer contacts, roles of customers, employee and the visible elements.</td>
</tr>
<tr>
<td>Shostack (1984, 1987)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Two-dimensional descriptor service-process model</td>
<td>8 fixed or structured dimensions: technology, accessibility, interaction, customization, visibility, employee uniforms or costumes physical appearance and perception. 8 situational dimensions: Employee appearance, work area appearance, employee effort, duration, customer participation, empathy, reliability, and assurance.</td>
<td>Model provides listings of components that affect service process.</td>
</tr>
<tr>
<td>Bowen et al. (2003)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3P + C taxonomy model</td>
<td>People, equipment and knowledge.</td>
<td>Model proposed that the combined service process and key elements produce different service experiences. This can be weighted to highlight key processes crucial for a particular service.</td>
</tr>
<tr>
<td>Linguistic model</td>
<td>Components are customer dependent.</td>
<td>Linguistic and customer type influence perception.</td>
</tr>
<tr>
<td>Gyimothy (2000)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Restaurant Service Quality Components

Numerous research studies have been conducted in various countries and settings using SERVQUAL (Parasuraman et al. 1985). Shaikh (2009) adopted two of SERVQUAL’s components, tangibles and responsiveness and their relationship to customer satisfaction in his study of the restaurant industry in Pakistan. Bojanic and Rosen (1994) tested SERVQUAL (Parasuraman et al., 1985) in a chain of restaurants in Columbia, South Carolina. Patricio, Leal, and Perira (2006) conducted research on the applicability of SERVQUAL in Portugal. Zopiatis and Pribic (2007) conducted a study on college students’ dining expectations in Cyprus in order to define factors that shape their dining choices. Lee and Hing (1995) tested SERVQUAL (Parasuraman et al., 1985) in a French and Chinese restaurant in Australia to find out the dimensions important to customers. Johns and Tyas (1996) applied SERVQUAL (Parasuraman et al., 1985) to assess a contract catering service to that of its competitors. Witkowski and Wolfinbarger (2002) conducted a comparative study of service quality differences between Americans and Germans. The various studies show that the SERVQUAL (Parasuraman et al., 1985) instrument has and can be used for the general applicability of measuring restaurant service components. However, the various studies conducted in different countries shows differences in the rankings of the service quality components.

Oh (2000) examined the relationships between service quality and customer satisfaction variables. Aadaleeb and Conway (2006) conducted research to determine the factors that explain customer satisfaction in the full service restaurant industry. Seidman (2000) examined the relationship between employee behavior and customer satisfaction in quick service restaurants in the U.S. The results identified that responsiveness, assurance and physical environment have direct implications on customer satisfaction. Building from the foundation of Parasuraman et
al.’s (1985) SERVQUAL research, Knutson, Patton, Stevens, Wullaert, and Yokoyama (1990) further drafted LODGSERV to use for defining and measuring service quality for the lodging industry. Knutson, Steven and Patton (1995) also adapted SERVQUAL and lessons learned from LODGSERVE to the restaurant industry. They developed an instrument called DINESERV. Knutson et al.’s (1995) DINSERV model is a restaurant specific service quality model. Heung, Wong, and Chu (2000) applied DINESERV (Knutson et al., 1995) to study four different types of restaurants at the Hong Kong International Airport. Restaurant specific service quality components were developed by Lehtinen and Lehtinen (1991) to analyze service qualities and their dimensions.

The tangible component has been studied and elaborated in several studies related to restaurants (Baloglu, Busser, Kincaid, & Mao, 2008; Bitner, 1992; Raajpoot, 2002; Ryu, 2005). Bitner (1992) describes the impact of the tangible quality clues on overall development of service quality image and coins the term “servicescapes.” Raajpoot (2002) developed a measuring scale of tangible components called “TANGSERV” specifically to measure service quality in the food service industry. Baloglu et al. (2008) evaluated the usefulness of the TANGSERV scale by examining the effect of tangible quality constructs on restaurant patrons’ in Turkey. Ryu (2005) developed the DINESCAPE scale for the upscale restaurant context and proposed a conceptual framework of how DINESCAPE influences customers’ pleasure and arousal, which in turn affects behavioural intentions.

The key findings: restaurant related components and analysis that relates to this research paper is summarized in Table 3.

Table 3

*Summary of Restaurant Service Quality Components*
<table>
<thead>
<tr>
<th>Restaurant Service Quality Models</th>
<th>Restaurant Service Components</th>
<th>Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restaurant service quality model</td>
<td>Physical quality, interactive corporate.</td>
<td>Specific restaurant related service quality components presented.</td>
</tr>
<tr>
<td>Lehtinen and Lehtinen (1991)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restaurant service quality model</td>
<td>Process and output components.</td>
<td>Components assessed from customer’s perspective.</td>
</tr>
<tr>
<td>Lehtinen and Lehtinen (1991)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DINESERV</td>
<td>Uses SERVQUAL’s Components.</td>
<td>Model ranked the SERVQUAL’s 5 components in importance for restaurants: reliability, tangibles, assurance, responsiveness and empathy. Model does not take into account different restaurant types.</td>
</tr>
<tr>
<td>Knutson et al. (1995)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Servicecapes model</td>
<td>Three physical components: ambient, space and function,</td>
<td>Specific study on tangible component.</td>
</tr>
<tr>
<td>Bitner (1992)</td>
<td>signs, symbols and artifacts.</td>
<td></td>
</tr>
<tr>
<td>TANGSERV Model</td>
<td>Seven tangible components: Layout or design, ambience or</td>
<td>Specific study on tangible component and restaurant service.</td>
</tr>
<tr>
<td>Raajpoot (2002)</td>
<td>social, building, employees, product or service, cleanliness</td>
<td></td>
</tr>
<tr>
<td>DINESCAPE model</td>
<td>Physical, social and aesthetic components.</td>
<td>Specific study on tangible component and restaurant service.</td>
</tr>
<tr>
<td>Ryu (2005)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Restaurant Service Process Components**
The literature on the restaurant service process is limited. There are not many published research articles specific to the restaurant service process. Restaurants, especially franchise restaurants usually have their service process. However, these are the company’s intellectual property and reserved for in-house training use. Because of the lack of research on the restaurant service process, this paper reviewed books related to restaurant service, training, and management. Findings were grouped into five key process components of the restaurant service process for casual dining. The components are greeting, menu presentation, order taking, serving the meal, and presenting the guest check and sending the customer off. The greeting elements that are important include: Who to greet the guest, attitude, smile, eye contact, how to address the guest, brief welcome phrase, how to direct the guest to the seat, and how to seat the guest (Kotschevar & Luciani, 2007, p. 126). The menu elements that are important include: How to greet the guests, choice of menu, how to present menu, and whom to present menu to (Brown & Hepner, 2000, p. 58-60). The taking order component consists of: Posture, protocol, identifying the first person to take the orders, taking orders, appropriate brief conversation with guests and answering questions, performing suggestive selling, and timing the meal (Cichy & Wise, 1999, p. 400; Dahmer & Kahl, 2009, p. 65-75; Fischer, 2005, p. 83). The key elements included in presenting guests checks include: How to present the bill, whom to present the bills to or separate bills in some cases, thanking the customers, and sending customers off and what to say (Cichy & Wise, 1999, p. 401-402).

Cultural Models and Cultural Dimensions

Culture is defined by Hofstede (1980) as a pattern of assumptions, values and beliefs whose shared meaning is acquired by members of a group. Some of these values and beliefs may be universal and have the same meaning across geographical areas while other elements
may be culture specific. The construct of service quality encounter has not been fully explicated in a cross-cultural context (Cunningham, Young, Lee, & Ulaga, 2006; Ellis, Williams, & Zuo, 2004; Raajpoot, 2004).

Ellis et al. (2003) conducted a study of cross-cultural influences on service quality in Chinese and international supermarkets in China. Malhotra, Ulgado, Agarwal, Shaines, and Wu (2005) looked into service quality dimensions in developed and developing economies. Dutta, Venkatesh, and Parsa (2007) compared service failure and recovery strategies in the restaurant sector between India and the U.S. Keillor, Lewison, Tomas, Hult, and Hauser (2007) looked to devise a research instrument to test the direct effects of technical and functional elements of the service encounter on behavioural intentions. Through the survey of this paper, no research related to the inter-cultural service process model was found.

**Inter-Cultural Models and Cultural Dimensions**

Hofstede (1980) developed four cultural dimensions for measuring cultural differences across different countries and cultures in the workplace. He added a fifth dimension, the long-term and short-term orientation, also known as the “Confusian” dimension in his later research (1991). Research to explore the cultural differences has primarily been limited to Hofstede’s macro cultural dimensions (Raajpoot, 2004). Extending from Parasuraman et al. (1985) service quality dimensions, Hopkins, Hopkins, and Hoffman (2006) developed an intercultural domestic model from their literature surveyed. Imrie, Cadogan, and McNaughton (2002) challenged the SERVQUAL service quality model and its applicability for the global context. They conducted field research in Taiwan to ascertain if the quality dimensions in SERVQUAL hold for a place with a contrasting culture. Raajpoot (2004) explored the domain of service encounter quality in a non-Western context and developed a culturally sensitive scale PAKSERV to measure the
quality. His research was conducted in Pakistan. Barker and Hartel (2004) researched the affects of communication on inter-cultural communication and service. Pullman, Verma and Goodale (2000) presented an approach for modelling the preferences of different cultural groups and evaluating the differences among the groups.

**Cultural dimensions related to the U.S. and China restaurants**

Winsted (1997) conducted research to identify behaviours that consumers in two countries U.S. and Japan, for comparisons. Kong and Jogaratnam (2007) applied Winsted’s six dimensions (1997) to study U.S. and Korean restaurant customers’ perceptions of service staff behavior and their impact on performance. Hoare and Butcher (2008) conducted a study to investigate the roles of the Chinese cultural values of “face” and “harmony” in influencing customer satisfaction, loyalty. Another cultural model of interpersonal communication between the U.S. and China was presented by Chang (2008). Gilbert and Tsao (2000) conducted research in Taiwan to study the perceptions of hotel marketing managers with a Chinese background, and some expatriate. Zhang and Neelankavil (1997) defined harmony as a person’s inner balance and balance between individuals and the natural and social surroundings. Yau (1988) reasoned that due to the in-group concept, Chinese consumers tend to be more brand loyal and stay with the same brand as their in-group than their Western counter-parts. Harmony is unique to the Chinese dining culture (Yan, 2000). Keh and Sun (2008) explored the relationship between culture and risk from a cross-cultural perspective.

The review of key cultural models and dimensions that relate to this research paper are summarized in Table 4.

Table 4

*Summary of Cultural Models and Dimensions*
<table>
<thead>
<tr>
<th>Cultural Models</th>
<th>Research Countries</th>
<th>Industry type</th>
<th>Cultural dimensions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Winsted (1997, 1999)</td>
<td>U.S. and Japan</td>
<td>Medical and Restaurant service industry,</td>
<td>For restaurant industry: Dimensions high in importance in U.S. but low in Japan are: personalization, authenticity and friendliness. Dimensions high in importance in Japan but low in U.S. are: formality, caring and promptness</td>
</tr>
<tr>
<td>Hopkins, et al. (2006)</td>
<td>Literature review</td>
<td>General</td>
<td>Using SERVQUAL’s dimensions (Parasuraman et al., 1993) and added three cultural dimensions:</td>
</tr>
<tr>
<td>Cultural Models</td>
<td>Research Countries</td>
<td>Industry type</td>
<td>Cultural dimensions</td>
</tr>
<tr>
<td>-----------------</td>
<td>--------------------</td>
<td>---------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>Hoare and Butcher (2002)</td>
<td>China</td>
<td>Restaurant</td>
<td>physiognomy, language and physical behavior.</td>
</tr>
</tbody>
</table>

Propose that customer satisfaction is influenced by four service dimensions: interaction quality, food quality, facility quality and product knowledge. Proposed “face” and “harmony” as two important Chinese cultural dimensions that affect customer satisfaction and loyalty.

**Conceptual U.S. - China SERVPRO. Restaurant Model**

This section of the paper presents conclusions drawn from the literature review. Analysis of literature reviews and the models was used to develop a new model, the inter-cultural U.S. - China restaurant service process model (U.S.-China SERVPRO. restaurant Model). The model ranks the SERVQUAL components in restaurant service and in importance to U.S. and Chinese culture. Restaurant specific components are integrated into the model. Hofstede’s specific cultural dimensions related to U.S. and Chinese culture that influence the service process perceptions are incorporated. The model shows the differences between a U.S. customer’s expectations and a Chinese customer’s expectations of a restaurant service process. From their expectations and service process encounter, a customer may have high satisfaction, medium satisfaction or low satisfaction with the restaurant service process encounter. Consequently, this
influences a customer’s choice of using the same service provider or searching for an alternative service provider.

**U.S. and China customer service quality expectations**

The U.S.-China SERVPRO. Restaurant model identifies three key components and two sub-components that affect the restaurant service quality and cultural dimensions. Key components, core components and sub-components, secondary are in the U.S. – China SERVPRO. Restaurant model (see Figure 1). The three core components are empathy, reliability, courtesy. The two secondary components are responsiveness and assurance. These form the service quality expectations of U.S. and China restaurant customers (see Figure 1).
CUSTOMER’S EXPECTATION OF RESTAURANT SERVICE QUALITY

<table>
<thead>
<tr>
<th>U.S.</th>
<th>China</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core expectations</td>
<td>Core expectations</td>
</tr>
<tr>
<td>Reliability</td>
<td>Empathy</td>
</tr>
<tr>
<td>Courtesy</td>
<td></td>
</tr>
<tr>
<td>Secondary expectations</td>
<td>Assurance, Responsiveness</td>
</tr>
</tbody>
</table>

CUSTOMER’S CULTURAL DIMENSIONS

- **Economic**
- **Education**
- **Geographic location within country**

- **Age**
- **Gender**

- **Communication Cues**
  - Language and diction, tone, spatial distance, eye contact, expressions and gestures, touch, body language

- **Customer’s Expectations of Restaurant Service**

- **Customer’s restaurant service processes encounter**
  - Tangible: physical environment and physical appearance of staff (management decision)
  - *Greetings* → *Menu* → *Taking orders* → *Serving the meals* → *Guest checks and sending customer off*

- **Customer perception of service process**
  - High satisfaction
  - Medium satisfaction
  - Low satisfaction

- **Customers return to service provider**

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*Figure 1. U.S.- China SERVPRO. Restaurant model. Adapted from “SERVQUAL: a multiple item scale for measuring consumer perception of service quality,” by A.Parasuraman, L.Berry, and V. Zeithaml, 1988, Journal of Retailing, 64(1)p.21.; “Do Chinese cultural values affect...*
Reliability is the ability to perform the promised service consistently and accurately (Parasuraman, 1991). Dabholkar’s (1996) research on service quality listed reliability as a key service component. Bowen, Mayer, and Moulton (2003) also listed reliability as a situational component. Reliability is ranked the most important component in the restaurant model, DINESERV (Knutson et al., 1995). In Winsted’s (1999) restaurant analysis, “authenticity,” which is synonymous with the words “reliability” and “credibility” (Merriam-Webster Online, n.d.) is identified as a key restaurant component. The research results showed that the reliability component is of high importance to the U.S. restaurant customers but low in importance for the Japanese. Taking into account that the DINSERV model research was conducted in an American context, both the DINSERV model and Winsted’s research results confirm the importance of the reliability component for the U.S. restaurant consumers and show that reliability is of less importance for Chinese consumers (Knutson et al., 1995; Winsted, 1999). Empathy is defined as understanding customers and showing care and concern for their needs (Parasuraman, 1991). Empathy is one of the components in the SERVQUAL model (Parasuraman, Berry, & Zeithaml, 1985). Bowen et al. (2003) listed empathy as one of the expressive performance components of a service process. Empathy was ranked last in the DINESERV (Knutson et al., 1995) model. The DINESERV research was conducted in the U.S. context. Winsted’s research (1997, 1999) results showed that caring was not as important for U.S. customers as for the Japanese. Kong and Jogaratnam’s (2007) research using Winsted’s components also showed that the concern dimension, which is related to showing care to the customers was high in importance for Koreans and less for U.S. customers. Hofstede’s cultural
indexes (n.d.) show that Korean and Japanese customers share a more similar cultural view than U.S. customers. Imrie et al. (2002) further elaborated on the empathy dimension and reasoned that it was too general to describe the interpersonal relationship of the Chinese. This dimension was further subcategorized into sincerity, generosity and courtesy. There is strong evidence that the empathy component is not a core component for a U.S. consumer while it is a core component for the Chinese customers in restaurants (Imrie et al., 2002; Kong and Jogaratnam, 2007; Winsted 1997, 1999). The cultural view of “how” this component is expressed in a Chinese context is also important to take into account as proposed by Imrie et al. (2002). It is important to factor this into the service delivery process.

Haywood-Farmers (1988), Hazlett and Philip (1997), and Tinnila and Vepsalainen’s (1995) research show that service components vary in importance according to the different types of service industry. Winsted’s research (1999) identified three restaurant specific service quality components that were both important to U.S. and China’s restaurant customers. They are courtesy, promptness and care. Care and empathy have close associations in meaning. Promptness and reliability also have a close association in meaning (Winsted, 1999). Literature reviewed (Kong and Jogaratnam, 2007; Imrie et al., 2002) shows that empathy is a core component for the Chinese customers but not for the U.S. customers. Literature reviewed (Kong, 1997; Winsted 1999) also shows that reliability is a core component for the U.S. customers. From the results, the researcher has adopted one of Winsted’s restaurant components, courtesy as a core quality component for a restaurant customer in the U.S.- China SERVPRO. Restaurant model (see Figure 1). The care component is expressed as part of the empathy core component for the Chinese consumers and hence not included in the model. The promptness component is
expressed as part of the reliability component for the U.S. consumers and hence not included in the model.

Assurance is defined as the knowledge and courtesy of employees and their ability to convey trust and confidence (Parasuraman, 1991). SERVQUAL (Parasuraman et al., 1991) listed assurance as one of the service components. Lee and Hing (1995) applied the SERVQUAL components to French and a Chinese restaurant in Australia. Results from this research showed that assurance ranked as the most important dimensions. However, in the DINSERVE model, assurance was ranked third in importance. Bowen et al. (2003) listed the assurance component as one of the expressive performance components of the service delivery process.

The research results shows that assurance does influence a customer’s experience of a restaurant service. From the literature review, this did not surface as a core component both for U.S. and China restaurant consumers. It is however, an important service quality component (Carrillat et al., 2007; Parasuraman et al.,1985). Therefore, assurance is classified as a secondary expectation of a customer in the U.S.- China SERVPRO. Restaurant model.

Responsiveness is the willingness to help customers and provide prompt service. Lehtinen and Lehtinen (1991) listed interactive as one of the key components of restaurant service quality. The component was ranked fourth in DINESERV. This component did not surface as a core component for the U.S. or China restaurant consumers. It is, however, an important service quality component (Carrillat et al.,2007; Parasuraman et al., 1985). Therefore, responsiveness is classified as a secondary customer service quality expectation in the U.S.- China SERVPRO. restaurant Model.

**U.S.-China cultural filters and dimensions**
Three of Hofstede’s (1991) five cultural dimensions were identified as the three core dimensions that vary between U.S. and Chinese consumers. The three cultural dimensions are power distance, individualism and collectivism, and short-term and long-term orientation. Biachi’s research (2001) between U.S. and Japan consumers further supported Hofstede’s findings. Two of Hofstede’s cultural dimensions, power distance and individualism and collectivism are applied both as cultural dimensions and as cultural filters in the service process in the U.S.-China SERVPRO. Restaurant model (see figure 1). From the literature survey (Bianchi, 2001; Hofstede, 1980, 199, n.d.), it can be concluded that Asian countries, including China have high power distance while Western countries in general have low power distance. This dimension can affect the design and perception of the restaurant service delivery process.

Hofstede’s cultural indexes (n.d.) showed that Chinese society is more long-term orientated while the U.S. culture is more short-term. For long-term orientation, relationships are important and how these relationships are built and expressed during the delivery process is important. In particular, these are further expressed through the specific Chinese cultural dimensions of face, empathy and harmony (Chang, 2008; Gilbert & Tsao, 2000; Hoare & Butcher, 2008; Imrie et al., 2002).

The face and harmony cultural dimensions have been adopted as core cultural dimensions for the Chinese in the U.S.-China SERVPRO. Restaurant model. The two dimensions affect a Chinese customer’s perception of the restaurant service delivery process (see Figure 1). Face and harmony better defines the Chinese dimensions in contrast to the term long-term orientation. Chang (2008) highlighted that the American and Chinese concept of face is different. Face is found to be important in evaluating service delivery among Chinese consumers (Imrie et al., 2002). Service providers need to protect or give face to the host of a dining party in front of his
family, friends or guests. Gilbert and Tsao (2000) found that if a hotel consistently provides opportunities for guests to gain face, then the guests would repay the hotel by introducing new clients from their social network. The concept of harmony has been identified as another important Chinese cultural dimension by Zhang and Neelankavil (1997), Yau (1988) and Yan (2000). Harmony has been included as a core cultural dimension for the Chinese consumers in the U.S.-China SERVPRO. Restaurant model (see Figure 1).

**Restaurant service process**

The researcher highlighted at the beginning of the research paper that literature available for the restaurant delivery process were more difficult to obtain. This is because restaurant service delivery process material is usually the intellectual property of companies. From literature review (Arduser & Brown, 2005; Brown & Hepner, 2000; Cichy & Wise, 1999; Cousins, et al., 2002; Dahmer & Kahl, 2009; Fischer, 2005; Kotschevar & Luciani, 2007), the researcher has identified six key restaurant service process components in the U.S.-China SERVPRO. Restaurant model (see Figure 1). The six service process components are tangible, greetings, menu presentation, taking orders, serving the meal, presenting the guest checks and sending customers off (Arduser & Brown, 2005; Bitner, 1992, 2008; Brown & Hepner, 2000; Cichy & Wise, 1999; Cousins, Lillicarp, & Smith, 2002; Dahmer & Kahl, 2009; Fischer, 2005; Kotschevar & Luciani, 2007). The expressions and/or interpretation of these service delivery process components are influenced by customer’s expectations of service quality and cultural dimensions. The delivery and expressions of these service processes influence a customer’s perception of the service encounter.

The researcher has also found that the tangible component is an important component for the restaurant service process (Bitner et al., 2008, 2009; Kingman-Brundage, 1989; Shostack,
The service blueprinting model (Shostack, 1984, 1987) depicts the simultaneous process of points of customer contact, the roles of customers and employees and the visible elements of the service. The model consists of five key service process components: customer actions, employee actions onstage, employee actions backstage, support processes and physical evidence. Tangibility is identified as associated with all the steps of a service process (Bitner et al., 2008). Given that the U.S.-China SERVPRO. Restaurant model is a service process model, the researcher has adopted the tangible components as part of the restaurant service process in order to highlight the importance of the tangible elements and their relationship to all the steps of a service process (see figure 1).

**Filling the Gap in the Model**

The researcher has added three areas to the model based on her experience and familiarity with both U.S. and China. The three areas are secondary cultural dimensions, communication cues and identifying key specific components and cultural dimensions relating to the service process (see Table 1). These areas are not covered in the literature review and there was a gap in the literatures. The researcher has added age, gender, education, economic and geographical location as secondary cultural dimensions to the model (see Table 10). A second area added by the researcher is communication cues (see Table 10). Within each culture, the expression of service quality values and cultural dimensions may be communicated and expressed through language, diction, tone, spatial distance, eye contact, expressions and gestures, touch and body language. Thirdly, the researcher has also found a gap in the assessable resources related to restaurant service process. Hence, based on the researcher’s background and experience, she has incorporated her own input into the model (see Figure 2).
Table: Identifying key components and cultural dimensions related to the U.S. and China Service Process

**Applying the U.S.- China SERVPRO. Restaurant Model**

To verify the usefulness and applicability of the model, a pilot testing was conducted on the model through observation of restaurant service processes in two restaurants, one in the U.S. and one in China, under the same franchise. Data recording of observations was based on the six restaurant service processes that were identified in the research. Observation of the lunch time crowd was conducted in each place. To test the applicability of the U.S.- China SERVPRO. Restaurant model, the observer first observed the tangible process of the restaurants. Second, the observer observed the greeting process of the restaurant. Third, to observe the menu presentation process, taking order process, serving the meal process and check out process and to reduce
biasness, the observer selected randomly, in each restaurant, a group of six customers, consisting of both males and females, and young and old patrons for observation of their meal time. The conclusion of the observations strongly supports the model.

**Research Contributions and Management Implications**

The research brings three new contributions relating to the service literature. First, no intercultural restaurant service model was found in the literature review. The construct of service quality encounter has not been fully explicated in cross-cultural context (Cunningham et al., 2006; Ellis et al., 2004). Most of the literature reviewed show that studies related to inter-cultural services have been conducted in the last 10 years. With the increase in globalization of companies, the study presented by this paper contributes to this field that is yet to be fully researched. Second, most service literature found focus on service quality and not service process. The research has contributed to filling a research gap and provided new insight that relates a customer’s cultural background to its influence on expectations, perception and interpretation of service delivery process. Third, the model provides an intercultural comparison relating to service process. The model allows the comparison of the differences of a U.S. and China customer expectations and perceptions. This comparison insight is useful in helping companies look into their service operations and process when they expand globally from one country to another. Core and secondary service quality expectations of customers have been identified. Core and secondary cultural dimension that affects U.S. and China customers have also been identified.

Internationally, the U.S.-China SERVPRO. Restaurant model can be used for the training design and adjustment of restaurant and franchise service process systems for U.S. restaurants entering the Chinese market and vice versa. From the identification of the core and
secondary customer service quality expectations and cultural dimensions of the U.S and China, these insights can provide directions to the design of the service operations in restaurants. The comparison model provides useful insights for restaurant service operators crossing the two national boundaries. Second, domestically, the model can also be applied to the design and adjustment of the restaurant service process within the U.S. or China context that serve both American and Chinese customer bases. Third, the model can be applied to staff training to help them understand the cross-cultural differences. Fourth, although it is a U.S.-China specific model, the same applications and model framework can be used for comparisons of other cultures. The same model concept, with research into the components, can also be adjusted to be applied to other inter-cultural service processes, such as reservations service process in hotels.

Limitations.

Three limitations need to be acknowledged. This research conducted is exploratory and conceptual. The model was developed based on the review of literature. Second, there was no literature found on intercultural model for service process. There was also limited literature relating to restaurant service process. More empirical research can be conducted to further identify and examined the relationships between the service quality components, cultural dimensions and how they relate to each part of the restaurant service process to produce an intercultural service blueprinting model. Third, the observation of the applicability of the model was conducted only on two restaurants. Research can be conducted to further test the applicability of the model. The observation study was based on casual dining. Future research to compare the differences in customer’s expectations of service process among different restaurant types could be done.
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Development of a Health and Wellness Centre at Manipal – an introspection

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Abstract

The concept of wellness developed by doctor Halbert Dunn in 1959 defines this as the special state of health comprising of overall sense of wellbeing dependent on environment, body, spirit, and mind. The holistic approach to wellness tourism is now creating major opportunities for destinations, resorts, spas, hotels and other smaller business throughout the tourism industry. Since last decade, India has emerged as one of the most important hub for health wellness and medical tourism. Many people from the developed countries come to India for rejuvenation by siddha, yoga and ayurvedic massage therapies as well as high end surgeries like cardiac or knee/hip replacement and spiritual healing. The “Ayush” department of Karnataka state is promoting the yoga and ayurvedic spa tourism as a best remedy to refresh mind and body and refill the spirit with freshness and peace. Keeping in view the current scenario of health and wellness tourism in the state, a study has been conducted to identify Manipal’s potential to be developed as a health and wellness tourism centre and the various factors that influence Manipal as a health and wellness tourism destination. This was done by considering the variables such as motivational factors, facilities, location and marketing. Since majority of the population mix of Manipal are students, one of the main motives for the students are of stress relief, fitness, exercise and considered important in wellbeing, health and wellness. The presence of sports and physical fitness Center “Marena”, yoga and ayurveda Department at Kasturba Medical College, Muniyal Ayurveda College, SDM Yoga, Nature cure and Ayurveda -an apt destination for health and wellness. The eight P’s of hospitality tourism marketing (Product, Place, Price, Promotion, People, Process, Productivity & Quality and Physical evidence) are quite visible in Manipal.

Key words: Health and wellness, destination tourism, physical facilities, promotion, marketing, motivational factors

The concept of "wellness" – and along with it wellness philosophy – was developed by the American doctor, Halbert Dunn in 1959 when he wrote for the first time about a special state of health comprising an overall sense of well-being which sees man as consisting of body, spirit and mind and being dependent on his environment. Dunn called this condition of great personal contentment "high-level wellness".

Adams (2003) refers to four main principles of wellness: (1) Wellness is multi-dimensional, (2) Wellness research and practice should be oriented towards identifying causes of wellness rather than causes of illness, (3) Wellness is about balance and (4) Wellness is relative, subjective or perceptual.

According to Myers et. al., (2000), Health and Wellness is defined as a “Gateway to emotional, spiritual and psychological well-being. A way of life oriented towards optimal health and wellbeing in which the body, mind and spirit are integrated by the individual to live more fully within the human and natural community”.

Even though the life expectancy has increased the age when people are afflicted with chronic and debilitating diseases is moving downwards, hence people start getting sick earlier, and claims for medical and health insurance begin at younger age. The combination
of these factors means that the draw on country’s GDP is higher. In 2004, in the US, this cost employers $1685 per employee per year, amounting a total loss of $225.8 billion. With the rising direct and indirect costs, corporate companies in US bear approximately 25% of the total nation’s health expenditure, and up to 50% of corporate revenues are spent on managing ill health of employees. Only 31% of health care expenditure in organizations are spent on direct medical costs, whilst 69% of medical costs are due to productivity loss. Absenteeism and presenteeism (being at work, but not being fully functional) are used to measure productivity losses that are related to personal and family health problems, stress and unhappiness.

According to Mueller and Kaufmann (2001), wellness tourism is the sum of all the relationships and phenomena resulting from a journey and residence by people whose main motive is to preserve or promote their health. They stay in a specialized hotel which provides the appropriate professional knowhow and individual care. They require a comprehensive service package comprising physical fitness/beauty care, healthy nutrition/ diet, relaxation/meditation and mental activity/education.

Wellness tourism is one of the most ancient forms of tourism if one considers the scrupulous attention paid to well-being by Romans and Greeks, the quest for spiritual enlightenment of Medieval pilgrims, or the medical seaside and spa tourism of 18th and 19th century of the European elite. However, there has been an unprecedented intensification in the pursuit of wellness in the history of tourism in recent years. The proliferation of wellness centres, holistic retreats, spas, spiritual pilgrimages, complementary and alternative therapies is unprecedented
Health Care Tourism (Structure – I)

Health Tourism

Wellness Tourism  Medical Tourism

Cosmetic Surgery  Non Cosmetic surgery or Elective Surgery

(Source : Caballero Danell & Mugomba, 2007)

Health Tourism (Structure II)

Health Tourism

Wellness Tourism  Curative Tourism  Medical Tourism

Alternative & Complementary medicine  Medical Treatment

Surgery

Cosmetic Surgery  Non Cosmetic Surgery

Dental  Reproductive Tourism

Fertility  Birth  Sex Change

(Source : Jabbari, 2007)
Health and Wellness has to be holistic and encompasses physical, spiritual, social, emotional, intellectual, and environmental wellness. For its effective implementation wellness programmes should be made holistic, integrated, compulsory, strategic and evidence based. Any factor or condition that affects one of these dimensions will have an impact on our health status and our social and family commitments thus inflicting loss of worksite productivity. Health risk assessment is the single most important tool used in wellness programmes to determine the pre-existing conditions that make a person vulnerable to poor health. Wellness programmes increases productivity by decreasing indirect costs related to presenteeism as well as direct costs as there will be lower incidents of employees getting sick. Furthermore, as a result of all this, administration costs associated with replacement, retraining and new hiring will be lower. In the best scenario, wellness programmes should be able to save more than 70% of total medical costs: direct and indirect.

In the last few years, new strategies and initiatives imbedding a health label both physical and psychological in scope have been developed by the hospitality sectors – especially upscale hotels. Such service innovations have been centred on promoting individuals’ state of well-being. In Europe, some lodging facilities tend to use health and wellness (eg. Wellness centre, wellness hotel or wellness resort) as a new frontier of the trade in order to position themselves as a rejuvenating retreat from the perspective of body, mind and spirit. The common wellness themes are spas, massages, body pampering, healthy gourmet meals, fitness classes and in minority alternative clinical treatments (such as aquatic therapies).

With the dawning of a new age of total health and wellness sustainable corporate strategies are developed in US for the benefit of employees. The most essential and valuable asset and resources of companies of 21st centuries are its employees and approach to health care is considered as benefit to battling symptoms instead of addressing the causes of poor health. It is a fact that poor health leads to productivity losses and indirect costs are twice as expensive as direct medical costs, thus indirectly impacting corporate profitability. Corporate health and wellness is practically any corporate programme or activity that aims at assisting employees in attaining best possible state of health. At the highest level, it is the state of health and wellness or state of being free from any illness. Several multinational corporations in US have some kind of health and wellness programmes such as executive health and wellness screening fitness centres, or professional advice on healthy diet, weight loss and managing stress. The potential benefits of health and wellness often attracted members of the increasingly stressed, over worked population as well as the corporate companies.

The studies have proved that 50% of the medical costs are prevented by lifestyle adjustments, and 75% of all medical costs caused by chronic diseases are best prevented and treated through life style adjustments. In Europe and North America 75 percent of companies employing more than 300 or more employees had taken up the health and wellness programmes. The top five biggest contributors of health complications are attributed to obesity, high blood pressure, high cholesterol, smoking and poor diet. Poor health is caused by ageing, which increases chances of chronic and age related diseases. Some of 50% of all diseases can be avoided and prevented by lifestyle changes and 50% of all medical costs can be saved with integrated and comprehensive health and wellness management. Typically, 80% of medical costs are driven by 20% of the employees. The past was about employee benefits, whilst the present and future is about investments in employee’s health. The irony is that people live longer and have access to more technology and convenience than previously, but busier, more stressed and unhappier than before. This is primarily due to the changes in the environment and lifestyle, coupled with bad habits such as poor diet, alcohol consumption, smoking and low physical activity.
Health and Wellness is one of the fastest growing segments of global tourism and is now an international trend driven by health conscious consumers seeking to enhance their wellbeing through their travel experiences. They travel for the purpose of enhancing and engaging all aspects of a person’s physical, mental, spiritual and social well-being, especially when maintained or achieved through healthy diet and regular exercise such as massage therapy, thalasso therapy or fitness training. According to a commonwealth secretariat study, the worldwide health and wellness sector is a $40 billion market, estimated to be growing at 30% per annum. Caribbean: Health and Wellness tourism is one of the fastest growing segments of global tourism.

Countries like Egypt and Sri Lanka are now delving into wellness tourism with the philosophy to be one with nature by using organic herbs and therapies as healing components that will cleanse, detoxify, repair, restore and rejuvenate mind, body, and soul.

Since the last decade, India has emerged as one of the most important hubs for health wellness and medical tourism. Many people from the developed countries come to India for the rejuvenation promised by yoga and ayurvedic massage therapies as well as for high end surgeries like cardiac or knee/hip replacement. Residents are equally patronising alternative medicine therapies and undertaking travel to places with specialised facilities for health and wellness across the country.

As per the joint report of the Indian chambers of commerce and Industry (FICCI) and Ernst and Young, the Indian market for health and wellness services is estimated at Rs.110 billion ($2.2 billion) and is projected to grow at annual rate of 30-35 percent. This growth is expected on the back of favourable market demographics, consumerism, globalisation, changing lifestyles, increasing availability across categories and regions and rising awareness among people. The report also classifies the health and wellness industry into seven core segments within different products and services, such as allopathy, alternative therapies, beauty, counselling, fitness and slimming, nutrition and rejuvenation.

A new policy guideline for promoting health and wellness tourism in India has been announced. The policy would aim to leverage India’s potential in traditional systems of Ayurveda, Siddha and Yoga which in turn will help to project India as a unique destination for health and spiritual healing.

Health and Wellness tourism road shows focusing on health and wellness facilities were also organised in overseas market starting with Scandinavian countries, Dubai, Kuwait, Riyadh, and Doha as part of niche tourism marketing which is considered as one of the major initiatives and achievements of the ministry of tourism in the year 2010.

There has been a phenomenal increase in the demand for specialized therapies of Ayurveda not only for treatment of diseases but also for rejuvenative healthcare. As a result many health centres and tourist resorts providing Ayurveda therapy have come up in various parts of the country and in Karnataka with or without adequate facilities.

Over the years, Karnataka has had a number of excellent health and wellness centres operating in the health and wellness tourism space. This activity of Tourism is also being highly promoted by the tourism department of Karnataka. Also, there is a need to prevent deviations or misuse of therapies provided from health and wellness centres. It is important to ensure that yoga, ayurveda therapy is administered as per standard operating procedures and there should be some minimum pre-requisites of infrastructure that must be complied with by every health and wellness centre. For this reason, the tourism department of Karnataka has formulated guidelines for the accreditation of health and wellness centres (Ayurvedic centres, spas, yoga and naturopathic centres etc.).(Karnataka Tourism Policy 2009-2014). This concept of health and wellness tourism has been positioned strategically and financially supported in order to promote the state as a health and wellness tourism destination.
Keeping in view the current scenario of wellness tourism in the state, a study has been conducted to identify Manipal’s potential to be developed as a health and wellness tourism centre. Manipal being an international university town, has a multicultural population of about 20,000 people in a radius of about 4km, which includes the students, faculty, university staff, service providers, local residents, parents visiting their wards, delegates coming in for conferences and also transit tourists coming from the coastal belt or other nearby pilgrim sites.

Since Manipal being an International University town and dominated by students in the population mix, a content analysis study is carried out to understand the facilities offered to students at various Universities in India and abroad.

The identified universities in USA are The Harvard University, Princeton University, Yale University, Massachusetts University, and Stanford University, USA.

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<tr>
<th>University Name</th>
<th>Wellness Centre</th>
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<tr>
<td>Harvard University</td>
<td>Centre for Wellness</td>
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<tr>
<td>Princeton University</td>
<td>Health and Wellbeing</td>
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<tr>
<td>Yale University</td>
<td>Yale Health Plan</td>
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<tr>
<td>Massachusetts Institute of Technology</td>
<td>Department of Athletics, Physical Education and Recreation (DAPER)</td>
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<tr>
<td>Stanford University</td>
<td>BeWell @ Stanford</td>
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The identified Indian Universities include IIT Mumbai, IIT Kanpur, IIT Delhi, IIT Madras, and University of Delhi.

<table>
<thead>
<tr>
<th>University Name</th>
<th>Wellness and Health Activities</th>
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<tbody>
<tr>
<td>Indian Institute of Technology Bombay (IITB)</td>
<td>GYMKHANA</td>
</tr>
<tr>
<td>Indian Institute of Technology Kanpur (IITK)</td>
<td>Community Centre, Faculty Club, Gliding Club, Nursery, Swimming pool, Staff Gymkhana, Student Gymkhana</td>
</tr>
<tr>
<td>Indian Institute of Technology Delhi (IITD)</td>
<td>Board for Students Welfare [BSW], Student Counselling Service [SCS]</td>
</tr>
<tr>
<td>Indian Institute of Technology Madras (IITM)</td>
<td>Sports and Recreation, Medical Facilities</td>
</tr>
<tr>
<td>University of Delhi</td>
<td>Students Welfare, Students Council</td>
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The study proved that the American Universities are creating an awareness among the students by providing health and wellness facilities which are holistic in nature, encompassing physical, mental, social, intellectual and emotional, which is necessary for the overall development of healthy body, mind and spirit. The Indian institutions are mainly providing facilities only for the physical development and are ignoring the other aspect of awareness, fitness, stress relieving, and nutrition, which are the core element of health and wellness.
Taking into account the different kinds of people that pour into Manipal each year, the concept of health and wellness can be introduced here and developed to a great extent. Absence of a full-fledged wellness treatment in Manipal has led to the failure of understanding its importance among people. But, according to perception analysis of the population of Manipal taking people from different age groups and profession as samples, it is found that the people have felt the necessity of a wellness centre to reduce stress and work pressure and also to safeguard the health and well-being of students. The study also revealed that 86% of the people in Manipal desire for a spa or personal care centre and 75% of the people would like to have exercise equipments, dieticians, swimming pools, weight management programmes and beauty treatments (Tharakan et.al, 2010). This shows that more people are looking forward for more such centres. With the available facilities in Manipal like the high-end medical facilities at Kasturuba Medical College and hospital with separate wings for Yoga, Ayurveda and Marena- the sports complex of international standards and with the right promotion, positioning and packaging, Manipal, an educational hub can also be developed as a health and wellness destination.

In order to analyse the possible factors to establish a health and wellness tourism centre at Manipal, four variables, motivational factors, physical facilities, promotion and location are studied.

**Motivational Factors that may influence Manipal as a Health and Wellness tourist destination:**

Motivations have also been seen as a tool to segment tourism market. According to Backman et al. (1995) motivations are associated with individual basic needs for participating, for instance, in activities. Hence, motivations of tourists are important in explaining why tourists are travelling.

Strength of motivation lies in unique concept location, use of ingredients, and brand name for its high quality services - in short journey of experience, the physical environment as well as the experience gained by the guests.

Wellness and wellbeing tourism have become important topics in tourism research and tourism business and the concepts of wellbeing and wellness have established their standing in tourism terminology (Kangas and Tuohino, 2008). Wellbeing/wellness tourism is tourism where the main travelling motive is maintenance of one’s own health aiming to highlight holistic wellness which includes wellbeing of body, mind and soul. (Mueller and Kaufmann, 2001; Smith and Puczko, 2009). Health and wellness tourism has raised its popularity among tourism companies because products and services connected to it are not dependent on any particular tourism season. The demand of wellbeing and wellness services has increased while large number of people is stressed of living in work-obsessed, time-pressured, materialistic and over-individualistic societies (Smith and Puczko, 2009).

People are seeking balance in their busy lives, and wellbeing and wellness services are thought to be helpful in achieving this balance. For instance, ISPA (2007) has estimated that there are nearly 100 million active spa-goers worldwide. It is anticipated that some sort of spa and spa treatment services will be available in almost any health and wellness tourism – mobile spas, residences, festival, cruises, clinics, and hospitals. In 2005 2 million spa goers took part in life style classes which include healthy looking achieving balance and managing stress. Spas are therefore incorporating lifestyles elements such as fitness, healthy nutrition and stress relieving techniques.

One of the most popular typology of tourist motivation is the Crompton’s (1979) push and pull model which emphasizes that tourist’s choice of a travel destination is influenced by two forces. Push factors that push individuals out of home, and pull factors that pull individuals towards a destination. In other words, people are travelling because they are
pushed by their internal motives and pulled by external forces of a travel destination (Lam and Hsu, 2006). It has been stated that most push factors derive from individuals intangible or intrinsic desires such as desire for escape, adventure seeking, dream fulfilment, novelty seeking, rest and relaxation, health fitness, prestige, and socialization (Chon, 1989; Lam and Hsu, 2006; Uysal and Jurowski, 1993)

The motivations of wellbeing and wellness activities, purchasing wellbeing and wellness products and services or participating in wellbeing holiday are also connected to customers needs and interests. Mak et al. (2009) found five motivation factors, friendship and kinship, health and beauty, self reward and indulgence, relaxation and relief, escape, among Hong Kong spa goers. They found out that relaxation and relief self reward and indulgence, and health and beauty were important underlying motivations for spa –goers (mean over 3 on five point Likert Scale).Smith and Puczko (2009) have listed reasons, why people are going to spas and health and wellness centres. For example, one of the main motives is stress relief. They continue that fitness and exercise have also a very important role in wellbeing and wellness. Smith and Puczko (2009) emphasize as well that trends and reasons to participate wellbeing and wellness activities vary considerably, and the trends are based closely to leisure patterns.

Only few studies concentrate on examining the motivations and profiles of health and Wellbeing of tourists. Some studies have focused on different sub-sectors, such as spa tourists, yoga tourists or spiritual tourists (Lehto et al., 2006; Mak et al., 2009; Smith and Puczko 2009), but more general research concerning wellbeing tourists has been rather rare. Few factors that were identified are self- development, health and physical activity, relaxation and escape, isolation and nostalgia, nature, autonomy and stimulation and social status.

Affordability, free time, disposable income, age, nationality, and life styles, are the main motivators for a traveller. A trip can actually do a traveller a word of good, and giving something that is physical, biologically emotional, or psychologically beneficial to a guest is almost priceless.

Tourism is able to augment quality of life through variety of touring experiences at various vacation destination of interest. Travellers are concerned about enriching their quality of life. The number of travellers from developed and emerging economies undertake in varieties of trips to different destination in order to gain wholesome and pleasurable experiences during young age in contrast to travel behaviour of previous generations.

Considering Manipal as an International University town housing eighteen constituent colleges and allied departments it can be found that it has a wide scope of Meetings, Incentives, Conferences and Exhibitions (MICE), which is an emerging segment in the health and wellness sector. The super speciality medical college and sports complex of International standard could engage various health and wellness activities to augment the experience of students, faculty, parents and delegates, residing at Manipal. This allows the participants to relax together in an atmosphere conducive to social interaction and develop rewarding network experience, which may be considered as a motivating factor for the repeat visits at various facilities.

In last decades, cultural trips and ecotourism was seen as fashionable products of tourism but now it is the consumers who are encouraged to seek psychological, spiritual and health benefits while travelling.

In order to enrich customer experience and to add value to their wellbeing and appearance, workshop on topics such as skin care, stress reduction, diaphragmatic breathing, healthy cooking, dressing for success and relaxation techniques could be included in the package for increasingly stressed, overworked students delegates, at Manipal.
**Physical Facilities that may influence the health and wellness tourist to choose Manipal as a destination:**

People now expect more from wellness centres and spas. They are increasingly sees the spa as a necessity and entitlement rather than simply a luxury or a vacation treat. The Spa Research Fellowship (2008) has shown that customers are likely to become more demanding, as they expect high quality treatments, impeccable hygiene, well qualified therapists, and value for money. The steam rooms, sauna and Jacuzzi, are usually considered as the basic facilities. Besides this aromatherapy, environmental saunas, air jet colour therapy tubs, speciality hydro massage showers, reflexology water walks, relaxation meditation pods, product bars, aqua massage tables, foot massagers, could also be added to satisfy the customer needs and wants.

Dosh (2006) refers to consultants and price water coopers opinion that spa treatments have overtaken golf as the most popular supplementary activity during corporate meetings and events, especially in United States. The popularity of spas has come at the expense of golf and other activities.

Fusion treatments, Thai Yoga massage (a fusion of yoga stretches and massage), Watsu (Water and Shiatsu)Yogalates (Yoga and Pilates) or Aquaaveda (hydrotherapy and Ayur veda) are becoming more popular as “wellness” and considered as “therapeutic”

The spa industry together with the pharmaceutical companies and cosmetics brands promotes new generation of clinically enhanced skin care products. The spa cooking phenomenon or gastro travel that offers cooking experiences, nutritional consultations, healthy eating classes, are also offered along with aroma therapy and relaxing spa treatments as a part of recreation of health and wellness programme.

The operation of health and wellness tourism facilities, services and amenities are often dependent on a number of travel infrastructure networks. These networks may include transportation, water supply, energy/power, waste disposal and telecommunications. The existing facilities of the department of Ayurveda and Yoga at the Kasturba hospital at Manipal in liaison with the “Marena”- the sport complex of the Manipal University could be integrated to offer a health and wellness package to students, student parents, faculty members conference delegates, and tourists. The established ayurveda, naturopathy and yoga centres (Dharmasthala and Muniyal) practicing, ayurveda, unani, naturopathy and yoga also could contribute for the development of health and wellness tourism in this part of the state.

**Influence of Health and wellness tourism promotion at the destination Manipal.**

Wellness and spa industry enjoys a great popularity among travellers worldwide. Refreshing massages, soothing herbal baths or exotic hot stones therapy lure an increasing number of women as well as men every day. Countries like Thailand, Malaysia, Singapore and United Arab Emirates devote a lot of money and energy in advertising their spa industry.

The rich culture and history of India have an upper hand on traditional Auyurveda, naturopathy and yoga practices as a part of health and wellness programme. Holistic tourists enthusiastically consider it as a spiritual path which aims to balance body, mind and soul.

Wellness tourism in India is booming now-a-days. Kerala is also promoting wellness tourism since a few years now. Many resorts in Kerala state are promoting wellness tourism by setting up spa and ayurvedic clinics. The “Ayush” Department of Karnataka State is promoting by setting up ayurvedic clinics in Bangalore and nearby cities. In the changed condition of life people are suffering from a lot of pressure stress and tension in their day to day life. The integrated practices of yoga and Ayurveda breathing meditation and nutrition (Vegetarian and Organic) and Ayurvedic massages relaxes the body and refresh mind and body and refill the spirit with freshness and peace. Spa tourism is a best way to refresh your mind and body and to refill your spirit with freshness and peace.
The Tourism Department of Karnataka has taken up initiatives of promoting and developing wellness tourism throughout the state providing incentives, promotional and advertising aids, as per the tourism policy 2009-14. The upcoming town of Manipal could capture the opportunity for the development of an accredited health and wellness tourism centre.

**Promotional activities suggested for projecting Manipal as a health and wellness tourism destination.**

**Co-branding:**  
This is a powerful way to bring attention to the business. This is done by linking the brand with another successful brand in an area, by putting up the brand in the spotlight with a winner. Manipal’s health and wellness tourism centres could be co-branded with those of Bangalore and few cities of Kerala.

**Sponsor or co-sponsoring an event:**  
Draw the attention of the people by sponsoring certain events like Brand Scan, Utsav and other inter collegiate sports and cultural events. Signages, brochures and display hoardings put up during these events would help to promote the health and wellness tourist destination at Manipal.

**Networking and referrals:**  
This could be from other businesses or customers and is a great way to improve the business. Manipal University’s partnership with other international universities for varied academic programmes, and could help in building network and create an awareness of health and wellness programme available in Manipal among the people of other countries who are more health conscious.

**Publication of articles:**  
Publication of articles in the local newspaper or for online publications and newsletters, provide a great way to establish the credibility and promote the health and wellness tourism destination at Manipal.

**Internet forums:**  
A small space in the I-O-N page (Local Internet service providers) and on Manipal University community pages on social networking sites would also help to create awareness among the local student population about the health and wellness facilities at Manipal.

**Give customers more than they expect:**  
The international standards maintained at the facilities of Marena (Sports complex) at Manipal will also lead to awareness through word-of-mouth among the students, parents, and visiting delegates.

Few other methods that could be adopted for the promotion of health and wellness tourism in Manipal are:

- Pamphlet on health and wellness tourism destination at Manipal could be put in every copy of the university prospectus.
- A leaflet about the health and wellness tourism destination at Manipal could be included in every postal correspondence.
- Hoardings and billboards can be put up at the international airport in Mangalore, Bangalore and also on the national highways.
- Pop-ups showing the Health and wellness tourism at Manipal could be created on the Manipal University web portal.
- A small brochure or a leaflet could be included in every conference or convention kits.
**Role of marketing in promoting Manipal as a health and wellness tourism destination**

The concept of marketing is based on the promise that the industry should determine consumer wants and needs before designing products and services. This consumer-orientation results in greater demand for the products and services and higher levels of customer satisfaction after the purchase. Increased travel and improved communications have contributed to a convergence of tastes and preferences in many product categories.

Manipal has students from fifty six countries. The visiting parents, students, delegates are coming from different cultures and the destination has to meet changing tastes and preferences as well as to provide the highest quality of services. If the 8 Ps of hospitality and tourism marketing (Product, Place, Price, Promotion, People, Process, Productivity Quality, &Physical Evidence) are to be incorporated in Manipal, its potential to be marketed as a health and wellness tourism destination becomes evident.

Product involves the concepts like accommodation, attraction, transportation, restaurants, recreation. Manipal has variety of accommodation facilities from budget hotels to star category which gives a wide choice to the traveller. The destination also covers an area of 10 sq. kms which include Malpe beach, Kaup beach and St. Mary’s Island. Manipal has a good network of internal transportation. Udupi is the nearest railway station (3km) and the nearest airport is at Mangalore (80km). Many restaurants serving various cuisines to satisfy the tastes of the multi-cultural population are also present at Manipal.

**Role of location in developing a health and wellness tourism destination**

According to the report, the southern part of the country is much ahead of organised wellness based centres. There are also clear customer preference in each region with regard to each segment- alternative therapies are the most popular choice of people in Southern India, while customers in north are inclined towards beauty. The maximum number of fitness and slimming centres are in the western part of the country.

Tourists frequently seek locations and activities that are transcendent. De Botton (2002) describes how travelers are attracted to ‘sublime’ landscapes that benefit their soul by making them feel small, yet part of an infinite and universal cycle. It is no coincidence that many wellness centers are located beside the ocean or on a mountain top. (Pechlaner and Fischer 2006) note the importance of location in the context of ‘Alpine Wellness’. A tourist location is a place of interest where tourists visit, typically for its inherent or exhibited cultural value, historical significance, natural or built beauty, or amusement opportunities. So the location plays a very important role in tourism.

Manipal, situated on a valley has beautiful scenic views and greenery all around which could provide a soothing and rejuvenating experience for a wellness tourist. Also, close proximity to Goa - Mangalore highway helps in pouring in lot of tourist from all over the world. Its central location on the Karnataka coastal belt attracts transit travellers to Manipal. It also has a considerable amount of pilgrim tourists from temple towns around Manipal (Udupi, Dharmasthala, Murdeshwara, Kollur Mookambika, Kukke Subramaniya etc). These comprise mainly of people above the age of 55 and can be targeted for health and wellness tourism as well. All these implies that Manipal has a wide variety of domestic tourists coming in and various wellness packages can be promoted to each of these groups to suit each individual’s needs. Suvarna river which flows along the valley could be used as a facility in the future for students rowing activity, entertainment, sailing, house boat and pontoons facilities. These also contribute towards the wellness programmes. It could be utilised as weekend activities for students, visiting parents and also an added attraction for transit travellers. These could be further developed into floating restaurant, ayurvedic treatment areas for overall rejuvenation activities etc.

Health and Wellness tourism is both simple and a complex concept and is driving destination and hotel investments around the world. The simple concept is by providing
guests with integrated experience of indoor and outdoor exercises, good food, relaxation and traditional Spa treatments. The complex concept is providing an integrated range of experiences that deliver recuperation, relaxation, and regeneration for its guests.

The holistic approach to health and wellness tourism is now creating major opportunities for destinations, resorts, spas, hotels, and other smaller business throughout the tourism industry. The consumers are actively seeking out a combination of experiences that embrace a full range of emotional and physical factor from authentic locally sourced food to unique spa treatments using indigenous raw materials. Many holiday makers/tourists are now looking to incorporate the elements of healthy eating, nutrition, exercise, beauty treatments, relaxation and pampering to counter the work stress.

Over the past decade a number of leading tourism countries, Switzerland, Austria, Ireland, Slovenia, and Finland have strategically realigned their brand and position with health and wellness tourism. In addition, a number of emerging destinations such as Singapore, Malaysia, Thailand and Croatia have chosen to align their brand and position with the health, wellness and wellbeing.

In short, the health and wellness tourism is about getting back to basics and connecting students, parents of students, and delegates of various conferences who are visiting Manipal, to nature, natural resources, healthy eating, nutrition, exercise, beauty treatments, recuperation, relaxation, and regeneration incorporating local culture, and local products.

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ABSTRACT

Ecotourism, as well as other forms of “new tourism”, has developed in Japan since the late 1980s. It was initiated by the Ministry of Environment. Based on the strategy of ecotourism promotion in 2003, there is every likelihood that Japan showed its intention to develop ecotourism into three main typologies, which we called pure-ecotourism, mass-ecotourism, and agro-ecotourism respectively. However, has ecotourism in practice followed this classification? In this paper, the authors analyzed two case studies in Akkeshi Town (Hokkaido Prefecture) and Iida City (Nagano Prefecture), and observed a similar tendency: the agro-ecotour programs would be the most possible form of ecotourism to be popularized, no matter which type of ecotourism a place was previously classified. It proved a hypothesis that three typologies above were not exclusive as characterized in the 2003 planning project, but mutually interfered. Furthermore, it is learnt that though nature-based resources still have a significant role in forming major eco-tours and ecotourism activities, they gradually lost its overall importance, being rather a background condition than a targeted object in ecotourism development. As a result, the concept of ecotourism in Japan has turned out to be a general term, referring to the mechanism of operating alternative tourism, addressing the challenge of aging population and the demand of community redevelopment. Finally, the study raises a question whether the trend in Japan is applicable, and whether it should apply, to less developed Asian countries.

Key words: ecotourism, green tourism, sustainable tourism, school excursion, East Asia.

1. INTRODUCTION

Along with the development of alternative tourism in the world, ecotourism is believed to have been known to the Japanese government in the late 1980s (Shikida et al. 2008, Yurie Kaizu & Akio Maita 2004). The Ministry of Environment (2004) claims the Japan Environmental Education Forum (JEEF) in 1987 is the earliest event that has showed official concern about ecotourism. Next, in 1989, a whale-watching association in Ogasawara Island announced its inauguration, signaling the starting point of practical eco-tours in Japan (Ministry of Environment 2004).

Given that Japan had an early knowledge of ecotourism, it had been expected that ecotourism would have come into vogue in Japan in early 1990s. Unfortunately, its development overcame many difficulties in the first half of 1990s (Tran 2010) and only flourished in the very late 1990s (Yurie Kaizu & Akio Maita 2004). A remarkable change occurred in November 2003 when a “Committee for Ecotourism Promotion” was established under the supervision of Ministry of Environment. This committee’s function was to strengthen the linkage among different agencies and organizations, in order to create a “political framework” for promoting
ecotourism nationwide (Adachi 2008:3). As an outcome, it launched a three-year Japan Ecotourism Model Project, defined three categories of ecotourism, and called for good proposals from municipal governments. Proposals of thirteen (out of 61) regions were finally selected and given the priority in practice.

However, has ecotourism in practice followed these classified groups? By answering this question, the authors would like to clarify the typologies and the trend of ecotourism development in Japan, and consider whether it is possible to apply the Japan's strategy of ecotourism development to other nations in the region.

2. RESEARCH FRAMEWORK AND METHODOLOGY

2.1. Research Tasks and Framework

This paper is supposed to be a part of a thesis on ecotourism development in Japan in comparison with Vietnam's. To understand how ecotourism have developed in Japan recently (S1 in Fig.1), it is necessary to understand both the theoretical and practical aspects of Japan’ ecotourism. In this paper, the authors focused on the practical approach, by conducting case studies. The ecotours in case studies were analyzed separately in processes ① and ② to summarize the main features, and then compared with each other in process ③ to understand the possible reasons (S3). Results of S3 and S2 led to a final conclusion (S4) on the potential trend of ecotourism development in Japan.

2.2. Research Questions

- What are the characteristics of the development of ecotours in each case study? What are the common features in the ecotourism development in those case studies?
- What factors that may explain the common and how will be the potential trends?

2.3. Research Hypothesis

The hypothesis of this study is as follows: Three categories of ecotourism had their development interfered with each other no matter how different the natural resource background they developed from.
2.4. Research Methods

In this study, the authors focused on spatial distribution characteristics of ecotours and applied distinctive methods of geography, i.e. fieldwork and mapping based on the Mapinfo software version 8.5. Also, it is common knowledge that for such complicated socio-economic phenomenon as tourism quantitative methods seem to be insufficient to explain the relationship of all elements in a tourism system. Consequently, qualitative methods were employed more frequently, including depth-interviews, non-participant observation, and structured questionnaire surveys.

Two case studies were conducted in Akkeshi Town (Hokkaido Prefecture, Northeastern-most Japan) and Iida City (Nagano Prefecture, the Central Japan) (see Fig.2 for reference). They were selected to be distinguished in natural-resource background in order to strengthen the validity of the hypothesis.

To be specific, in both Akkeshi Town and Iida City, the authors conducted two fieldworks, one in summer and one in autumn, in 2010. The first was to have the overview of the tourism resources, and ecotourism activities. Secondary data was collected from the City Office. The second was to deepen the knowledge about the existing ecotours. Follow-up interviews were conducted, with Akkeshi Town City officials, Conchiglie managerial board, Akkeshi Fishery Association Cooperatives official, Akkeshi Bird Observation staffs in Akkeshi, and with Community Development staffs of Iida City Hall, Agriculture Association Cooperatives official, Minami Shinsyu Tourism Association staff, and Kabuchan Garden Enterprise managerial board in Iida City. Structured questionnaire surveys were implemented with three ecotour-guides in Akkeshi Town, and depth interviews were done in Kakinosawa Village (Iida City) with 50 questionnaire surveys sent to the villagers. All the interviews were recorded for further analyses. Data collected were assessed; and maps created to illustrate the findings.

The analyses of ecotourism in two case studies emphasized on four aspects: the formation of ecotours, the transition and development of these tours, the problems in the labour force, and the operating mechanism.

3. THREE TYPOLOGIES OF ECOTOURISM DEVELOPMENT IN JAPAN: UNDERSTANDING THE GOVERNMENT'S VIEWPOINT

To have a deeper understanding of three types of ecotourism in Japan, the following paragraphs will introduce main characteristics of each category as shown in Tab.1, with their locations displayed in Fig.2.

Category 1: is considered the proper ecotourism models with the Japanese title as "areas that have abundant natural resources". It includes four regions: Shiretoke (eastern Hokkaido Prefecture), Shirakami (Akita and Aomori Prefectures), Yakushima (Kagoshima Prefecture), and Ogasawara (Tokyo Prefecture). One common feature of these four is their being tentatively or already nominated regions for the Natural World Heritage Sites (WHS). However, let us remind you that being a nominee for WHS is a result, not a determinant factor. One evident is that the initial list did include 9 places, many of which were not WHS.

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1) Shirakami, and Yakushima are the first two Natural World Heritage Sites of Japan since 1993, Shiretoke was nominated and inscribed in 2005, while Ogasawara has been recently nominated since May, 2011. Up to July 2010, the first three areas are the only three natural sites out of a total of the 14 world heritage sites in Japan.
Category 2: consists of four areas: Urabandai (Fukushima Prefecture), Northern Fuji region (Yamanashi Prefecture), Rokko (Kobe City, Hyogo Prefecture), and Sasebo (Sasebo City, Nagasaki Prefecture). This category targets to "redevelop" tourism industry and is grouped under the name of "areas that can attract lots of tourists". Of the four, Northern Fuji is a national-level tourist area, while the rest are rather local tourist sites. It can be assumed that there was a consideration for a balance in topographical and spatial distribution while selection. For example, the first two in the list are mountainous regions in the central north of Japan, while the latter two are marine regions in the south of Japan.

Category 3: The last category is called "regions that can make use of familiar natural resources, local products and culture" (satochi no mizikana shizen, chiiki no sangyou ya seikatubunka wo katsuyoushita torikumi). Five selected areas are Tajiri (Miyagi Prefecture), Hanno area (Saitama Prefecture), Iida region (Iida City, Nagano Prefecture), Kosei region (Shiga Prefecture), and Nanki-Kumano (Mie and Wakayama Prefectures). Unlike the previous category, the five regions are all in the Honshu main island, concentrating around two major cities, Tokyo and Osaka.

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2) *Satochi* or *satoyama* in Japanese refers to secondary landscapes near human settlements. They have been highly influenced by agricultural activities of human beings. Some examples are secondary forests and vegetation, etc.
It is noticeable that in terms of spatial distribution, the selected regions in the category 1 and 2 are close to or a part of a Japan’s national park, while those in category 3 are close to a city center or a town center. Secondly, in most cases, the total area of each model region was not mentioned but only a name of an administrative district or city. One impression on this classification is that ecotourism seemed to be adopted as a local development tool in Japan (Adachi 2008), even though it was initiated by the Ministry of Environment, an agency that, in a common sense, gives a good impression towards an environment-friendly attitude.

For the mentioned reasons, the authors have titled these three categories as pure ecotourism, mass ecotourism, and agro-ecotourism relatively (Tab.1.).

Tab.1. Characteristics of three categories of ecotourism model regions in Japan

<table>
<thead>
<tr>
<th>Some Criteria</th>
<th>Category 1: Pure Ecotourism</th>
<th>Category 2: Mass Ecotourism</th>
<th>Category 3: Agro-Ecotourism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Rich of natural resources</td>
<td>Established nature-based tourism destinations</td>
<td>Familiar natural landscapes</td>
</tr>
<tr>
<td>Selected regions</td>
<td>Shiretoko; Shirakami; Yakushima; Ogasawara Islands</td>
<td>Urabandai; Northern Fuji; Rokko; Sasebo</td>
<td>Tajiri; Hanno-Naguri; lida; Kosei; Nanki-Kumano</td>
</tr>
<tr>
<td>Location</td>
<td>Isolated and remote from human daily habitats</td>
<td>Usually part of a national park or a protected area</td>
<td>Close to or within human daily habitats</td>
</tr>
<tr>
<td></td>
<td>Accessibility was, or is, rather difficult</td>
<td>Fairly convenient to access with upgraded transportation</td>
<td></td>
</tr>
<tr>
<td>Activities</td>
<td>Highly nature-based activities: mountain hiking, star watching, dolphin watching, whale watching; Some sports and adventurous activities: scuba diving, kayaking, snorkeling, etc.</td>
<td>Focused on sports-related activities with nature resources as their backgrounds: skiing, snow-boating, canoeing, kayaking, rafting; Others: mountain hiking, bird watching, etc.</td>
<td>Environmental education tours: school excursion tours, etc</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Experiential tours</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Additional tours: fishing, camping, mountain-hiking, etc.</td>
</tr>
<tr>
<td>Tourism facilities</td>
<td>Limited</td>
<td>Many and specialized</td>
<td>A number but existing facilities (farmers’ houses, community houses, etc)</td>
</tr>
<tr>
<td>Tour-Capacity</td>
<td>Small groups (less than 10)</td>
<td>Small to medium-size groups per tour</td>
<td>Varied based on types of activities</td>
</tr>
<tr>
<td></td>
<td>Limited tours per day</td>
<td>but many tours per day</td>
<td>Possible to serve large groups per tour (even 200 tourists per time)</td>
</tr>
<tr>
<td></td>
<td>-&gt; a couple thousands of tourists on average</td>
<td>-&gt; more than ten thousands of tourists per annum on average</td>
<td>Repeater rate is high</td>
</tr>
</tbody>
</table>

(Source: After Tran 2010:220 with adjustment)

4. ECOTOURISM DEVELOPMENT IN JAPAN: THE PRACTICAL APPROACH

The government’s viewpoint shows that Japan has different expectations in developing ecotourism by dividing them into three categories. How does it affect the reality? Have ecotourism development in practice followed these three groups? We would like to answer these questions by analyzing two case studies as follows.

4.1. Case study in Akkeshi Town

4.1.1. Case study selection

Akkeshi Town (Kushiro District) is located by the Pacific Ocean to the east of Hokkaido Island, 50km northeast of Kushiro City. The town used to be one of the early settlements of Ainu
minority group. Their trading activity with Honshu mainland people has long been recorded in the Japan's history. Still, Akkeshi Town in particular and Hokkaido Prefecture in general is a new and frontier area because the Japanese bureaucracy just started since the 18th century. Nowadays, the National Highway No.44 and Nemuro Line Railway are major routes leading to the town. Main characteristics of the town are shown in Tab.2.

Tab.2. Some major features of Akkeshi Town

<table>
<thead>
<tr>
<th>Items</th>
<th>Akkeshi Town</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total area</td>
<td>739 km²</td>
</tr>
<tr>
<td>Population</td>
<td>11,164 people; 4441 households</td>
</tr>
</tbody>
</table>
| Climate        | + Temperate zone, highly affected by the Pacific Ocean  
                + Summer: cool and foggy; winter: deeply cold with little snow  
                + Temperature: 6°C on average, but varied in seasons (-18°C to 29°C)  
                + Rainfall: low, 800-1500mm/year |
| Terrains       | Diversity and connectivity  
                + Low hills and plateau;  
                + Wetland and blackish lake;  
                + Bay and coastal zone |
| Main products  | + kelps, oysters, clam/shellfish;  
                + dairy products |
| Labour         | Fishermen (main) and dairymen |

Akkeshi Town was selected as the first place to conduct a case study for several reasons. First, it was recommended by Ubakata (2006) as a town rich of natural resources in its prefectural parks. Notably is a vast area of wetland that was inscribed in the Ramsar Convention and had been continuously protected by a number of NPO and environmental organizations. Second, as a contrary to the selection of Iida City of the next case study, which is a city developed in a mountainous area, Akkeshi Town with a diversity of coastal and marine landscapes was chosen to differentiate the background of two case studies.

4.1.2. Results

* Resources for tourism

Considering the topographical features, Akkeshi Town is likely to offer a wider range of natural resources; particularly, sea and marine resources. Events that relate to seafood such as Akkeshi Oyster Festival attract thousands of tourists per year, accounting for one of the largest percentage shares in tourist arrival numbers (Tab.3). Gourmet and cuisines is also the theme for tourism activities, bringing main revenue in its tourism industry.

Beautiful landscapes that can be observed from Aikappu, Aininkappu, Daikoku Island, etc is another attractiveness of Akkeshi Town (Fig.4). Noticeably, colourful flower fields such as Ayameke-hara, Nenohi Park are gathering places for tourists in late springs and oyster festivals. Recently, the inscription of Bekanbeushi as a Ramsar site and the increasing interest of environmentalists for this site created another tourist place in the wetland region, but the number of tourists is still limited (Tab.3.).

* Tourism situation

Akkeshi Town has long been known to local domestic tourists, particularly to leisure-seekers from Kushiro City. However, after the high peak in 1994, domestic tourists have gradually decreased (Fig.5). Statistics showed that about 90% of tourists came from within Hokkaido, and over 90% were one-day visitors. Foreign tourists were exceptionally few, less than a hundred people per year, accounting for only 0.03% of all tourists per annum.
Fig. 4. Position of Akkeshi Town; tourist attractions and three ecotour routes

Tab. 3. Domestic visitors to Akkeshi by tourist places and tourist attractions (fiscal year 2009)

<table>
<thead>
<tr>
<th>Places of interests</th>
<th>Tourists from Hokkaido</th>
<th>Tourists from other prefectures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks and gardens</td>
<td>88,323</td>
<td>15,790</td>
</tr>
<tr>
<td>Wetland</td>
<td>5,532</td>
<td>3,464</td>
</tr>
<tr>
<td>Museums and historic sites</td>
<td>27,738</td>
<td>4,667</td>
</tr>
<tr>
<td>Festivals and special events</td>
<td>4,933</td>
<td>25</td>
</tr>
<tr>
<td>Food and souvenir shops</td>
<td>173,966</td>
<td>12,875</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>300,492</strong></td>
<td><strong>36,821</strong></td>
</tr>
</tbody>
</table>

*The tourist season is from May to November with peaks in Augusts. In winter, the tourist number is exceedingly low.*

*Three ecotours*
Ecotourism in Akkeshi Town is under the control of a complexity of agencies. While Department of Local Development takes charge of tourism facilities improvement and promotion (such as organizing festivals and events, delivering tourist information, etc.), NPO and environmental organizations care for preserving the Ramsar resources and environmental education trainings. In Japan, managing eco-tours is the responsibility of individuals and cooperative enterprises. Due to the lack of big tour operators, ecotours in Akkeshi Town are managed by an enfranchise enterprise, called Conchiglie, founded in 1994. It, in fact, is a terminal for by-passers to take a rest and consume local souvenirs. Nonetheless, unlike other simple bus terminals, it functions a complex role, i.e. a tourist information center, local food restaurant, environmental exhibition room, conservation center, etc, under a united director board. Being a self-control enterprise, Conchiglie is partly municipality-owned, and works hand in hand with the local government for environment conservation. Its strategy is to “activate Akkeshi Town”.

Three tours that Conchiglie is operating can potentially be ecotour programs. They are river touring by canoe or canoeing tour, seal watching tour, and clam-collecting tour. Other reasons for recognizing them as part of eco-tours are they are all new forms of tours that were just born in the 1990s (1995 for canoeing tour, 1998 for seal-watching tour, and 1999 for clam-collecting tour); and their number of tourists they serve are limited as against to the large number of mass tourism.

Table 4 highlights basic information and figures 6 and 7 illustrate the situation of business and the seasonality of such tours.

<table>
<thead>
<tr>
<th>Name of tour</th>
<th>Average hours</th>
<th>No. of months in operation</th>
<th>Maximum no. of participants</th>
<th>Price (per person)</th>
<th>Tour guides</th>
<th>Supervisors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canoeing</td>
<td>2 hours (2 times/day)</td>
<td>6 months (1st May. to 31st Oct.)</td>
<td>40 people (2 people and 1 instructor per canoe)</td>
<td>JPY8000 (4-10 people); JPY5000 (11-40 people)</td>
<td>One man (a carpenter and canoeing maker)</td>
<td>Conchiglie; NPO: Bird Observation Center</td>
</tr>
<tr>
<td>Seal-watching</td>
<td>1.5 hours (2 times/day)</td>
<td>6 months (1st May. to 31st Oct.)</td>
<td>No limitation (max. 10 people and 1 guide/boat)</td>
<td>JPY5000 (apply for 5 people upwards)</td>
<td>Four fishermen (in their thirties, fifties)</td>
<td>Conchiglie</td>
</tr>
<tr>
<td>Clam-collecting</td>
<td>Not specific</td>
<td>3 months (mid-Apr. to mid-July)</td>
<td>No limitation</td>
<td>JPY2000</td>
<td>Volunteer fishermen</td>
<td>Conchiglie; Agricultural Association Cooperatives</td>
</tr>
</tbody>
</table>

(Source: based on Conchiglie brochure of experience tour and interviews)
By analyzing each tour program both individually and in conjunction with the others, and
the authors came up with the following conclusions:

1) The ecotours in Akkeshi was initially formed by, more or less, a bottom up mechanism
as a result of increasing self-awareness on environment of local people. For example, in the case
of seal-watching tour, the program was initiated by fishermen who saw that they would be more
beneficial if they could find ways to live harmoniously with the seals (let us remind you that
seals used to be their enemy because they competed for the sources of fish and kelp and reduced
the fish yield of fishermen). The changing attitude of fishermen may be a result of environmental
efforts of NPO and such alike (i.e. bird conservation office).

2) The transition from seal-watching tour and initial canoeing tour to clam-collecting tour
shows a tendency to develop tours that are less risky, seasonal and weather-dependent than that
of original nature-based tours. Thus, they are easier, and more flexible to operate. As an outcome,
such tours allow a higher number of carrying capacity and the price becomes cheaper and
cheaper.

3) Tour guides for these tours are local people. The number of guides were very limited
in canoeing tour and seal-watching tour, one and four respectively, but various in clam-collecting
tour. Also, tour guides for the first two types of tours must be strong and skillful enough to
handle with unexpected situations; whereas, clam-watching tour can employ old fishermen,
exceptionally even 70-year-old men are suitable for this "part-time" job.

4) For an ecotour, organizers or managers are very important for a successful
development of a sustainable tour. In Akkeshi, there are many supervision systems to control the
tours. For example, in canoeing tour, Akkeshi Bird Observation Center, NPO, and Conchiglie all
have controls over the impacts of the tour by supervising the actions of tour-guides or tourists' behavior, etc. Seal-watching tour, on the other hand, is supervised by Conchiglie Company based
on a relation between tour-guide and "tour operator". The role of conservational organs is
weakest in the clam-collecting tour, played by Japan's Agricultural Association Cooperatives (JA). For example, JA prohibits the fishermen collect clams during their reproductive seasons, often in Augusts; as a result, the tour usually stops early by the end of July.

4.2. Case study in Iida City and its surroundings

4.2.1. Case study selection
The reason for selecting Iida City was rather simple. It was listed as one of the 13 model ecotourism development in Japan as shown in Tab.1.

Fig.8. Position of Iida City and Minami Shinsyu in Nagano Prefecture and accessibility (based on the map of Chubu, scale 1:1000000, Kitai chizu chou: Sekai to Nihon no ima wo shiru 2009-2010. Ninomya shoten, 90-91.

Tab.5. Some major features of Iida City

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Iida City</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total area</td>
<td>658(km²)</td>
</tr>
<tr>
<td>Population</td>
<td>105,000 (people), 37800 households (2010)*</td>
</tr>
<tr>
<td>Population density</td>
<td>165(people/km²) (DIDs 924 people/km²) (2010)*</td>
</tr>
</tbody>
</table>
| Climate         | + Temperature: average 12.6°C; sunshine hours: 2020 hours per annum*  
|                 | + Rainfall: average 1643mm per annum* |
| Terrain         | + Remote mountainous area dominates (over 80%); with altitude of more than 1500m  
|                 | + Land possible for living is limited (117.5km²)*  
|                 | + Valley and basin land areas small, scattered by a main river |
| Main products   | + Fruits: persimmons, apples, pears, strawberries, etc  
|                 | + Rice |

(Note: * statistics of Iida City Official website)

Iida City is an inland city to the south of Nagano Prefecture, the central Japan (Fig.8). About 80% of the area is covered by forests. The inland position surrounded by high mountains not only reduced the expansion of the city but also limited its interaction with other regions in the past. Recently, public transportation has been upgraded but private cars are the most in use. The bureaucracy of Nagano Prefecture is in Nagano City, about 140km northward; however, Iida City has a closer relationship with the center city of Aichi Prefecture (Nagoya) and an important connection with Tokyo than the other cities within the prefecture (Fig.9). Remarkably, accessibility from the west (such as Osaka, Kyoto) is more convenient than from the east (such as Tokyo, Saitama).
4.2.2. Results

* Tourist resources

The most significant tourist sites of the city concentrate along the main Tenryu River, particularly surrounding the impressive Tenryu Gorge. Around its are many hot-springs, which is the typical resource for favorable *onsen* or spa tourism, a traditional and most popular type of tourism in Japan. However, Iida City is more famous for its long history and cultural resources such as the Iida Puppetry Festival, firework festivals, etc.

*Experiential tours in Iida City and its surroundings

Ecotourism in Iida has developed thanks to the foundation of Minami Shinsyu Tourism Public Association (Minami Shinsyu for short). Minami Shinsyu Tourism Association is a public corporation founded in 2001 by the association of 18 cities and villages (now are 15 due to merging process) in the south basin of Iina, Nagano Prefecture. It focuses on bringing real local tastes for tourists, cooperating directly with local farmers based on a self-control mechanism. Recently, Minami Shinsyu has associated with tour operators to initiate about 160 experiential tour programs, which are closest to ecotours (see Tab.6.). In 2004, the Japan Ecotourism Society awarded this association a merit for being a successful ecotourism business.

<table>
<thead>
<tr>
<th>Type of programs</th>
<th>No. of programs*</th>
<th>Typical programs</th>
<th>Average hours</th>
<th>Months of year</th>
<th>Maximum no. of participants</th>
<th>Price (per person)^(2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outdoor activities</td>
<td>11</td>
<td>horse-riding, river rafting, fishing, mountain-biking, canoeing, golfing, etc.</td>
<td>3-4 hours</td>
<td>9 months (Apr. - Sep.)</td>
<td>30-40 people</td>
<td>JPY3000 (with JPY3000 for a guide)</td>
</tr>
<tr>
<td>Cuisines and foods</td>
<td>14</td>
<td>Soba, <em>mochi</em>, <em>saba sushi</em>, bread making, strawberry eating, etc.</td>
<td>2-3 hours</td>
<td>Varied (many are all-year round)</td>
<td>20-30 people for cuisine making; 200-300 people for fruit eating</td>
<td>JPY1000; (with JPY3000 for 1 instructor)</td>
</tr>
<tr>
<td>Agricultural activities</td>
<td>17</td>
<td>Rice sowing, fruit and crop harvesting, fruit drying, cow caring, milking, charcoal firing, etc.</td>
<td>2-3 hours</td>
<td>1-3 months (most in May, Jun., Sep., Oct., Nov.)</td>
<td>20-200 people; and depending on facilities</td>
<td>-</td>
</tr>
<tr>
<td>Traditional arts/ handicrafts</td>
<td>20</td>
<td>Japanese paper making, pottery, decorative cord, clay making, model rocket making, etc.</td>
<td>2-3 hours</td>
<td>All year</td>
<td>20-40 people or depending on facilities</td>
<td>-</td>
</tr>
<tr>
<td>Environmental education</td>
<td>38</td>
<td>+ forest environment + nature feeling + nature science + life skill + climbing, trekking</td>
<td>2-4 hours</td>
<td>Varied based on resources</td>
<td>20-30 people (some allows up to 200 people)</td>
<td>JPY200-3000 (&amp; 1 guide: JPY2000-JPY5000)</td>
</tr>
<tr>
<td>Other additional programs</td>
<td>-</td>
<td>+ volunteer + training courses + sightseeing courses + winter sports + spa/ hot-springs</td>
<td>1 night 4-9 hours 1 hour -</td>
<td>All year - All year Dec.-Mar. All year</td>
<td>around 20 people - around 200 people 300-400 people based on facilities</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>150</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: based on Minami Shinsyu brochure of Green Tourism, Ecotourism, Educational tourism, training courses in 2008; the authors compiled)
As seen from those experiential tours in Tab.6., most outdoor tours and environmental education tours seem to fit the criteria of pure ecotourism. Agricultural and food programs are more likely to be agricultural ecotourism. Traditional arts and handicrafts visits, on the other side, seem to emphasize on the rich of cultural resources. Sightseeing courses and spa programs resembles traditional mass tourism forms but are organized in a sustainable way so it can fit the category 2 as mass-ecotourism.

![Fig.9. Participants of experiential tours in Minami Shinsyu by school excursion trips and other trips](image)

![Fig.10. Number of overnight participants doing Minami Shinsyu experiential tours by types of accommodation](image)

![Fig.11. Total numbers of pupils/students in experiential tours from 2003 to 2010](image)

![Fig.12. Economic benefit of tourism by Minami Shinsyu Tourism Association in 2010](image)

According to the statistics, most “eco-tourists” of Iida City were group travelers. Students in school excursion trips accounted for the largest of all participants (70%), 140 people per trip on average (Fig.10). 80% of them spent overnight in Iida, and participated in at least 3 tour programs per person. Interviews revealed that typical and favorite eco/green-tours for these groups were three-day trips. Most came either from Kanto or Kansai (Fig.10). Non-student groups were smaller in size (40 people on average), taking a day-trip tour rather than overnight stay. The average price is 8000 JPY per person per day. Nights spent in home-stay farmer's houses and Japanese-style hotels were rather balanced (Fig.9). No programs are designed particularly for foreigners. Peaks in tourist season are in April and June. The revenue indirectly generated by experiential tours is about 1.4 times more than that of direct revenue (Fig.12).
The learning of experiential tours in Iida City let the authors come to the following conclusions:

1) Unlike the Akkeshi’s case, ecotours and other experiential tours were formed in a more top-down mechanism with involvement and support of local government.

2) In the development, there has been a closing gap between so-called ecotourism and other new forms of tourism. In Iida City, rural tourism (often called green tourism in Japanese) and ecotourism almost have no clear boundary under a common term: experiential tour. What makes the authors surprised in Iida City is that even Iida was nominated and selected as a sample for ecotourism development, the term "ecotour" or "ecotourism" rarely appears in both official documents as well as in daily life. 50 questionnaires conducted in Kakinosawa village show that less than 10% of the villagers have knowledge of this term, and only 40% of that 10% can distinguish ecotourism from other types of tourism. It may be a result of redevelopment strategy of the city office, in which most of the products are based on community's real and tasty things such as food, arts, and farming work rather than the natural landscapes, which are not the competitive advantages of Iida City.

Moreover, ecotourism and green tourism are also combined with traditional tourism like onsen or hot-spring, city-sightseeing. Typical are three day tours with three programs, which start with experiential tour in a hillside farm village like Kakinosawa, shopping and sightseeing, spa tourism in Iida City center, and end with canoeing in Tenryu River Gorge.

3) One of the difficulties and obstacles to popularize and maintain the operation of ecotours comes from the shortage of labour force. Interviews with tour-guides revealed that people were not really interested to enlarge this model of tourism any further. One reason may be the low economic motivation for tourism as most instructors in experiential tours are volunteers. In other words, these tours would have not survived if it were simply based on the demand-supply principle.

4) However, the biggest lesson learnt here is the organizing and managing ecotourism in the context that its demand is still a niche market; and thus, low economic generating. How to evaluate intangible value like social value of ecotourism to tackle the low rate of benefit of ecotourism is the issue for the development and sustainability of tourism in Iida City.

4.3. Discussions

4.3.1. From the Two Case Studies to the Ecotourism Development Trend in Japan

Compared the ecotours and ecotourism development in two case studies with the three typologies explained in the previous section, there are many conflicts between conceptual and practical approaches.

First, although the three classified typologies of ecotourism in the ecotourism development plan seem to distinctively separate from each other at the national scale, the practical approach showed the interactions among them. Had we noticed that Akkeshi Town could possibly be classified in the category 1 and Iida City in the category 3, we might have expected that only pure ecotourism would appear in Akkeshi and only agro-ecotourism would appear in Iida. However, the analyses above have proved that both pure ecotourism (seal-watching tour in Akkeshi and river rafting in Iida) and agro-ecotourism (clam-watching tour in Akkeshi, and harvesting tour, e.g., in Iida) exist in one place. Even the category 2 "mass-ecotour", the activities that are likely to be a transformation of traditional mass tourism to alternative
tourism, does exist too. For example, some experiential tour programs as fruit-picking tours in Iida City can serve as many as 300 people per time, which if looking at the number of tourist alone, it may remind us of mass tours. In other words, all three categories mentioned are most likely to be coexistent and interactive at the local scale, no matter what typologies of ecotourism the area was previously decided to be.

Second, among these three categories, we can see that agro-ecotourism tours are the most stable with a steady increase in tourist numbers. In Akkeshi Town, for example, clam-collecting tour maintained its tourist arrivals through time while seal-watching tour and canoeing tour suffered great fluctuations. It is because agro-ecotours are shorter in time, lesser in danger, less weather-dependent than pure ecotours; thus, easier in operation, higher in carrying capacities, and cheaper in price. Let us also notice you of the fast development of such tours because it needs almost no newly constructed facilities. In terms of labour, it is less time-consuming for human training as the techniques are all familiar or normal skills for the local. Along with these trends above, the covered areas of all ecotourism activities are larger in scale. In Akkeshi, it is concentrated in the limited area where Wetland and beautiful landscapes are located, while in Iida, it has widespread from the Tenryu area, which used to be the main tourist site, to all region of Minami Shinsyu.

The development of such agro-ecotourism tours also suggests a tendency that what so-called ecotours gradually depend less on natural resources and natural landscapes. In other words, nature has turned from the objects of these tours into the locale for the main activities. For that reasons, it is cultural objects that these tours are shifting to.

The above findings give evidence for our previous hypothesis that three categories of ecotourism had their spatial development interfered with each other no matter how different the nature-resource background they developed from.

Third, the initiative systems of eco-tours in each case are different. In Akkeshi Town, it is more or less a bottom-up mechanism; whereas, in Iida, there is likelihood that it was first promoted in a top-down system, though cooperation within local communities is necessary afterwards. However, to maintain the system and make it sustainable, the end-responsibility of government’s management is inevitable, particularly the one of municipal officials.

Fourth, the targeted market for both cases are student group tours, or more specific, school excursion tours that are becoming an inevitable part of Japan’s tourist markets. They are aimed at because they are a reliable source of demand, with high return rate. As more and more environmental modules are compulsorily adopted in primary and secondary schools, this kind of outdoor activities seem to go hand in hand with ecotourism development in Japan to supplement for its naturally niche market.

4.3.2. How far should this ecotourism strategy of Japan be applicable in other Asian countries?

We should remind that these tendencies of three typologies of Japan developed in the following conditions:

1) the primitive nature and wildlife of Japan is limited while its secondary landscapes, and cultural resources are abundant.

2) the decrease in population and the growth of aging population brings great pressure for the governmental officials to find solution to tackle the lack of labour force, notably in remote
areas. It is particularly true in Iida City, which, according to Japan Census 2005, 28% of the population was over 65 years old; and this number tends to increase with a higher risk of labour shortage in agriculture.

3) Environmental organizations and NPO, NGOs in Japan has a strong effect in promoting a social responsibility for natural resources. At the same time, it is the maturity in people’s awareness themselves that favors this trend. It can be observed in the emerging interests in such tours as “volunteer tourism” and "working holiday".

So before adopting such tours as agro-ecotours in a country, we should consider those conditions above.

Hereby, the authors would like to further discuss the trend of relying on compulsory school excursion tours in developing a type of ecotourism, agro-ecotourism. Making use of school excursion tours seems to be a solution of the government and tourism businesses to compensate for niche market of ecotourism by nature. However, will this segment be sustainable market when the tourists, i.e. the young generations, have no rights to chose and decide their own trips? We may not deny the good effects it can possibly bring to young generations about the changing attitude towards the environment; however, as one of the five subjects of ecotourism, they should be given more consideration. Moreover, this kind of school excursion tour often receives some kind of financial support indirectly through the supply chains. In this sense, it is critically impossible to apply to a developing nation, like Vietnam, where the reason for promoting tourism is likely to be pressured by the direct economic benefit.

4.3.3. Rethinking of the "relationship" of three typologies of ecotourism development in Japan

The reality proved that the theoretical classification of ecotourism development into three typologies was rather vague in practice. Consequently, what are the real relationships of the three?

The authors believed that the three categories actually demonstrate three approaches to the principle of ecotourism. According to Shikida et al. (2008) and Yurie Kaizu & Akio Maita (2004), to be sustainable, ecotourism should fulfill three targets synchronically. This principle of ecotourism concept has long been mentioned by Western scholars as "triple bottom line" (Burkley 2003), or "three-legged stool" (Thomas Klak 2007), etc.

However, in practice, the balance among three key things is critically difficult to achieve as ecotourism is often managed by many shareholders, and different shareholders have different priority orders. So we suggest a more flexible classification based on the ordering of three targets as shown in Tab.7..

<table>
<thead>
<tr>
<th>Ranking of targets</th>
<th>Category 1</th>
<th>Category 2</th>
<th>Category 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Nature Conservation</td>
<td>Tourism Development</td>
<td>Local Development</td>
</tr>
<tr>
<td>2</td>
<td>Tourism Development</td>
<td>Nature Conservation</td>
<td>Nature Conservation</td>
</tr>
<tr>
<td>3</td>
<td>Local Development</td>
<td>Local Development</td>
<td>Tourism Development</td>
</tr>
</tbody>
</table>

Using this model, category 1 will fit environmentalists' strategy, category 2 will fit tourism enterprises', and category 3 will fit municipal government officials'. Moreover, because of these orders of ranking, a form of ecotourism belonging to category 1 can possibly change to category 3 or vice versa under this mechanism if its manager has a change in strategy, which coincidences with what may really happen in reality.
5. CONCLUSION, LIMITATIONS AND FURTHER ISSUES

The ecotourism development in Japan was enforced by the foundation of Japan Ecotourism Promotion Conference in 1998 (nowadays known as NPO Japan Ecotourism Society) (Shikida et.al. 2008:51), and the establishment of Committee of Ecotourism Promotion in 2003. Under the supervision of the Ministry of Environment, ecotourism has been promoted throughout Japan with thirteen model ecotourism sites. They reflect three typologies of ecotourism in the nation, but more importantly, demonstrates different approaches in ordering three main targets in sustainable tourism: nature conservation, tourism development, and local development.

By the two case studies in Japan with two different physical backgrounds, the authors proved that at a local scale, the spatial boundaries of these three categories of ecotourism were not mutually exclusive as initially indicated in the classification. To be specific, although Iida was listed in the category three, its ecotourism did include the activities of category one and category two. The diversification and popularization of ecotourism also accelerated the trend that ecotourism and mass tourism become more interactively connected because "mass tourism needs to learn how to operate more sustainably, and alternative tourism needs to learn how to better market its product, reach customers, and generate earnings (Hawkes and Kwortnik 2006)" (Thomas Klak 2007:1045). Thus, ecotourism in Japan should be realized as an "evolution" rather than a "replacing form" of the conventional mass tourism. Moreover, it is worth noticing that the term of ecotourism, which used to be seen as a conservational tool by NGOs and NPO, has turned into a broad concept similar to sustainable tourism in Japan.

The limitations of this paper are undeniable. Generating a general tendency from case studies has critical problems, notably in the modern context of globalization and localization. Moreover, the research paid little attention to the demand side but emphasized on the supply side. However, should ecotourism be a school of thought in managing tourism, supply side, and particularly the operational structure, seems to be more important to learn from.

In conclusion, it is learnt that ecotours and ecotourism forms in practice are varied as long as it satisfies the positive "triple bottom line" (Buckley 2003). A country, hence, can flexibly and creatively adopt the concept to suit its own condition. But the government and particularly, the local government have to fulfill their function as an agent to balance the profit among shareholders in order to get the equilibrium point that the society is expecting.

Acknowledgements: To complete these case studies, the authors would like to express our deepest thanks to officials and staffs in Akkeshi Town Office and Iida City Hall for their support with data collections, as well as our interviewees for their sparing time and cooperation. We sincerely thank professors and students of Department of Geography and Regional Environment, Faculty of Letters, Kansai University, for their efforts and help during the fieldworks. We gratefully appreciate the comments made by Prof. Miyazaki Takeshi (Kyoto Prefectural University), and Prof. Itou Osamu (Kansai University). This research was partly sponsored by G-COE Institute of Cultural Interaction Studies.

References


Conservation Volunteer Tourism

And Sociocultural Impacts on Host Community:

A Case Study of Perhentian Island Terengganu, Malaysia.

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ABSTRACT

This paper explores resident attitudes to volunteer tourism in a small community in East Coast of Malaysia. The research will be conducted in Pulau Perhentian West of Malaysia. This survey research would predict residents’ sample targeted indigenous of Pulau Perhentian and the host family who involved in volunteer tourism. Much of the research attempted to utilize those impacts which prove “Irritants” in the volunteer tourism underpinning on four irritation index levels: euphoria, apathy, annoyance and antagonism. The choice of the case study reflects the aims of research to examine the phenomena of the host community’s responses. In depth research interviews will be conducted to obtain information and further understanding relevant to the general aims and specifics questions of the research project. The expectation of this research is to identify the negative and the positive impacts of residents’ attitudes whose support for volunteer tourism.
Keywords—volunteer tourism, residents’ attitudes, irritation index theory.

1.0 Introduction

Volunteer tourism is one of the alternative tourism to support and encourage sustainable tourism. Volunteer tourism has been seen as one of the modern political economies between developed and developing countries. The history of tourism started in 1950s and 1960s and most of the economists more interest to growth the tourism in the third world through the spread of western-style development and the movement of tourists spread across the regions. In the 1980s arise the criticism where the western countries were exploiting the source and their people of the third world countries and capitalism stance sees tourism as a good way to earn profits (1989).

The debates of alternative forms of tourism e.g. ecotourism and green or natural tourism just a gimmick labels to attract and wider the tourism market segments (Mowfort & Munt, 1998). Initially the mass and alternative tourism were thought to be an opposite spectrums but the approach were turned to be overlapping in practice and not necessary morally and practice ethically. Sustainable approach perspectives allows economic growth through responsible natural resources, support local people benefits and empower local communities to have some equity of tourism benefits. The alternative form of tourism has led to social psychology of dependency, and this new form of tourism create dependency and perpetuate between Western and Third World countries(Lepp, 2009, pp. 123-124).

2.0 Volunteer Tourism Terminology

Definitions of volunteer tourism vary and depend on different dimensions, but most of the researcher applied definition as per cited by Wearing, who describes volunteer tourism as a form of tourism that makes use of holiday-makers who volunteer to fund and work on conservation projects around the world and which aims to provide sustainable alternative travel that can assist community development, scientific research or ecological restoration. Volunteer tourists, are persons seeking a tourist experience that is mutually beneficial that will contribute not only to their personal development, but also positively and directly to the social, natural, and economic context in which they are involved (Wearing, 2004).
According to Tomanzos and Butler (2010), volunteer tourism is different to conventional form of volunteering but both elements have some pleasure and work and both apply travelling on a temporary basis away from home providing contributions without receiving any payment.

The important element to differentiate general volunteering and volunteer tourism are volunteer tourism included a factor of a “holiday” and contribute to the society while travelling to the destination (Chen & Chen, 2011; Coghlan, 2007). A key part of the definition of a volunteer tourist is the absence of pay and the volunteer tourists willing to contribute based on self-willingness without obligation. Volunteer tourists do not get any remunerated while on their trip instead that they pay for doing the volunteering. This payment could either be in the form of a relatively small one-off registration fee or be a larger fee covering expenses and a contribution to the project or organization involved (Wearing & Neil, 2000). This can be extend from short term projects of a few weeks to extended periods of many months but less than a year. Volunteer tourism should covered an individual doing a volunteering in their own community (host volunteering) and tourists do the volunteering at a destination (volunteer tourism). Volunteers in tourism comprise of leisure perspective (Holmes, Smith, Lockstone-Binney, & Baum, 2010).

Volunteer tourism has its roots in ‘volunteerism’, which implies that individuals offer their service to change some aspect of society for the better; in other words, to participate in goodwill activities. As Brightsmith et al. (2008) conclude: ‘a volunteer must have some altruistic motive’ and sincerity of doing. In fact, they advocate that ‘to be considered a volunteer, altruism must be the central motive where the reward is intrinsic to the act of volunteering. The volunteer’s motive should be a selfless one(Callanan & Thomas, 2005).

Wearing, (2001) cited that the volunteer tourism experience brings an opportunity to examine the potential for self-development, in the belief that experiences gained create a potential to have a more deep and lasting impact than a normal package holiday and the process would sometimes last for few weeks. Accordingly, volunteer tourism is perceived in a two-dimensional; the first dimensions explained that ‘holidaymakers’ volunteer their time to work on projects that are established to enhance the environment of an area or a local community. The second dimension focuses on the development of the participant through the intrinsic rewards of contributing to such works. Wearing (2001), formally categorizes voluntary
tourism as a form of alternative tourism, which ‘tourism appears able to offer an alternative direction where profit objectives are secondary to a more altruistic desire to travel in order to assist communities’.

Stebbins & Graham (2003) explaining the tourists working on local projects with local groups can be part of the program. In fact the 1980s was a key turning point both in tourism and in society oriented. Concepts like eco-tourism, responsible tourism and sustainable tourism emerged during the 1980s as the alternative to mass tourism (Murphy, 1985).

3.0 The Scenario of Volunteer Tourism Development In Malaysia

In Pahang and Terengganu, volunteer tourism programme run by Ecoteer Travel Organisation and Volunteer Abroad. These two organisations joint venture with local agencies in Malaysia which the conservation activities opened on ended year and the volunteer tourism exists as a community working and living in a small Malay fishing village in coastal areas in Peninsular Malaysia. The volunteer tourists were working side by side with local turtle egg collector in the islands and assist cultivate fruits and variety of green in the island. The Terengganu Turtle Expedition are supported by PEWANIS and the expedition volunteer worked with the locals and the volunteer also joined in a mangrove tree plantation session and learning to make kerepek pisang (banana chip) which are quite famous in the island (Ecoteer Travel, 2010).

In Terengganu, volunteer program was handled actively by local private agency which is known as Bubble Dive Resort. The activities run for one week or five months. The activities are more on running the T and T Club at the local primary school and stay overnight in the village, collect reef data and prepare to give information the importance of the environment and marine turtle conservation in the island.

Initially volunteer tourism in east coast Malaysian Islands were known as icons of leisure tourism or dive tourism. Furthermore, the Ministry of Tourism Malaysia identifies volunteer tourism as one of the high yield components of marine tourism and is aggressively promoting tourism icons such as Pulau Perhentian, Pulau Tioman and Pulau Sipadan as a scuba diving destination while contributing volunteer activities in the islands. Despite this, volunteer tourism is relatively unregulated in Malaysia and there is currently a lack of specific policies to guide the industry towards sustainable growth. The objectives of this research is to present
the main findings of the study on the social cultural impacts of volunteer tourism on the communities at the study areas of Pulau Perhentian and to solicit feedback from the participants on the findings, issues and recommendations that are put forward by the study as well as to provide a foundation for the formulation of volunteer tourism in the near future. Issue and threat has been seen in the volunteering sites and concentration of volunteer tourists in particular sites, furthermore, there is a lack of data to show actual number of volunteer tourists at particular sites. Volunteer activities concentration at any particular sites only depends on peaks seasons.

The turtle sanctuary initiated and managed by NGO with local partner help to conserve the marine and serve as a centre for turtle conservation and education program especially for school children and tourists (Darwall, 1996). Conservation work in Pulau Perhentian began in the 1980’s as a partnership between the Department of Fisheries was gave a mandate by the Terengganu Government to manage the area in relation with turtle conservation. Help Our Penyu, HOPE, on 24th of August, 2010 a registered society and non-profit organization in Malaysia which through community-based turtle volunteer projects and outreach programs empowers Malysians to act and save the sea turtles of Terengganu state for future generations. Turtle conservation via turtle volunteer projects is a favored way to protect turtles as running hatcheries are labor and fund intensive. HOPE works in partnership with the Malaysian government providing the much needed manpower and funds to protect these special creatures.

Ecoteer was founded in 2005 by an environmental conservationist, Daniel Quilter, who after volunteering independently himself wanted more people to experience what he had when he conducted volunteer jobs and work abroad. The chance of conducting volunteer work abroad in an eco-lodge in Borneo whilst helping the local community gave him belief that volunteer jobs can make a difference. He felt individual volunteer work effort is small but if you combine many volunteer actions as a whole this becomes quite substantial. Equally the opportunities he received through volunteer work abroad have propelled his career in environmental conservation. He has since returned to Malaysia to manage a marine and turtle volunteer work conservation project in Malaysia. Ecoteer volunteers often go back to the country where they had the pleasure to work as a volunteer. If more people had the same chance as he we would have a much greater chance of saving planet Earth. Ecoteer works by providing a site where volunteers can find volunteer work and volunteer job opportunities
abroad and grass roots organization can find volunteers. By eliminating the middleman the cost of volunteering is greatly reduced giving more people the chance to volunteer abroad. Plus all volunteering enquiries go straight to the projects. Ecoteer does not charge the volunteer projects to advertise enabling volunteer projects have a lack of funds to have a presence on the internet and thus still be able to attract volunteers seeking volunteer work and jobs abroad to their projects. Ecoteer offers cheap volunteer work and job opportunities at eco lodges, conservation, farm, teaching and humanitarian projects worldwide. When become an Ecoteer volunteer member will provide the chance to find volunteer work and job opportunities on a shoe string and the money to the project will personally give the money to the project leader.

4.0 Research Methodology

There are two fundamental philosophical traditions on how research should be conducted, ‘positivism’ and ‘social constructionism’. These philosophical traditions contrast with each other by the opposing side. The idea of ‘positivism’ claims that ‘the social world exists externally, and that its properties should be measured through objective methods, rather than being inferred subjectively through sensation, reflection or intuition’ (Silverman, 2000). On the other hand, ‘social constructionist’ claims that ‘reality is determined by people rather than by objective and external factors’ and therefore ‘should not be to gather facts and measure how often certain patterns occur, but to appreciate the different constructions and meanings that people place upon their experience’.

Nevertheless, the discussion of philosophical backgrounds is not restricted to these two fundamental traditions. One of the examples is the distinction make by Creswell (1998) that is based on four schools of thought. The ‘positivism’ and ‘constructivism’ (or ‘constructionist’) show similar contrasting ideas while ‘advocacy’/‘participatory’ and ‘pragmatic’ derived from the argument and debate is based on the strengths and weaknesses of ‘positivism’/‘post-positivism’ and ‘constructivism’.

This stance of philosophical assumptions or knowledge claims undoubtedly comes with complex arguments against each other. However, Creswell (2003) notes that the
understanding of research could be simplified based on strategies of inquiry and thus, there are three approaches to research. These are (1) qualitative approach – often makes knowledge claims based primarily on ‘constructivist’ perspectives, (2) quantitative approach – primarily uses ‘positivist’/’post-positivist’ claims for developing knowledge, and (3) mixed methods approach – tends to be based on knowledge claims on ‘pragmatic’ grounds.

5.0 Data Collections And Technique

The choice of the use of a case study reflects the aims of this research. There is a need to examine phenomena on the basis of how tourism competes and places itself as one of the important volunteering tourism of developing countries. While this has been intensively considered of volunteer tourism in developed countries, the same attention is also required in host who receiving the volunteer tourists of developing countries. Therefore, the nature of this research is explanatory and descriptive.

In relation to this, the justification of the case study as a strategy for this research is based on the existing literature, and its advantages compared to other research strategies. The case studies are commonly used as a method for researchers including for aspects of investigation in the case of study area.

‘Not surprisingly, the case study has been a common research strategy in psychology, sociology, political science …. Case studies are found even in economics, in which the structure of a given industry or the economy of a city or a region may be investigated by using the case study method’

Although case study research is not exclusively concerned with qualitative methods (Creswell, 2003; Yin, 2009) it is a traditional belief that case studies incline to the use of qualitative methods. As noted by Stake (2000), ‘case studies have become one of the most common ways to do qualitative inquiry, but they are neither new nor essentially qualitative’. It is reasonable to suggest that the selection of case study research, as a preferred method, is far more likely in research studies having a qualitative orientation’. He notes that this is because a qualitative orientation is concerned with the uniqueness of that particular case rather than universality of the general. In addition, the strength of qualitative orientation is based on confidence that the data are collected in close proximity to a specific situation. In
In this context, Miles and Huberman (1994) highlight that qualitative data are able to give emphasis ‘on a specific case, a focused and bounded phenomenon embedded in its context’ and therefore, ‘the influences of the local context are not stripped away, but taken into account’, so that ‘the possibility for understanding latent, underlying, or non-obvious issues is strong’.

5.1 In-depth Interviews as a Technique for Data Collection

Generally, there are two forms of interviews, which are exploratory interviews and standardized interviews. Exploratory interviews include in-depth interviews, or free style interviews (including group interviews). The researcher will use in-depth interviewing commonly to seek “deep” information and knowledge usually deeper information and knowledge than is sought in surveys, informal interviews, or focus groups’, in which the information ‘usually concerns very personal matters, such as an individual’s self, lived experience, values and decision, occupational ideology, cultural knowledge, or perspective’.

This research adopted in-depth interviews as the form of data collection that was best able to provide the answers for the research. The literature identifies that volunteer tourism for in the developing country evolves mainly from government, and is followed by the involvement of the private sector, NGOs and local communities. In relation to this, Gunn, (1994) has identified four main groups of planners in tourism and decision makers in tourism development. These are the public sector (government), the business sector (private), the non-profit sector (including NGOs representing local communities) and professional consultants. In principle, the selection of informants for in-depth interviews for this research is intended to achieve inclusion of these categories in the case study.

6.0 Findings

A case study research strategy using a qualitative approach was employed in order to ensure deep insights in the research, which were identified as appropriate to meet the aim of the research and answer the research questions. In this case, this research adopted a case-based approach within rural area in East Malaysia to represent an example of volunteer tourism in
developing countries. As the research require details of context and the meanings of events from those responsible in volunteer tourism and the development of the case study, in-depth interviews was conducted in order to enhance the richness of data. Subsequently, the data was analyzed using thematic analysis to transforms data into findings. There are, however, several other limitations that need to be addressed. The research is intended to consider a limited number of respondents in one particular village (few respondents from each village, in higher positions such as their few communities this is on assumption that those positions know more than others in that particular village have more power in making decisions for tourism and rural development. The reasons were also influenced by time constraints and the need to ensure quick collection of data within a limited three month time frame The finding of this research based on the source of irritation vary depends on the tolerance exist and in time.
References


A Preliminary Study of Online Group-Buying in Travel Decision

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ABSTRACT

The advent of Internet and the popularity of online shopping and online social media have compelled consumers to search for bargains online through purchasing goods and services in groups. Group-buying or collective buying is an emerging online social phenomenon which has attracted consumers to negotiate for deals using collective bargaining power. This new mode of business transaction not only offers consumers products and services at significantly reduced prices, but also attracts consumers to acquire services that may otherwise be too expensive for them. Indeed, with lower than market-price air tickets, hotel rooms, and dining coupons, consumers often find themselves being motivated to travel in order to receive these deals. The objective of this article is to extend the travel motivation and decision theories by understanding the underlying values of group-buying and travel decision. Using the grounded theory qualitative approach, this study aims to investigate the underlying dimensions of the value of group-buying, and how they act as motivational factors that intrigue travel behaviors. Themes were developed in regard to the value of group-buying. This study concludes with managerial and theoretical implications.

INTRODUCTION

Online group-buying is a new business mode which was initiated about ten years ago. It began to boom with the prevalence of Internet usage, especially in China. Benefits of group-buying are generated for all three parties: the suppliers, the middlemen, and the consumers. Analysts believe that it will be a billion-dollar business (Cashmore, 2010). Intermediaries gain profit through providing a platform for enterprises to promote and sell products and services while group-buyers get collective bargaining power for deals.

More and more players are trying to step in as a middleman or intermediaries in the tourism industry because tourism products have become some of the most popular items. While participants (including consumers, intermediaries, and suppliers) enjoy enormous benefits that online group-buying brings, they face information safety, market regulations, legal issues, and severe competitions. According to Nielsen report (The Nielsen Company,
June 2010), travel related products and services together represent three of the top five consume product categories in online shopping. This trend has been increasing due to the popularity of online shopping. In fact, the swift growth of Internet users is not only the main driver for online shopping but also for group-buying.

Despite different push and pull motivational theories are reported to drive tourists to choose various means to shop and plan for their trips, little research has been observed in regard to group-buying and how it provides values to tourists. This article aims to explore online group buying in travel services and the values consumers perceive. The objective of this research is to extend the travel motivation and decision theories by developing a conceptual framework on underlying dimensions of the value for online group-buying. The paper also aims to provide managerial implications to tourism and hospitality practitioners in regard to why consumers engage in group-buying and how they make their travel decision in response to group-buying incentives. Suggestions will be provided on travel related group-buying websites.

LITERATURE REVIEW

Background of Industry

The use of the Internet has proliferated around the globe since 1993. It has brought an e-revolution of business transactions and has changed the way the sellers and buyers trade. New markets and business opportunities have developed based on the e-commerce platform. In addition, consumers have utilized the Internet to acquire services and products from online vendors (i.e., B2C) and other consumers (i.e., C2C). For suppliers, the Internet and online social networks (e.g. Facebook and Twitter) help to lower the cost of marketing communication and broaden the channels of marketing communication. On the other hand, customers enjoy benefits from both cost saving and better value of products and services since the Internet has provided tremendous convenience accessing consumption-related information around the globe (Bhagat, Klein, & Sharma, 2009). Furthermore, consumers and vendors are co-creating values from the Internet; value co-creation between consumers and vendors are particularly acute during the current Web 2.0 e-commerce era (Payne, Kaj, & Frow, 2008).

The focus of this article is consumers’ online group-buying behavior on tourism and hospitality related products under the new background of rapidly increasing online shopping environment. Bhagat, Klein and Sharma (2009) named the new “groups” as consumer flocking in the Internet buying context: individual consumers take charge of the online shopping channels and integrate them with other online communications, especially social communications with online social media sites (Bhagat, Klein, & Sharma, 2009). Consumer groups were formed through online networks; they engaged in flocking with strong purchasing power and negotiated with the suppliers and intermediaries for better prices and values. Group-buying behavior is also known as collective buying or organizational buying behavior (OBB) in the business-to-business (B2B) market. The traditional OBB process
described as some business buyer-flock groups join force to negotiate price with the suppliers through their collective buying power. Unlike the traditional groups, new consumer flocking is not geographically confined through tremendous network online and they don’t need to stay intact in order for group members to continue enjoying a discounted rate; neo-groups are fleeting formations of consumers.

**Online Group-Buying Business Modes**

Lai & Zhuang (2008) indicate five dimensions of collective bargaining models which include initiator, variety of products, number of sellers, collective power base, and offer. Furthermore, the online group-buying market can be classified into three categories (Qian, 2006). The first category, spontaneity group-buying, refers to Internet consumers who have similar needs for a specific product or service. These consumers group together by creating a common topic on BBS or other online media tools that is visible to other individual consumers. Then the initiator this group undergoes information searching and negotiation with the suppliers. In this type of buyer-flock, consumers are competent in evaluating what they will buy.

![Figure 1. Spontaneity Online Group-Buying](image)

The second type is referred to as Business-call online group-buying, which is the most popular style. Commercial websites work as third-parties or middlemen that build a platform to provide information for specific products or service. Consumers are attracted by bargaining mechanism. The operators of third-party commercial website play an important role on forming scattered customers into flock to take advantage of quantity collective power. Due to the legit and normative natures of website operators, this mode keeps ascendancy on trustworthy and continuity (see Figure 2a). Initially, the commercial website is only an information provider and group caller, however, to derivative value chain, gradually, commercial websites would provide a one-stop service including payment, transaction, logistic and so on. To date, these websites often outsource such group-buying service to fourth-party companies (Figure 2b).

![Figure 2a. Business-Call Online Group-Buying](image)
Figure 2b. Outsourced Business-Call Online Group-Buying

Supported by huge economic benefits and the potential of new media to reach millions of consumers, service providers have been actively engaged in reaching the consumers directly. Many suppliers are trying to integrate online group-buying into their marketing distribution channels. In the second mode, the distributors or intermediaries lose customers because those customers are approaching suppliers directly through online group-buying websites. In addition, some intermediaries and suppliers have also teamed up and operated their e-commerce websites and collaborate with other firms to better control for price and service quality. A successful example is the Friendly Shandong-Lashou Tourism Promotion Program. The whole plan was conducted by Shandong Tourism Administrative and cooperates with one of the biggest online group-buying websites in Mainland China, Lashou.com.

Figure 3. Conglomerated Group-Buying
Tourism Related Products/Services in Online Group-Buying

The products for online group-buying could be anything related to people’s daily life, decoration materials, household accessories, car, house, household electrical appliance, and so on. In recent years, tourism and hospitality related products and services get support from this new media. In 2008, the first online group-buying website Groupon.com was launched in United States. According to the statistics from the China Internet Association (2011), there are at least 3,600 online group-buying websites around the world and the market is growing at an average rate of 29.33% compound monthly (CNZZ, 2011). Among these sites, tourism and hospitality products/services have inaugurated many new distribution channels. Tourism and hospitality services, such as hotel room, hotel coupon, hotel restaurant, hotel spa, hotel gym, travel pass, scenic ticket, FIT, air fare, car hiring, travel equipment, cruise, golfing, horse riding, fishing, ski, spring and other leisure services, could be offered through group-buying. Hotel related services are generally the most popular group-buying items, which account for 65% of total consumption. Travelling pass and skiing are the second and third most popularity group-buying items in mainland China Market (Qunaer.com, 2011).

Modes of Tourism Related Online Group-Buying Websites

The group-buying market is primarily dominated by three types of websites. They are explained as follows (Qunaer.com, 2011).

*Integrative online group-buying websites.* These websites are operating for online group-buying transactions for a wide range of products. They began to put efforts on penetrating into the tourism/hospitality markets only recently. Examples include the biggest consumer-to-consumer (C2C) website in Mainland China, Taobao.com and Lashou.com. These sites do not have clear boundaries for tourism products in the past but are currently working on or cooperating with destination management organizations in order to may group-buying prevalent.
Vertical-developing online group-buying websites. This type of websites concentrate on tourism/hospitality services. They put more efforts on how to differentiate themselves from product development and value added product to customers. As a result, they have established a network of relationship with hotels and other tourism and hospitality segments. For example, Ctrip.com in Mainland China is biggest website for hotels under this category with a variety types of services like “Hotel Online group-buying 2.0”, “Instant Online group-buying” and “One for group”. Vertical-developing mode will be the mainstream for tourism/hospitality online group-buying in the future.

Regional online group-buying websites. Some destination management organizations are trying to integrate online group-buying mode as one of their promotion and distribution method. This idea was introduced by Qian in that destination management organizations use this mode of online group-buying (Qian, 2006). Like in Xi’an, Shaanxi Province, Xiamen, Fujian Province and Shandon Province, these websites are being operated by regional big travel agencies or destination management companies. Though the business scale is smaller, they know the regional market and consumer characteristics better than the vertical-developing operators.

Perceived Value

The literature commonly suggests that consumer values are created based upon consumers’ perceptions of cost, convenience, and service quality. Superior value propositions drive consumers to acquire services from vendors that can offer such value (Rust, Lemon, & Zeithaml, 2004). In addition, Wolfinbarger and Gilly (2000) suggest that accessibility/convenience, selection, information availability, control of sociality, low commitment to the experience and more generally, a sense of freedom and control all mark goal-directed buying and ambiance/atmosphere, positive sociality, positive surprise, commitment to experience as or more important than goal are major benefits experiential buyers could generate. (Wolfinbarger & Gilly, 2000).

METHODOLOGY

The focus of this paper is to explore individual consumers’ perception of the values of online group-buying. We use a qualitative approach with in-depth interview method. In particular, we adopted grounded theory (Strauss & Corbin, 1998) to guide our research. We collected our interviews with a group of online social media users from QQ, Facebook, and Renren. These users were familiar with group-buying and had been using this new online shopping medium to purchase tourism and hospitality services. In order to enhance the representation of the target population, the informants were selected from Mainland China, Hong Kong, and Macau. Data were transcribed from Chinese into English by one of the authors who is a Chinese-English bilingual. More than half of interviews were college students, and the rest were working adults. The data collection process stopped then we reach data saturation as no new information was generated. A total of 12 interviewees in two waves were collected by one of the authors.

Our interview guide was designed into three parts. The first part concerns about
consumers’ travel needs and group-buying values. Example questions include “Why do you use group-buying websites? What values are you looking for?” The second part seeks to understand consumers’ travel decision making process in regard to group-buying. Example question are “Describe our group-buying experience. Explain the whole decision process from pre- to post-trip experience.” Finally, the third part of the interview explores the consequences of group-buying. Some of the questions include “Would you use group-buying again? Why?”
RESULTS

Based on prior research and the findings of the interviewees, we conceptualize that online group-buying of tourism and hospitality services include the following value attributes:

**Cost Saving.** All of the interviewees indicated that the greatest appeal of group-buying is that it could offer them with good deals and low-cost services. These group-buying websites provide a channel for consumers to find lower-price services through collective bargaining and purchasing a large quantity from the suppliers.

*Low price is the most important reason I use online group-buying. It is very cheap and with high value for students, especially when we are budget travelers.* (Male, 25)

*It offers good deals especially when you buy it. And when you need service with a cheap price, the website can always get it for you.* (Female, 28)

**Convenience.** Similar to online shopping, group-buying enjoys the advantage of easy access from anywhere at any time through the Internet. Also, group-buying sites provide very convenience service for e-coupon.

*The portfolio is big and convenience to search for interesting product without the time limitation. It is also very easy to access because you can log on to the Internet through mobile phones, i-pads, notebooks, and even television sets. There is no time and space limitation, so that I can search for any product and service with great ease. Hence, it is very convenient to me.* (Female, 28)

*They will send me a SMS as e-coupon, so I just need to show this SMS to the service provider and don’t have to worry about that I might lose the coupon. Moreover, if I want to give my friends as a gift, I simply need to forward this SMS to him. Then he can redeem the coupon. The Group-buying website will also send me a SMS as a reminder or as a confirmation. This makes me feel that the transaction is secured.* (Female, 25)

**Information and Expertise.** Interviewees often mentioned that this new online shopping mode provides rich information for their travel. Such information are easy to obtain and may be even more useful than information retrieved from online search engine.

*Novelty of tourism products, some of the product they provided in the website gave me new ideas about planning my trip. [Some websites] also give me some basic information about certain destinations even if I need it.* (Male, 26)
I can get enough information from these websites. If I do the search myself, I may not get such rich information. I can also find out, not only necessary information about a specific destination, but also how popular it is. (Female, 28)

Vertical mode is more professional than other modes of group-buying because these other modes are too complex and without a clear theme. Vertical mode providers have more expertise and are more experienced than integrative mode. They also give me more choices. (Female, 25)

Achievement. Base on the data, we also realize that some informants did not merely enjoy the economic benefits from redeem e-coupon from online group-buying. Rather, they felt satisfaction because of self-esteem and achievement.

I would like to share with my friends about experience in group-buying because I feel great achievement when I redeem those coupons and getting a cheaper price in front of those people who don’t know how to use this tool. And I also enjoy a lot teaching my friends how to utilize [group-buying sites]. (Female, 24)

CONCLUSIONS

Online group-buying websites are enjoying a great potential due to the popularity of online shopping, especially in Mainland China. With more than 3,000 websites that are currently conducting group-buying transactions even at their infancy, we believe that group-buying will gain more popularity in the foreseeable future. Our findings suggest that consumers engage in group-buying for four major reasons: cost, convenience, information and expertise, and achievement. This update is important to the literature as it provides scholars an early understanding of the value attributes of group-buying. The findings also provide tourism and hospitality managers insights into why consumers prefer to shop through group-buying sites.

Websites design and marketing strategy issues should have innovation and base on motivations and satisfiers for online group-buying customers. Most of our interviewees prefer the Vertical mode for travelling decision because of expertise, professional and detail information these website can provide. They also mentioned that diversification of the sites The novelty of products under promotion is another selling point that attracts consumer attentions. Hence, when travelling related group-buying websites are under designed, price is not the only one factor they should push out, but also their professionalism and consummate service should be involved.

The literature consistently acknowledges that impulsive buying plays a major role in consumer purchase. Informants often suggested that they were attracted to consume certain tourism and hospitality services because group-buying sites provide them a convenient means to find deals that may not be available in other shopping environment. Hence, we believe that there is an association between group-buying and impulse purchase; this behavior may also
lead to increase in traveling (Babin, Darden, & Griffen, 1994). This phenomenon is especially acute among the younger generations as they are more Internet savvy and now are becoming full-fledged consumers. Furthermore, our interviews also reveal that although some group-buying consumers intend to share their experiences, they could not find a way to share these experiences through group-buying sites. Hence, we believe that group-buying sites should develop means to utilize consumer referral through word-of-mouth campaign.

REFERENCES


ABSTRACT

Tourism and hospitality industries have become a prosperous business in Taiwan. In a similar fashion, the popularity of tourism and hospitality programs in Taiwan is evidenced by their growth. The numbers of programs and enrolled students have increased rapidly in recent years. However, according to the statistics of Directorate-General of Budget, Accounting and Statistics, employees’ turnover rate in tourism and hospitality is significantly higher than other industries, and the turnover rate of employees with a master’s degree is even higher than their colleagues with different qualifications. Graduate students in school study with high hopes and expectations and try their best to enter the industry after graduation only to be disillusioned soon and hence decide to leave the industry.

Despite the extensive amount of literature addressing turnover factor, the issue is far from clear, mainly because most of the previous studies examined the relationship between turnover factor and turnover behavior solely from the “cross-sectional” perspective. Few took into consideration educational background (especially at the postgraduate level) in their discourse of turnover research. In addition, employees’ turnover factors are influenced by multiple elements, such as the history of learning and the environment (both external and internal) of organization (Prideaux, 1996;
Bronfenbrenner, 1979); factors change accordingly as the person-in-question enter different stages of career development. Thus, this study intends to conduct a three-year “longitudinal panel study” to track turnover factors among 236 students who are undertaking tourism and hospitality postgraduate programs in Taiwan. The study covers all the way from their school training period to job market entry and job turnover.

This study will be the first to provide an initial assessment of turnover factors in tourism and hospitality industries, taking a longitudinal approach. The results of this study will give new insights to both academics and practitioners.

**Key Words:** longitudinal panel study, tourism and hospitality graduates, turnover factors

**Introduction**

“…for so many years we as managers have been wondering why it is so hard to retain employees with a postgraduate degree. It was not until I completed a master’s program myself did I realize that our management had been wrong.”

【Vice President of EZ-Travel】

The remarks of a high-rank manager from the biggest travel agency in Taiwan pointed out the issues of retaining employees with advanced educational background and keeping them in the right positions. It also highlighted the problem of high turnover rate in tourism and hospitality industries.

In recent years, the government has been committed to developing tourism industry and opening the market to tourists from Mainland China. The effort pays off and has stimulated a rapid growth in tourism industry. According Tourism Bureau in 2010, 9,415,074 departing visits were made while visitor arrivals reached 5,567,277. Even with an industry booming, Taiwan still faces fierce competition from globalization. Businesses are transforming from small-and-medium enterprises into large corporations. During the transformation, demand for competent workforce in tourism and hospitality industries increases at an unprecedented pace. Chang and Hsu (2010) argued that in the face of globalization and business competition, companies must upgrade the quality of their workforce to maintain their competitive edge. Mayaka and Akama (2007) contended that global tourism industry is full of changes and intense competitions; as a result, fostering high-quality human resources is crucial. Baum (2007) also emphasized human talent as a key to successful operation in tourism and services industries. Indeed, human talent is a crucial factor that shapes the future development of tourism and hospitality industries. In response to the promising prospect of tourism industry, many universities and colleges are providing programs to cultivate competent professionals.
In 2010, there were 58 postgraduate institutes providing training in fields of tourism, hospitality and leisure management in Taiwan, with approximately 800 graduates each year (Ministry of Education, 2010). In the future, more tourism and hospitality graduates will enter the job market. A perception study on students in Korea, Taiwan and China found that more and more students choose to major in tourism, hospitality and leisure management at an undergraduate and postgraduate level. When they complete their studies, they also aspire to work in tourism industry. A fundamental change has therefore taken place in the labor market of tourism industry as more highly-educated people swarm into the supply side (Kim, Guo, Wang, and Agrusa, 2007).

Despite having more employees with a master’s degree in tourism and hospitality industries, the high turnover rate in this job market remains a central issue to be addressed (Wood, 1992; Lucas, 1995). The special nature and job requirements of tourism and hospitality result in a much higher turnover rate compared with other industries (Birdir, 2002; Stockman, 2003). According the report of Directorate-General of Budget, Accounting and Statistics (DGBAS) on work experiences survey, between 2005 and 2008, about 28.5% of employees in the accommodation and food services sector left their posts before serving for more than one year. The turnover rate had been the highest for four consecutive years and was six time of that of water, electricity and gas supply sector, which has the lowest turnover rate. The average tenure was 3.3 years, the lowest compared with other sectors and only about a fourth of that of water, electricity and gas supply sector (DGBAS Executive Yuan, 2010). Statistics by educational background show that in 2008, the turnover rates of employees with a master’s degree in sectors of accommodation services, food and beverage and recreation are respectively 103.2%, 89.9% and 27.1% (DGBAS Executive Yuan, 2010). These figures are significant indicators of a much higher turnover rate in tourism and hospitality industries, compared with other sectors and industries. Employees with a master’s degree above all, are more likely to change their jobs compared to their colleagues with different educational backgrounds.

Previous studies pointed out that a high turnover rate has both positive and negative effects to an organization. For most corporations, optimal turnover helps revitalize organizations and hence boost their performance. For individual employees, changing their jobs allow them to accumulate different work experiences. They will be able to expand their knowledge and capabilities, which is conducive to their career development. However, if the turnover rate is too high, corporations may suffer from declining service quality, shrinking profit and other invisible costs, including lower customer satisfaction and loyalty (Hinkin and Tracey, 2000); also, having to reshuffle job positions, training new recruits (as direct costs) and tackling low morale, unsatisfactory performance (as indirect costs) may turn out to be burdensome (Staw, 1980).
So exactly what caused this high turnover rate among tourism employees with a master’s degree? Most people would attribute “low pay” as the most important factor. A review of previous studies on this topic also draws people to the same conclusion. Baum (1993) argued that a relatively lower salary level explains why tourism professionals quit their jobs. In his study on obstacles for tourism professionals, Battersby (1990) also came up with a similar conclusion, claiming that salary level determines the extent to which tourism professionals are willing to hang on to their positions. Page, Brunt, Busby, and Connell (2001) named income as one of the important factors to job-quitting in tourism industry. Walmsley (2004) compared previous studies and argued that in addition to salary (or income), as many researchers had pointed out, there were other factors that contributed to the high turnover rate in tourism industry, including low entry requirements, negative professional images, unclear division of labor, lack of comprehensive career planning, positions offered as part-time jobs and seasonal (periodic) demand. Based on some general theories of organization management, some scholars claimed that “salary” was only one of the factors people took into consideration when they were thinking about quitting. It is more of a hygienic factor than a motivator and therefore strictly speaking, it is not the most important factor causing the high turnover rate (Robert and Donald, 1986). In fact, most studies addressed the issue of job-leaving from the perspective of salary, not educational backgrounds. Yet employees with a master’s degree are such important human resources to future tourism and hospitality industries. A high turnover rate among these well-educated people is a waste of both human and education resources. Therefore, it is crucial and necessary to investigate the reasons behind their frequent turnover on a long-term basis.

In organization studies, turnover has often been brought up for discussions and research (Hayes, O’Brien, Duffield, Shamian, Buchan, Hughes, Laschinger, North, and Stone, 2006). A lot of studies have been carried out to unveil reasons behind turnover behaviors, either by the types of jobs (Dalton, Todor, and Krackhardt, 1982; Abelson, 1987), different sectors and industries (Moore, 2000; Falch and Strøm, 2005; Josephson, Lindberg, Voss, Alfredsson, and Vingard, 2008; Chen, Chu, Wang, and Lin, 2008) or different organization behaviors, such as work value, job performance, absence, work satisfaction, organization commitment and levels of fitness, to examine the relations between turnover and different variables (McCulloch, and Turban, 2007; Wheeler, Gallagher, Brouer and Sablynski, 2007). Attempts were also made to develop a model of turnover theory (Janega and Olmsted, 2003; Boyar, Maertz, Pearson, and Keough, 2003; Kline, Schwerin, Olmsted, and Wilcove, 2006; Capon, Chernyshenko, and Stark, 2004; Scroggins, 2008), which connected personal factors, such as work experience (Harrison, Newman, and Roth, 2006), age (Khilji, 2004), sexes (Maertz, 2001) and educational backgrounds (Cotton and Tuttle, 1986) with turnover behaviors.

Under the classification of reasons behind a turnover, educational background is
regarded as one of personal factors. Previous studies on the relations between educational background and turnover concluded that a higher level of education translates to more human capital, including knowledge and experiences, and therefore people with a better educational background are likely to have more choices in a job market (Kirschenbaum and Mano-Negrin, 1999; Loewenstein and Spletzer, 1999). Cotton and Tuttle (1986) pointed out that people with a better educational background are more prone to change their jobs as they have higher expectations to themselves and that they are more capable of negotiating favorable terms for themselves in the job market. Therefore, a positive correlation exists between education level and the tendency towards job-changing. Given people with a master’s degree are becoming a major source of employees in tourism and hospitality industries, a high turnover rate is indeed a great loss to most businesses. Understanding the true reasons behind their turnover behaviors has become a critical issue that the industries must address for long-term development in the future.

Turnover factors are clearly shaped by an individual’s learning experiences as well as the internal and external environment of an organization. They are also subject to periodic changes. This argument is supported by previous studies. Prideaux (1996) argued that people with different lifestyles tend to have different reasons for changing their jobs, which also takes place in various processes. Bronfenbrenner (1979) drew up the concept of lifecycle by proposing a timeline for career development and argued behaviors as a response to environmental and lifecycle changes. Wang and Horng (2004) also pointed out that turnover behavior is a part of career development. It involves all kinds of mobility of an individual in a work place as well as changes of career fields and serves as the veins of individual growth and development. Turnover behavior is a timeline process and is susceptible to the environment. It is not to be discussed from a single perspective, but rather, a more comprehensive approach should be taken to study and explain the turnover of tourism and hospitality employees.

Wanous (1989) contended that in most organizations, new recruits tend to develop a feeling of uncertainty about their roles. Some may find their new jobs not quite what they had in mind and therefore experience the so-called “reality shock.” In most cases, turnover behavior is likely to take place during the first month. Uncertainty stems from a lack of understanding of the culture, climate and interpersonal network of the organization while reality shock reflects the gap between expectation and reality. Louis (1980) mentioned the surprise or role shock a new recruit may experience when what really happens in an organization is far from what he or she expected. These surprise and role shock cause anxiety and insecurity in a new recruit. When managers fail to help new employees adapt to the organization, they face imminent risks of high mobility and turnover rate.

Following these arguments, it is obvious that a systematic approach to discussing
turnover factors is important as it is necessary. Turnover factors may change in different stages of career development, e.g. school training, trial period and job turnover, etc. No previous studies investigate educational background, especially at a postgraduate level, as a turnover factor. Also, most of them did not carried out a longitudinal research on turnover factors. Rather, they tend to collect samples in a given period of their career. For example, most studies discussed topics like turnover tendency during employment (Moore, 2000; Ding and Lin, 2006), reflection in post-resignation time (Price and Mueller, 1981 ; Holton, Mirchell, Lee, and Inderrieden, 2005) and reasons behind voluntary and involuntary turnovers (Griffeth and Hom, 2004).

So far, no longitudinal research has been carried out to investigate the turnover factors of employees with a master’s degree in a systematic fashion. Although Chen, Chu, Wang, & Lin (2008) and Wright & Bonett (1991) brought up the issues related to highly-educated employees, they did not put in their discussion the interconnection between time linearity and environmental susceptibility. Moreover, the samples they collected are not limited to tourism and hospitality industries. As a result, the study attempts to combine time linearity and environmental susceptibility and investigate the turnover factors of employees with a master’s degree in tourism and hospitality industries for three consecutive years. The study commences when students are still studying and developing professional skills at schools. Afterwards, a follow-up survey will be put in place when they are employed. This study will track the changes of turnover factors in different career stages to illustrate a more complete picture, as shown in Fig. 1.

![Fig 1. Follow-up of Turnover Factors of Tourism and Hospitality Employees](image-url)

The purpose of this study is to help postgraduate students of tourism and hospitality develop a positive and practical expectation toward their future jobs so that they will not be
disappointed by reality shock when they enter the job market. Riordan and Goodman (2007) contended that school training to a large extent shapes employees’ perception and expectation to their jobs. Dracup and Morris (2008) suggested that a competent and accommodating faculty is required to build up students’ confidence and professional skills and hence mitigate the reality shock they might experience in the future so that they will be more likely to stay in posts. Chang and Hsu (2010) also proposed that business should be allowed to participate in the curriculum design so that students may acquire practical skills and will have a better idea of what to expect when they graduate. In deed, education and training can serve as a bridge between ideas and practices. This study will not only investigate the turnover factors of highly-educated employees but also conduct a cross-examination of education, reality shock and turnover factors. The purposes of this study are listed as follows:

1. modify the turnover factor inventory for tourism and hospitality students【First Year】
2. investigate student’s perception to turnover factors【First Year】
3. compare the change of turnover factors as students graduate and enter the job market with results attained in year 1.
4. discuss the impact of reality shock and its implication on turnover behavior【Second Year】
5. discuss the relationships between school education, reality shock and turnover behavior【Second Year】
6. analyze the periodic changes of turnover factors and propose recommendations to improve the curriculum design at postgraduate level and to help companies and corporations reduce the turnover rate【Third Year】

Research Conceptions and Hypotheses

1. Research Conceptions

This research was designed using a longitudinal approach. The antecedent variables included postgraduate students’ learning process, employment, and turnover in the periods of postgraduate study, and first and second year of employment. The outcome variables were students’ perceptions to turnover factors. By comparing these two types of variables, how the change of perceptions to turnover factors under reality shock relates to turnover factors was analyzed, as illustrated in Fig. 2. In addition, the participants of this research may have different types of “employment” and “turnover” during the first two years of their employment, so new employment after each turnover was categorized into “intra-occupation employment” and “inter-occupation employment” using the framework designed by Wright and Bonett (1991).
2. Hypotheses

Prideaux (1996) argued that people with different lifestyles tend to have different reasons for job turnover which takes place in various processes. Wang and Horng (2004) pointed out that job turnover is a part of career development; it represents an individual’s mobility in the job market and career development and serves as the veins of personal growth. Turnover behavior takes place along a timeline and is susceptible to environment. Bronfenbrenner (1979) developed the concept of career lifecycle by proposing a timeline for career development and argued turnover behavior responds to environmental and lifecycle changes.

However, previous studies dedicated to turnover factors only focused on “cross-sectional” research during a certain period of employment, such as the tendency to resign during employment (Moore, 2000; Egan, Yang, and Bartlett, 2005; Ding and Lin, 2006; Mcculloch and Turban, 2007; Wheeler, Gallagher, Brouer, and Sablynski, 2007) and the reasons of job turnover discussed only after resignation (Price and Mueller, 1981; Holton, Mirchell, Lee, and Inderrieden, 2005). Very few studies addressed turnover factors from the perspective of education background (especially postgraduate degree) and at different points in time. Would turnover factors differ at different points in time? Six research hypotheses were proposed.

**H1**: The turnover factors differ significantly before a student completes his postgraduate study and after entering the job market.
Scholarios, Lockyer, and Johnson (2003) indicated that a majority of graduates have an unrealistic career expectation. Riordan and Goodman (2007) contended that school training to a large extent shapes employees’ perception and expectation to their jobs. Dracup and Morris (2008) suggested that a competent and accommodating faculty is required to build up students’ confidence and professional skills and hence mitigate the reality shock they might experience in the future so that they will be more likely to stay in posts. Nevertheless, Chi and Gursoy (2009) concluded that school education does not necessarily bridge the gap between academic achievement and the requirement of job market; the close of the gap depends on how much focus is placed on the school’s partnership with private sector, and the design of internship program. Chang and Hsu (2010) also proposed that businesses should be allowed to participate in curriculum design so that students may acquire practical skills and will have a better idea of what to expect when they graduate. Thus, this research studied how absence of internship experience relates to reality shock. Two additional hypotheses were proposed:

**H2-1:** Reality shock is not significantly correlated with the curriculum design of school.

**H2-2:** The correlation between reality shock and the curriculum design of school is moderated by internship experience.

Louis (1980) mentioned the surprise or reality shock a new recruit may experience when what really happens in an organization is far from what he or she expected. These surprise and reality shock cause anxiety and insecurity in a new recruit. When managers fail to help new employees adapt to the organization, they face imminent risks of high mobility and turnover rate. Holtom, Mitchell, and Lee (2005) indicated that external, organizational, and personal factors may subject a new recruit to resignation. Based on the above studies, it is safe to assumed that new recruits tend to resign when suffer from a certain degree of reality shock. According to Dean, Ferris, and Konsatns (1998), reality shock comes from job content, job context, and career facilitation. Therefore, this study focused on reality shocks, such as how job content, job context, and career facilitation, relate to turnover intention. The third hypotheses are as follows:

**H 3-1:** The job content of reality shock will positively affect new recruit’s turnover intention.

**H 3-2:** The job context of reality shock will positively affect new recruit’s turnover intention.

**H 3-3:** The career facilitation of reality shock will positively affect new recruit’s turnover intention.

The above hypotheses assumed that turnover factors differ as time and environment change, and the level of industry-oriented professional trainings provided by school education,
reality shock, and tendency of resignation also correlate to one another. Based on these hypotheses, the research framework of this study was designed as follows: (Fig. 3)

![Fig. 3 Research Framework](image)

**Methodology**

1. Identification and Measurement of Variables

1.1. Post-graduate Degrees of Tourism and Hospitality Studies

Judging from the development process and context, hospitality study can be divided into three categories: tourism, hospitality, and leisure studies (Horng and Lee, 2005; Tsaur, Wang, Chang, & Wang, 2008). The research defined “post-graduate students of hospitality studies” as the second-year students enrolled in the post-graduate programs whose titles include the following terms: tourism, hospitality, leisure, travel, and recreation.

1.2. Tourism and Hospitality Industries

Past studies divided tourism and hospitality industries into sectors of accommodation, food and beverage service, land transportation, air transportation, vehicle rental service, travel service, sports and recreation (arts), and retailed business (Cai, Leung, and Mak, 2006; Eriksen and Ahmt, 1999; Chhabra, Sills, and Cubbage, 2003; Mossberg, 2007). The above categorization corresponds to the sectors of accommodation service, food and beverage service, land transportation, air transportation, car rental service, travel service, arts and recreation service, and retailed business, as defined by government authorities and business activity census. The same definition was adopted by this research to determine the scope of tourism and hospitality industries.
1.3. Turnover Factors

The turnover factor scale presented in this study was redeveloped on the basis of Walmsley’s study (2004) and repurposed for post-graduate students of tourism and hospitality studies. In addition to the turnover factors proposed by Walmsley (2004), the results of focus group interviews conducted by Shemwell and Yavas (1999) in the research of hotel service quality inventory were included. In other words, the turnover factor scale for post-graduate students of tourism and hospitality studies was structured using both qualitative and quantitative research results.

This turnover scale includes eleven sections, with 71 items in total. Including:
(1) Eight items on work hours, (2) Seven items on payroll, (3) Three items on interpersonal relation, (4) Nine items on job description, (5) Five items on the industry, (6) Seven items on career development, (7) Eight items on corporate culture, (8) Five items on management team, (9) Four items on professional capability, (10) Seven items on personal issues, and (11) Eight other items.

1.4. Curriculum Design of School

The scale of curriculum design by school was developed on the basis of Chi and Gursoy (2009). The design of school curriculum and structured qualitatively and quantitatively for students of post-graduate tourism and hospitality studies. Both the professional education by school and the turnover factor scale were designed simultaneously and underwent the same process. There are nine items measure curriculum design by school.

1.5 Reality Shock

The reality shock scale developed in this research was a combination and modification of Buchanan (1974) and Dean, Ferris, and Konstans (1988) reality shock scale. From Buchanan’s (1974) item was “Am I disappointed as a result of the contrast between what I expected and what I found?” And Dean, Ferris, and Konstans (1988) items to evaluate “what” would be expected. Previous studies on reality shock were conducted in the form of interview, and the participants were mostly teachers and nurses. However, the study carried out by Dean, Ferris, and Konstans (1988) targeted new recruits in the private sector and the scope of the scale correlates closely to the turnover factors discussed in this study.

The reality shock scale developed by Dean, Ferris, and Konstans (1988) included three sections: job content, job context, and career facilitation, among which items under job content and job context were created based on the scale designed by Hackman & Oldham (1975) while those under career facilitation were adapted from the scale developed by Schneider & Dachier (1978). The reality shock scale proposed by this study also included three sections-job content, job context, and career facilitation, with 42 items in total.
1.6 Turnover Intention

The research adopted the tendency of resignation questionnaire created by Ostroff and kozlowski (1992) for the same questionnaire was used by Lam, Lo, and Chan (2002) to analyze the tendency of resignation of new hotel recruits in Hong Kong. Given the similarities of industries and research participants (new recruits), this questionnaire was believed to be appropriate as it was adopted in the study by Lam, Lo, and Chan (2002).

The tendency of resignation questionnaire includes three questions: (1) If everything goes well, I will stay at this company for at least one year; (2) how often participants thought about quitting; and (3) the probability that they would look for a new job in the next year.

1.7. Questionnaire Modification and Scoring System

The inventories and questionnaire used in this research were localized using “group discussion translation”(Kelly, 2005) and “back translation.” In group discussion translation, a group of researchers who are fluent in Chinese and English worked together on every English question and sentence, and translated them into Chinese. The translation must be true to its English original and incur a response from Chinese-speaking participants as if they could read the English text. In back translation, the English questionnaire was translated into Chinese which would be later translated back into English again by a different translator. The English original text and the English back-translation were then compared in order to indentify improper Chinese translation.

All the items in the questionnaire were rated on the Likert 5 scale from one to five: “strongly disagree = 1”, “disagree = 2”, “neutral = 3”, “agree = 4”, and “strongly agree = 5.” For negative questions, the scores were assigned in a reversed order.

2. Samples

Based on this study’s definition of post-graduate students of tourism and hospitality studies, the research participants were selected from the “2009 College and Student Population Statistics” published by Ministry of Education. The second-year students of post-graduate programs whose titles bear the following key words were invited: tourism, hospitality, leisure, travel, and recreation. As a result, a number of seemingly-related post-graduate programs were excluded. First, Graduate Institute of Taiwan Food Culture of National University of Hospitality and Management and Institute of Hot Spring Industry of Chia Nan University of Pharmacy and Science were excluded for their program titles do not include any of the above key words. Furthermore, Graduate Institute of Transition and Leisure Education for Individuals with Disabilities of Taipei Physical Education College, Department of Sport, Health, and Leisure of Cheng Shiu University, and twelve other post-graduate programs were excluded for their major focus on sports and fitness studies.
At the time of participant selection, Graduate Institute of Tourism Resource and Environment Studies of Diwan University, Graduate Institute of Leisure, Recreation, and Health Management of Tajen University, Department of Leisure and Recreation of National Formosa University, Graduate Institute of Hospitality Education of National Kaohsiung University of Hospitality and Tourism, and Graduate Institute of Leisure and Recreation Management of Hsing Wu College only had first-year graduate students, so these post-graduate programs were not included in the study.

After screening out 19 unqualified departments and graduate institutes, 39 were qualified and 19 of which agreed to participate (with 317 students in total). The research team visited all 19 qualified departments and institutes and conducted a preliminary interview with the second-year graduate students. After the preliminary interview, students who demonstrated the willingness to find employment in tourism and hospitality industries after graduation were invited to participate in this study. In the end, 236 students were included in the research, and their gender, school background, focus of studies, and school locations are shown in table 1.

Table 1. Gender, School Background, Focus of Studies, and School Locations of Samples

<table>
<thead>
<tr>
<th>Variables</th>
<th>Differences</th>
<th>No. of Samples</th>
<th>No. of Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Male/Female</td>
<td>88/148</td>
<td>289/369</td>
</tr>
<tr>
<td>School Background</td>
<td>Public/Private</td>
<td>84/152</td>
<td>252/406</td>
</tr>
<tr>
<td>Focus of Studies</td>
<td>Tourism/Hospitality/Leisure</td>
<td>144/47/45</td>
<td>446/79/133</td>
</tr>
<tr>
<td>School Location</td>
<td>Northern/Central/Southern/Eastern Taiwan</td>
<td>68/93/64/11</td>
<td>131/182/318/27</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td></td>
<td><strong>236 Samples</strong></td>
<td></td>
</tr>
</tbody>
</table>

The key to this study’s success was to keep track of all samples for an extended period of time. Nevertheless, the biggest challenge was loss to follow up. To limit loss to follow up, it is not uncommon to see researchers incorporate a large number of samples at the very beginning. However, given the limited number of samples, the research team sought to keep track of participants by sending birthday gifts, cards, or letter of notice (Citro and Kalton, 2000). To further reduce loss to follow up, two other complimentary methods were taken:

Method 1: Signing A Research Agreement

Once all samples were identified and demonstrated the willingness to participate, they were required to sign a research agreement in which participants were mandated to fill out questionnaires during the research period (three years). Right after signing the agreement, the participants completed their first questionnaire and received a gift certificate worth NT$300. The second- and third-year surveys were conducted online, and the participants were notified.
via email and phone calls. After all three surveys were completed, a gift certificate worth NT$1,200 was mailed to the participants as a token of appreciation.

Method 2: Information Sharing

Research information was sent routinely to the participants via email or regular mail during the period of research. Each mail came with a reminder to the participants to update contact information. In addition, an email account (tourismntnu@gmail.com) was set up for information sharing, updating contact information, and answering questions related to the research.

Since a portion of the participants would be inevitably lost and excluded as the research progressed, the rigorousness of exclusion criteria determined the quality of research. By considering the definitions of loss to follow up made by the US Department of Labor (2002), the American Association for Public Opinion Research (2006), and the distinctiveness of tourism and hospitality industries, the following exclusion criteria were created and specified in the research agreement.

(1). Male participants were divided into three groups: those who completed military service, those who waived military service/completed national guard training, and those with military service pending. For participants who would begin their military service upon graduation, the year of service in the army would be taken as their first year of employment (three months before discharge). These three groups of male participants were cross-analyzed in order to determine if their perception to turnover factors was subject to military service. Male participants would be removed from the research if they failed to find employment in tourism and hospitality industries one year after they were discharged from the military.

(2). All participants were grouped into “those who graduated on time (in the second year)” and “those in the third year or later.” These two groups of participants were cross-analyzed in order to determine if the perception to turnover factors was subject to the years of post-graduate study. For those who completed their post-graduate studies in the third year, the last year of study would be considered their first year of employment. Those who extended two years or more, or who extended less than one year but needed to serve in the army upon graduation would be removed from the research. Finally, participants who extended their post-graduate study and failed to find employment in tourism and hospitality industries within one year upon graduation would be removed from the research, too.

(3). For participants who graduated in the second year of study and had no military service pending, they would be still included in the research even if they found employment in
industries other than tourism and hospitality. In the meantime, they would be interviewed to determine the reason behind their career decision. The same participants would remain in the research if they returned to tourism and hospitality industries in the second year of employment, but would be removed if otherwise. This criterion was stated in the research agreement.

(4). For participants who graduated in the second year but remained unemployed for over one year, they would be removed from the research.

(5). For participants who continued with other studies after graduation and did not enter the job market, they would still be included in the second-year survey but removed in the third-year survey if they failed to found employment in tourism and hospitality industries.

(6). In the second/third year of survey, participants would be removed from the research if the researchers failed to contact them via phone calls or email.

3. Procedure of Survey

Three surveys were scheduled throughout the research. The first year survey was conducted by the researchers vis-à-vis the participants. The participants filled out a hard-copy questionnaire after their qualifications were confirmed and the research agreement was signed. The second- and third-year surveys were conducted online at [http://qqq.cht.com.tw](http://qqq.cht.com.tw). All participants were notified of the survey in advance through email or phone calls. The survey schedule is as follows:

(1) First-Year Survey: began in May (before graduation season) and last for one month

(2) Second-Year Survey: from April to June 2011 for it takes an average of six months for college graduates or higher to seek employment (Directorate-General of Budget, Accounting, and Statistics, Executive Yuan, 2010). According to Wanous (1980), new recruits are most likely to resign, especially those who are employed for less than six months. In general, post-graduate students graduate in July, so the period between April and June of 2011 was the ideal time frame for survey. The second-year survey was complicated by the multitude of participant groups. Participants employed by tourism/hospitality industries or non-tourism/hospitality industries and those who had pending military service, extended post-graduate studies, pursued other studies after graduation, and had been seeking employment opportunities were all included in the survey.

(3) The third-year survey is expected to be conducted between January and March, 2012. At the time of survey, those who have never been employed by tourism and hospitality industries will be removed from the research.
4. Data Analysis

SPSS 17.0 and LISREL8.8 were used to analyze and calculate survey results.

(1) Sample and Variable Description: Descriptive statistics analysis was used to determine the mean value of each variable and the distribution of standard deviation.

(2) Multivariate Regression Analysis: In a longitudinal research, different variables of the same point in time and the same/different variables of different points in time must be analyzed to identify the cause-effect relation. Multivariate regression analysis was used to identify how each group (public school/private school/gender) and individual behavior changed and interacted as time evolved.

(3) t-test: to identify how personal factors (e.g. gender), choice of career in the first year of employment, and perceptions to turnover factors interacted with one another.

(4) ANOVA: ANOVA was conducted to explore the differences of perception to turnover factors at different points in time. In addition, it was conducted to determine the relation among personal variables, status of employment, and perception to turnover factors.

Reference


Capon, J., Chernyshenko, O. S., & Stark, S. E. (2004). Applicability of civilian retention...


The analysis of the Behavioral Traits of Museum Tourists—as a case of the LaoLongKou Spirit Museum in Shenyang
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ABSTRACT
The museum has been one kind of important tourism resources with the development of the tourism industry. As one specific culture resource in modern tourism industry, the museum has become the favorite of many tourists. Nowadays, in China the number of the museum has greatly increased with the change of the tourism market, however, the museums attracting the tourists are very few. The development of the museum tourism are blocked by the fewer tourism products and limited developmental management. Taking the Laolongkou spirit museum in Shenyang as a case and based on a lot of fieldwork, the paper took the methods of questionnaire and on-the-spot interview to tourists and concretely analyzed the survey data. The paper also summarized the characteristics of the demography of the tourist source area, consumption, demand and tourist perception in the Laolongkou spirit museum. Finally, the paper posted some basic rules of the tourists in LaoLongKou Spirit Museum and put forward some corresponding suggestions on the infrastructure and servicing facility in order to provide the reference and help for the sustainable development of the LaoLongKou Spirit Museum.

Keywords: museum tourism, visitor behavior, the LaoLongKou Spirit Museum, tourism

1. INTRODUCTION
Nowadays with the flourishing development of tourist industry, especially the prosperity of cultural tourism, museum tourism will have a vast developmental space. Since China's tourist industry has been developed, the museum has been an important resource. The activities of museum tourists play an increasingly important part in tourist industry, so exploring and understanding the behavioral characteristics is becoming more and more significant.

Museum is an unique tourism resource with great attractions which show nations historic culture and ethnic customs. It sets the cultural landscape, entertainment and education all in one, and meets the comprehensive needs of visitors. People are increasingly emphasizing the cultural content and leisure nature of tourism products, the museum thus is developing into a new kind of tourism product.

Museum tourism, is defined as “a kind of tourism product or tourism activity as the carrier of a museum” [1]. The merging of museum and tourism is the trend of social development, because they promote with each other and bring about new developing opportunities. Museum as a tourist attraction has attracted the attention of domestic and international tourism scholars in the early. Since World War II, museum tourism has developed. There are some famous museum cities in Europe, such as London, Paris, France, as well as Beijing and Xi'an in China. Museum has become the
favorite of a large number of tourists. Over the past decades, some scholars have studied the behavior of museum visitors, by now, most researches have focused on the study of museum visitors. In China, museum tourism is still a relatively new research topic.

As a case of the Laolongkou spirit museum in Shenyang and based on a lot of fieldwork, this paper analyzed and summarized the characteristics of tourist behavior, it not only can provide a help for the development of tourism attractions and the in-depth analysis of the tourists needs. Most importantly, it will generate a significant impact on the potential development of the Laolongkou spirit museum.

2. ABOUT THE LAOLONGKOU SPIRIT MUSEUM

The Laolongkou spirit museum which has a three hundred years old history of wine, is a multi-functional tourist attraction in a collection of heritage collection, display and exhibition, science and education. It is also one of the industrial attractions in Shenyang. In November 7th, 2006, it was officially established as the national 3 A class tourist attractions.

Laolongkou is not only a typical representative of the wine history, but also a famous industrial brand in Northeast of China. In 2002, the company built a self-financing wine museum in the style of Qing Dynasty architecture, whose area is 1,200 square meters, and it can be described as the first wine museum in the northeast. The Laolongkou spirit museum is well known in the world by its rich cultural heritage, magic and ancient underground springs, long and unique tradition of brewing technology. The museum is divided into three parts, which are "wine culture Pavilion", "old wine workshops Pavilion" and "Industrial Production Pavilion".

In order to meet the needs of the tourism market, the Laolongkou spirit museum developed a series of fine wine and small package with local characteristic handicrafts. Thus it filled gaps of special products in Shenyang. The museum owns a tourist reception center and an official website. The staff wears in uniforms and provides warm service, even sends out free promotional materials for museum visitors. Guides in the museum often explain the vivid and rich content, so that visitors can easily enjoy the knowledge of wine culture.

3. AN OVERVIEW OF THE BEHAVIOR CHARACTERISTICS OF VISITORS

Tourist behavior is a special form of consumer behavior, it is the people activities who within their leisure time and under certain economic conditions avoid tension and fatigue or wish to get a variety of satisfaction. Behavior of museum visitors is an important part of museum studies. Most research focus on the behavior, motivations and expectations, the experience satisfaction of visitors and other aspects.

The study of museums began in the early 20th century, by now, most results have focused on the study of museum visitors. The early studies adopted a quantitative method, but in recent years, more and more qualitative research methods have been accepted by scholars. Overall, it was not until 1928 that Robinson, ES in the United States studied the behavior of museum visitors. This could be regarded as the starting point for recognizing the importance of museums. Most researches of the
behavior of museum visitors focus on some aspects, for example, the motivations, expectations, emotions and experience satisfaction, authenticity, interpretation systems and so on. Few scholars focus on the economics aspect.

Foreign scholars relatively do a more in-depth research, which involving both the supply and demand of museum tourism. It may include museum functions and facilities, management research, tourist behavior, and psychological study of tourist.

However, in China, museum tourism is still a relatively new research topic. Most research focused on the merging of museum and tourism, problems and countermeasures of museum tourism, and the product development of museum. It involved little in tourist behavior aspect, in general, the research is still in its early stages.

Some scholars have been aware of the importance of the intrinsic link between tourism and museum, and have conducted a survey of the museum tourists. Jiansong Lu think museum as the city tourist facilities has a unique and charm value, we must develop museum tourism vigorously. Min Zhang also think that, although the nature of the museum and tourism is different, there are some internal relations, through mutual cooperation, the museum can generate a greater social benefits, even add some income to supply with the funds needed for museum development.

In recent years, some researchers have set their sights on this field, and have achieved some success in the mode of operation, marketing strategies and development trend of regional local museum, however, there is a problem of lacking of associated promotion and summary.

In modern times, museums serve the functions of collection, research and exhibition, as well as education and recreation. They have gradually acquired visitor-based roles instead of museum-based roles. Thus, the need for visitor studies has emerged. More and more research relating to tourist visitors is still needed.

4. RESEARCH PURPOSES AND METHODS

4.1 Research Purposes

During the last decades, China's tourism industry has developed dramatically with the growth of the participants and the expansion of the market. However, the museum tourism industry has not been well developed. Two-thirds of museums in China are facing the problems of small visitors and low-income. Only understanding the behavior characteristics of museum visitors clearly, tourism industry can achieve a sustainable development.

This paper analyzed and summarized the characteristics of tourist behavior, it not only can provide a help for the development of tourism attractions and the in-depth analysis of the tourists needs. Most importantly, it will generate a significant impact on the potential development of the Laolongkou spirit museum and improve the competitiveness of the Laolongkou spirit museum.

4.2 Research Methods

This paper adopted a qualitative approach as it sought to understand the characteristic behavior of museum tourists, for exploratory research, a combination of the questionnaire and on-the-spot interview to tourists was used to collect required
information. Primary data were collected through the survey questionnaire, it was distributed 70, and effective 70. The secondary data approach was undertaken through a review of related websites, reports, newspapers, research, journal articles, and other relevant literature to help identify similar or related problems.

This study only focused on visitors of the Chinese mainland tourists. However, limited by existing conditions of few visitors, the survey questionnaire conduct a full investigation.

5. RESULTS AND ANALYSIS

5.1 Demographic Characteristics Of Museum Tourists

5.1.1 Gender of Museum Tourists

The impact of gender on travel behavior are mostly produced in the social structure in which it decide the position, the occupation, and income differences. Tourists in the Laolongkou spirit museum have a larger proportion of male visitors, reaching 68.6%, and women tourists reached only 31.4% (see Table 1). This is mainly because male visitors are more interested in wine and wine culture.

5.1.2 Age Of Museum Tourists

In different age groups of tourists, due to health, hobbies, and other aspects of personality, there is a big difference in the travel purchase behavior. Seen from Table 1, in all the 70 tourists in the survey, the number of between 26-45 years of age reached 25, accounted for 35.7% of the whole, we can see that for them the Laolongkou spirit museum has a certain appeal. Visitors between 46-65 years of age reached 28, accounting for 40% of total, indicating that the Laolongkou spirit museum is mainly middle-aged tourist market oriented.

5.1.3 Level Of Education Of Museum Tourists

Tourism is largely a spiritual consumption, we can see the higher level of education, the greater demand for travel is needed. Table 1 shows that tourists in the Laolongkou spirit museum generally had a high level of education, college degree or above accounted for 65.7%. This phenomenon shows that the Laolongkou spirit museum’s rich cultural history needs tourists have a higher quality features.

5.1.4 Career Of Museum Tourists

A human’s career can largely determine his status in the social structure, income level and occupation, and can also determine how much leisure time he owns. People in different careers may choose a different tourism products.

The main source of tourists in the Laolongkou spirit museum was retirees, accounting for 45.8% overall, followed by enterprise management and enterprise-level employees. There were no government personnel or military police officers, so this market need to develop (see Table 1).

5.1.5 Monthly Income Of Museum Tourists

Visitors in the Laolongkou spirit museum monthly income in RMB 1001-3000 yuan accounted for 77.2% overall, more than RMB 3,000 yuan accounted for 8.5% of total, indicating that the tourists generally had a higher income levels, it means that they have a certain economic base (see Table 1).

<table>
<thead>
<tr>
<th>Table 1 The Demographic Characteristics Of Museum Tourists (n = 70)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The demographic</td>
</tr>
<tr>
<td>The demographic</td>
</tr>
<tr>
<td>Age</td>
</tr>
<tr>
<td>--------------</td>
</tr>
<tr>
<td>Less than 18 years old</td>
</tr>
<tr>
<td>18—25 years old</td>
</tr>
<tr>
<td>26—45 years old</td>
</tr>
<tr>
<td>46—65 years old</td>
</tr>
<tr>
<td>More than 65 years old</td>
</tr>
<tr>
<td>1000 or less</td>
</tr>
<tr>
<td>1001—2000</td>
</tr>
<tr>
<td>2001—3000</td>
</tr>
<tr>
<td>3001—5000</td>
</tr>
<tr>
<td>5000 or more</td>
</tr>
<tr>
<td>Monthly income(RM B)</td>
</tr>
<tr>
<td>5000 or more</td>
</tr>
<tr>
<td>gender</td>
</tr>
<tr>
<td>male</td>
</tr>
<tr>
<td>female</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>characteristics of participants</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Junior high school</td>
<td>4</td>
<td>5.7</td>
</tr>
<tr>
<td>less high school</td>
<td>20</td>
<td>28.6</td>
</tr>
<tr>
<td>Bachelor</td>
<td>46</td>
<td>65.7</td>
</tr>
<tr>
<td>Master</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Dr. or more</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>student</td>
<td>6</td>
<td>8.6</td>
</tr>
<tr>
<td>employee</td>
<td>11</td>
<td>15.7</td>
</tr>
<tr>
<td>government personnel</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>career</td>
<td></td>
<td></td>
</tr>
<tr>
<td>military police officer</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>teacher</td>
<td>5</td>
<td>7.1</td>
</tr>
<tr>
<td>retiree</td>
<td>32</td>
<td>45.8</td>
</tr>
<tr>
<td>other</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

5.2 Fountain Of Museum Tourists

Tourists in the Laolongkou spirit museum from Shenyang accounted for 85.7%, indicating that the major source markets was the local tourists. Tourists of other cities in Liaoning province accounted for 14.3% of total, indicating that museum for them also had a certain appeal. However, Figure 1 shows that there are no tourists in other province in China, which is influenced by the short time and less wide of involving tourists(see Figure 1).
5.3 Consumption Characteristics Of Museum Tourists

5.3.1 Travel Mode

This paper divided the travel mode into five types, such as company together, family or friends together, individual, travel agency and other types. Figure 2 shows that travel mode of tourists in the Laolongkou spirit museum is relatively simple, mainly based on individuals and family or friends together, accounted for 52.9% and 44.3%. Figure 2 also shows that there is no tourists organized by company and travel agency. Obviously, the results are not true, mainly because there is too short time to do this survey.

5.3.2 Shopping Behavior

Figure 3 shows that the shopping fare of tourists in the Laolongkou spirit museum mainly concentrates on the 101-300 yuan and 100 yuan or less, accounting for 55.7% and 25.7%. In the survey we also find that the shopping behavior is basically on the purchase of wine, almost no tourism product spending. As a result,
the museum should develop special tourism products to attract more tourists.

5.4 Demand Characteristics Of Museum Tourists
5.4.1 Tourism Motivation

A review of previous literature on tourism motivation reveals that people travel because they are “pushed” into travelling by internal reasons or factors, or because they are “pulled” by destination attributes\(^{[7-9]}\). Motivation has become a meta-concept that functions as a trigger for travel behavior and determines different aspects of tourist activity, in respect of (i) the reasons for travelling or why, (ii) the specific destination or where, (iii) and the results obtained or overall satisfaction with the trip\(^{[10]}\).

Table 2 shows that for local tourists, the Laolongkou spirit museum has become a charm tourist attraction. 60% of the tourists are "interested in the wine culture ", they have a clear purpose of travel and wish to visit the museum to meet their corresponding culture needs and the spiritual experience. This result matches with the general high level of education of museum tourists, most of them prefer the depth-cultural travel. 15.7% of visitors say that they are "recommended by others ", and 15.7% of visitors are "specifically to buy wine", both of them are potential markets, the former have no clear purpose to travel, but the latter have a clear purpose entirely to buy the wine , however, due to the potential market, the museum should strengthen this part.

**Table 2 Tourism Motivation (n=70)**

<table>
<thead>
<tr>
<th>travel motivation</th>
<th>Number of participants</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>interested in the wine culture</td>
<td>42</td>
<td>60.0</td>
</tr>
<tr>
<td>recommended by others</td>
<td>11</td>
<td>15.7</td>
</tr>
<tr>
<td>accompanied by friends, families or more</td>
<td>1</td>
<td>1.4</td>
</tr>
<tr>
<td>specifically to buy wine</td>
<td>11</td>
<td>15.7</td>
</tr>
</tbody>
</table>
5.4.2 Ways To Obtain Tourism Information

Tourism information reflects the move, change and development of tourism activities. Tourism information includes direct access information and indirect access information.

Table 3 shows that different tourists have a common of ways to obtain tourism information. Because of the multiple-choice question, the choice of “recommended by friends and relatives” comes to the number of up to 65, accounting for 92.9% overall, followed by “Book and newspapers” and “visit the website”, accounting for 21.4% and 15.7%. Table 3 also indicates that the primary way to get information is “recommended by friends and relatives”, which fully shows that the Laolongkou spirit museum has a positive word-of-mouth endorsement. Most importantly, it helps us to recognize the importance of the reputation which is the most important part of the core competitiveness of a museum. It can not be replaced by any other media. However, the role of travel agencies, travel agents, radio and television are relatively weak. This provide a reference to the promotion and advertisement of the museum. In the survey we also find that some visitors know the Laolongkou spirit museum only by finding it when they pass by the museum, so we can conclude that a good position itself is a potential advertisement.

Table 3 Ways To Obtain Tourism Information (n=70)

<table>
<thead>
<tr>
<th>Ways to obtain tourism information</th>
<th>radio and television</th>
<th>book and newspapers</th>
<th>recommended by friends and relatives</th>
<th>visit the website</th>
<th>travel agencies</th>
<th>travel agents</th>
<th>other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>7</td>
<td>15</td>
<td>65</td>
<td>11</td>
<td>1</td>
<td>0</td>
<td>4</td>
</tr>
</tbody>
</table>

5.5 Perceptual characteristics of museum tourists

5.5.1 Most interested Pavilion

Figure 4 shows that visitors are most interested in "wine culture Pavilion" and "old wine workshops Pavilion", accounted for 97.2% together. Both pavilions have a long history of traditional Culture and reflect tourists’ desire of Chinese wine culture. But the” shopping areas” and "Industrial Production Pavilion" attract few tourists, mainly because the development of tourist souvenirs is not enough.
5.5.2 The Overall Satisfaction Of Museum Tourists

Visitor perceptions of the quality of a tourist destination, satisfaction with their experience and the resulting behavioral intentions are vital for successful destination management and marketing. It is generally believed that in tourism, high service quality and resulting satisfaction lead to positive word-of-mouth endorsements, referrals, and repeat visits, which ultimately affect the financial performance of suppliers associated with the tourism industry. Most tourism product providers as well as destination management organizations perform regular visitor satisfaction surveys\cite{11}.

Table 4 shows that the Laolongkou spirit museum overall satisfaction of tourists accounted for 48.6%, general satisfaction accounted for 50.0%. Generally speaking, the overall satisfaction of the Laolongkou spirit museum has a certain distance from the ideal satisfaction. Many tourists think there are not rich tourism products.

5.5.3 Repeat Visits Of Museum Tourists

As shown in Table 4, tourists choose the "very willing" only accounted 11.4%, significantly are very low. The largest proportion of the "Hard to say", accounted for 48.6% overall, at least shows that tourism product of the Laolongkou spirit museum itself is relatively fixed in form and content, lack of innovation, so it is difficult to provide fresh revisiting experience for tourists.

<table>
<thead>
<tr>
<th>Table 4 The Overall Satisfaction And Repeat Visits Of Museum Tourists (n=70)</th>
</tr>
</thead>
<tbody>
<tr>
<td>overall satisfaction</td>
</tr>
<tr>
<td>very satisfied</td>
</tr>
<tr>
<td>satisfied</td>
</tr>
</tbody>
</table>
6. Conclusions And Suggestions

6.1 Conclusion

According to the research findings, some major characteristics influencing the success of the Laolongkou spirit museum are identified.

(1) Demographic characteristics of tourists in education and monthly income are generally higher. Other characteristics include mainly male-dominated gender, middle-aged mainly dominated and a large proportion of retirees.

(2) Most of the tourists of the Laolongkou spirit museum come from Shenyang City, so the Laolongkou spirit museum tourist attraction in other province is relatively weak.

(3) The consumption characteristics of tourists is that visitors generally spend their money in buying the wine. It indicates that the development of museum tourism product almost vacant or need to be further developed to attract more tourists. Travel mode of tourists in the Laolongkou spirit museum is relatively simple, mainly based on personal and family or relatives together.

(4) The demand characteristics of tourists include that most visitors are interested in wine culture, ways to access to information depend mainly on the recommendation of friends and relatives. It indicates that the managers do not pay full attention to the publicity and promotion of museum products. Firstly, the museum almost has no external promotions; Secondly, the museum pays little attention to the mass media, ignoring the recommendation of the travel agencies and agents.

(5) The perceived characteristics of visitors include that visitors are most interested in "wine culture Pavilion" and "old wine workshops Pavilion", and visitors satisfaction and revisit intentions are not very high, which suggests that the contents displayed in the museum are relatively obsolete. Besides, museum has a very limited and unchanged way to display for many years, naturally it can’t attract more tourists to revisit. No matter the content or practices from the show are not attractive. Visitors have got tired of the way of "across the glass to see, ear to the others," they are eager to enjoy a greater participation.

6.2 Research Limitations

This study only focused on visitors of the Laolongkou spirit museum in Shenyang, wherefore, the application scope of the findings is limited. In addition, the factors of characteristics of tourist behavior cannot include all types of tourist behavior. In addition, the time to do the questionnaire was too short to survey enough visitors. Besides, the survey studied all tourists visiting the Laolongkou spirit museum, the results may not be very reliable. More research relating to the Laolongkou spirit museum is still needed.

6.3 Research Suggestions

According to the research findings, some suggestions on the museum
management are proposed:

(1) The museum should pay attention to the demand of consumers in the local tourist market, improve the display technique, and enhance the overall efficiency of the museum. Museum is a high quality cultural tourism resources, only by displaying and exhibiting is not enough to reflect its value. Museum must develop its deep-seated cultural elements implied. The Laolongkou spirit museum should make full use of its resources, have the various types of heritage get together, develop tourism products with static and dynamic combination. In the exhibition, keep the exhibition environment comfortable, while focus on the development of participatory tourism activity which designed to allow visitors more and more participation, this is the way to optimize the product structure.

(2) The Laolongkou spirit museum should rely on its old historical, cultural, geographical and other advantages, timely change the manner and concept of museum staffs, and introduce the concept of marketing in the museum business. First, there must be a clear market positioning, museum staffs should take the initiative to develop the market. Second, they should study the needs of target tourists, according to the needs to develop some depth of cultural characteristics tourism products and additional products, insure tourists can get a more detailed service. Finally, through a lot of publicity and promotional activities, keep visitors informed of their interested information, and eventually expand the popularity and influence of the Laolongkou spirit museum.

(3) China is rich in museum resources and enjoys excellent material basis for carrying out museum tourist activities. In the light of vigorous development of China museum industry, we should grasp opportunities, innovate management concept and mechanism, combine development with protection and achieve education through tourist activities.

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The New Trends of the Exhibition Industry in China
--From the perspective of foreign investment entering the Chinese exhibition market
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ABSTRACT

In the recent years, the domestic exhibition markets in Mice powers like the Europe and the United States have saturated. As economy in Asia is booming, its exhibition markets have been the focus of foreign investment. In particular, with the rapid growth of china`s economy and exhibition industry, the issue of foreign investment in china`s exhibition industry has attracted more attention both internationally and domestically. After China`s entry into WTO and signature with CEPA, there has been a greater number of foreign investment in transplanting exhibition brand into China and setting up exclusively foreign-funded exhibition company and joint ventures. The fledging exhibition market in China is absorbing capital and personnel and advanced managerial expertise while challenged by its segmentation. This paper regards the patterns of foreign investment in China`s exhibition markets as research objectives and emphasizes five patterns of them to find out a healthy development pattern of China`s exhibition industry in the background of further international cooperation. At last, the paper has put forward four win-win or all-win measures for China`s exhibition industry and foreign enterprises from the perceptive of the central government, industrial associations, enterprises, and China Council for the Promotion of International Trade.

Key Words: Foreign Investment, Exhibition Industry, Pattern of Development, China
BACKGROUND AND SIGNIFICANCE OF RESEARCH

Background of Research
1. International exhibition markets are naturally moving forward. After more than one century of development, exhibition industry in western developed countries has showed powerful overall strength and had a larger scale. While the exhibition markets in Europe and the United States have been saturated since 2000, China-led Asia has greater potentials for tapping the exhibition markets and has been regarded as one region with rapid growth of its exhibition market. In 2006, Europe held 44 percent of the world exhibition centers, covering an exhibition area of 52 percent while Asia only covered an area of 14 percent. In 2008, the exhibition area in Europe dropped to 49 percent while Asia enjoyed a rise, accounting for 18 percent of the total area.

2. China has implemented a wholly open policy for foreign investment accession. The policy for foreign investment accession in China`s exhibition industry is developing slowly. With China`’s entry into WTO, China has to honor its commitment by releasing its control over service markets according to the schedule and signing CEPA with Hong Kong and Taiwan. Especially in January, 2004 when the Provisional Regulations of Setting up Foreign-Funded Exhibition Companies was adopted, foreign investors have been allowed to set up exclusively foreign-funded exhibition companies in China, making its exhibition industry wholly open to the outside world.

3. How is China`s exhibition industry going on. China`s exhibition industry has been maintaining a strong momentum of growth over the past ten years, with an annual growth rate of 20 percent. According to incomplete statistics, China held 2000 exhibitions in 2001, over 3000 in 2002, 3800 in 2005, 5000 in 2010. By the end of 2010, exhibition centers and venues of all sizes had reached over 193 all around China (except Hong Kong, Macao, Taiwan) with total area of 8.7 million square meters, 6.81 million square meters for the interior, 1.89 million square meters for the outdoor.

4. Following the financial crisis in 2008, China-led economy in Asia took its lead to get away from its negative impacts, Compared with the Americas and European, the MICE industry in Asia picked up much quicker from the financial crisis, (Liu,2010). With additional development of international industry transfer and further international cooperation, China shows larger capacity for exhibitions and broader development space, making itself a priority in the investment of foreign exhibition companies.

Significance of Research
Exhibition industry, as green industry and smoke-free industry in the world, is an economic pattern, more comprehensive, related closely and highly efficient in revenue, which has greater radiating effects on economic growth and social progress(Mirrin,2010). Therefore, research in exhibition industry has remarkably strategic significance. Foreign capital into China`s exhibition industry exerts a far-reaching influence on its industrial development and interest pattern, so research into patterns of them makes a great practical contribution to guiding China to foster strengths and circumvent weaknesses in the process of enhancing its international cooperation(Jie Yang &Xuehui Zeng,2010). However, the research situation: one is that there are two different views of attracting foreign investment in the academic circle; the other is that there are only a few researches into international cooperation in exhibition industry within China and fewer related references. The paper is aimed at doing
some basic researches and discussions in the aspect of international cooperation of exhibition industry to provide some assistance for related research activities.

OBJECT OF RESEARCH

The reasons why the paper regards patterns of foreign investment in China’s exhibition industry as object of research rest with the following aspects: 1. China, which became the second economy in the world taking place of Japan, has been generally acknowledged as one of the most potential regions so far and since now with broad future of economic growth. 2. China owns 79 exhibitions accredited by UFI, topping other countries in Asia; 3. the Chinese government has attached more importance to progress of exhibition industry over the past few years by adopting relieved policies and tapping larger exhibition capacity; 5. China’s exhibition industry has had a larger share in Asia, and thus research into patterns of foreign investment in China’s exhibition industry could show the development trend of international cooperation in Asian exhibition industry to some extent.

SIMPLE ANALYSIS OF FIVE PATTERNS FOR FOREIGN INVESTMENT ENTERING CHINESE EXHIBITION INDUSTRY

As an important branch of tertiary industry, exhibition industry in China has been attracting numerous international exhibition tycoons. It was at the end of the 1970s that foreign exhibition industries began to enter China. (IMAG, the wholly-owned subsidiary of Munich International Exhibition Group, has cooperated with exhibition industry already in 1975.) However, owing to the limitation of Chinese government’s policy towards exhibition industry, it is extremely hard for foreign-funded companies to enter the Chinese market. After China’s entry into WTO, it adopts more flexible policies towards exhibition industry. In 2004, Temporary Provisions of Foreign Investment Conference Exhibition Company came into being, which indicated that Chinese exhibition markets opened completely towards foreign investment. On the basis of the discussion of China’s exhibition industry’s international cooperation in the book Comprehensive Effect of Exhibition Industry’s International Cooperation written by Pan Wenbo. In his book, Mr. Pan divides the patterns for foreign investment entering China exhibition industry into five kinds, i.e., setting up branch office, Chinese-foreign cooperation, setting up single ownership companies, building venues, and capital merger and acquisition. Elaboration and simple analysis of the five patterns will be given in the following paragraphs.

1. Setting up branch offices

Foreign exhibition companies set up branch offices in China with the purpose of knowing completely the investment environment of China, opening up new markets, commencing business, paving the way for marching Chinese markets. For example, French International Professional Exhibition Promotion Association entrusts setting up a branch office in China to French Osiemauto Company, introduces French international exhibition to the relative agencies in China, and organizes Chinese companies to visit French or other foreign countries. Now 5000 Chinese professionals will visit French every year. In addition, such foreign famous as America Krause Company, Hannover in Germany, Italian Milano Exhibition have set up branch offices or representative offices in Beijing, Shanghai, Guangzhou and other cities in China. This pattern is the operational pattern with which foreign investment entered Chinese market at the beginning. Actually, it has much to do with the then policies of China towards exhibition markets. In 1990s, Chinese exhibition markets
have not yet opened up completely, thus, foreign investments are not allowed to set up co-partnership or sole-funded companies. Therefore, this pattern was the only way to enter Chinese market at that time. From the end of last century to the beginning of this century, this pattern has played an important role in helping Chinese companies attend the high-quality international exhibitions, thus achieving global procurement. However, what must be pointed out is that the development of this pattern does not have bright future and will drop out of the historical stage.

2. Cooperation between China and Other Countries

As China has carried out the relieved policy for accession of foreign investment into its exhibition markets, international exhibition magnates seek cooperation with the Chinese companies through establishing joint ventures, holding exhibitions cooperatively, transferring brand, to make joint efforts to tap the potentials of China’s exhibition markets. For example, Italian exhibition magnate Bo Luoya Exhibition Group made its entry into China and set up a joint venture----Shanghai Bojian International Exhibition Co. Ltd with Shanghai Bohua International Exhibition Company in 2000; Guangzhou Guangya Company coordinated with Frankfurt Exhibition Company to establish Guangzhou Guangya-Frankfurt Exhibition Co. Ltd in 2003.

Foreign-funded companies could have more access to official documents and local market resources through cooperation with the Chinese companies and have advantages in low first costs, lack of competitive risks and faster occupancy. The Chinese exhibition companies could make up for their deficiencies in capital, management expertise, talents, training, brand image through cooperation with foreign exhibition companies, which have strong points in terms of these. In light with the above analysis, the most appropriate operating pattern for win-win process is to enhance operation between China and other countries. Rather, we should pay more attention to two other problems: 1. No matter whether foreign countries move forwards by taking advantage of China’s resources or China develops itself by making use of other countries’ strong points, both of them should have their own core and complementary competitive resources for enduring coordination. Once one of them occupies the resources of its counterpart, their cooperation will break down and the disadvantaged will be eliminated at any time, thus each strengthening its strong points. The cooperation between China and other countries is involved in equity and management. Due to their differences in concept of management and method of operation, it is imperative to take into account how to avoid the negative impacts on companies exerted by these internal conflicts.

3. Establishment of Exclusively Foreign-funded Companies

Despite that the main pattern of foreign investment in the Chinese market is to seek cooperation with Chinese exhibition enterprises, the implementation of the Provisional Regulations of Setting up Foreign-Funded Exhibition Companies in 2004 and the signature of CEPA, which allows exhibition companies from Hong Kong and other countries to set up their exclusively foreign-funded exhibition companies in China mainland, has broken the former investment methods, making them independently expand their exhibition business. For example, the largest exhibition institution in Japan---Kangge Joint-Stock Company set up Kangge Exhibition Co. Ltd in 2004, which is the first wholly foreign-invested exhibition company in China.
In comparison with Sino-foreign joint ventures, the exclusively foreign-funded companies are featured with whole control over shares, independent working system and smooth communication mechanism. Rather, there are a lot of intangible barriers from the governments at all levels to protect and develop their local exhibition industry. So, in general, foreign enterprises should think twice before deciding to exclusively invest in China’s market, which also leads to less number of wholly foreign-funded exhibition companies at present. We must note that with the improvement of China’s market system and deeper reform and opening up, the exclusive foreign investment Is bound to be the most principal pattern of its entry into the Chinese exhibition market.

4. Investment in Construction of Venues

It is great work and requires large amount of capital to build venues especially modern and comprehensive venues. It is usually beyond the ability of local governments and companies to raise enough capital. Investment in construction of venues in China is conducive for foreign exhibition magnates to expand their markets and ensure market shares. It is therefore a win-win choice for the two parts to take advantage of direct foreign investment to build venues. For instance, three exhibition groups in Hannover, Munich, Dusseldorf made joint efforts to invest RMB 1 billion to build an Exhibition Center, Pudong New District, Shanghai, with China’s shares of 50 percent by letting up land and three foreign companies’ shares of 50 percent by owning 50 years of rights to manage.

It serves common benefits of both parts to build venues in China funded by foreign companies, which not only solves the problem of China’s lack of capital and promotes the Chinese exhibition industry, but also make foreign exhibition groups the first move to the Chinese exhibition markets. We must clearly note that China has lost its initiative to claim the use of venues because of management outsourcing to foreign investors, causing China’s exhibition industry at the mercy of foreign investors. According to incomplete statistics, by the end of 2010, exhibition centers and venues of all sizes had reached over 193 all around China (except Hong Kong, Macao, Taiwan) with total area of 8.7 million square meters, 6.81 million square meters for the interior, 1.89 million square meters for the outdoor. We should be clear that the climax period of building venues in China has passed by, the pattern of foreign investment in building venues in China will certainly disappear in the near future.

5. Merger and Acquisition of Capital

Merger and acquisition of capital means that the foreign capital mergers Chinese existing exhibition companies or venues by means of capital operation, aimed at making international exhibition companies promptly control the exhibition market in China. For example, Reed, the world first exhibition company, acquired China Medicine Exhibition Company in 2005, which is a typical example in the capital market of China’s exhibition economy; besides, after cooperating with each other for two years, Frankfurt and Guangzhou GuangYa exhibition company formally carried out a merger and set up a joint venture company by USD 12,500,000. Then it merged with UNV and finally completed a capital transplantation.

To multinational companies, compared with adding grass investment, the merger is faster in recalling investment cost. Besides, it can maximize the benefits by integrating the resources of the host state-owned enterprises. It also can effectively makes use of original company’s experience and intangible assets to lower the production cost; Apart from this, the
merger can make foreign capital effectively control the company and reduce conflict and raise the competition ability in the world. To be the honest, the Chinese exhibition companies don't have enough ability to compete with foreign capital exhibition. So, foreign Investors' Merger and Acquisition is advantageous to extend for foreign capital exhibition group, while it is disadvantageous to the development of Chinese exhibition industry. To prevent foreign capital from misusing its advantages, and discriminating against proper competition, China should carry out anti-monopoly laws as early as possible, which make us carry on rules and regulations to the monopoly behavior in the market. In the process of foreign Investors' Merger and Acquisition, we must particularly pay attention to the local government, with the driving of pursuing accomplishment, which will run off the state-owned property. So the related sections should strengthen the auditing and supervision.

Based on the above analysis, it is concluded that due to limited business in the branch offices set in China, this pattern has no further development and will probably fade away. Thanks to the limited demands for venues in the exhibition market, it is believed that with more and more new venues emerging in China, there are no greater potentials for foreign investment. It is a common method for foreign investors to enter the Chinese market, which is seeking joint cooperation between China and other countries, for it could serve common benefits. This will remain a priority choice for foreign investors for such a long time in the future. With the improvement of China's market system and deeper reform and opening up, the intangible barriers will by all means be broken and thus the exclusively foreign-funded exhibition companies will have the most potentials for future development.

THE INFLUENCE TO CHNIA'S EXHIBITION INDUSTRY

Undoubtedly, it is a double-edged sword for the development of domestic exhibition that foreign exhibition magnates invest in China. On one hand, China's national exhibition industry can use a lot of foreign investment to make up for deficiencies in the process of their own development; it also can introduce advanced foreign managerial expertise and operation model and accelerate internationalized process at the same time, and stimulate the competitiveness of domestic exhibition industry on the basis of awareness of survival of the fittest. On the other hand, foreign investors are not philanthropists, so they enter China not to help improve the competitiveness of China exhibition industry. The only purpose is to control China's huge exhibition market by using own superiority in rich funds and experience to obtain higher profits. The entry of the foreign exhibition groups will produce a strike against China's exhibition companies and reshuffle the domestic exhibition markets.

SUGGESTIONS ON CHINA'S EXHIBITION INDUSTRY

After its entry into WTO, it is inevitable that foreign capital should enter the Chinese exhibition markets. Faced with foreign exhibition giants who have a long history, abundant capital and advanced managerial expertise, it is a very pressing problem that how Chinese exhibition organizers should do to avoid "Crowding out Effect" caused by foreign capital entering Chinese exhibition market and how we can do to make effective use of their capital, technology and managerial expertise to develop our own competitive strength and speed up the internationalization of China's exhibition industry. This article has put forward proposals from the perceptive of government, the CPIT, associations and enterprises, which is hoped to be helpful for the Chinese exhibition industry that is in the period of transition.
1. From the Perpective of Government

It is undeniable that in the process of the development of Chinese exhibition industry, the government plays an irreplaceable role in the specific historical periods. But as the foreign capital enter Chinese exhibition market, the government's leading exhibition has not had the advantage to compete with foreign exhibition giants, it will be replaced by association and exhibition enterprises. In recent years, we have seen the function of the government is to change from management to service, especially in setting the industry development planning, providing policy support, and strengthening macro-control, coordinate services has made some progress, but with foreign exhibition group's "invasion", the government should preferentially to do the following: 1, Through the separation of government and enterprise and the separation of galleries’ ownership and management, complete management system reform; especially state-owned exhibition enterprise should be the key of system reform. 2, The government should enact and perfect relevant system of laws and regulations for exhibition organizers by relevant legislation and various ministries ,commissions, or department; especially these should be bias in involving exhibition monopolies, Chinese-foreign joint exhibition companies’ profit dispute etc. 3, Refer to foreign successful experience of cultivating exhibition talents, government energetically improve existing defects of the lack of practice in exhibition education system in university ,in order to make students develop toward applied, complex and internationalization direction.

2. From the Perpective of China Council for the Promotion of International Trade (CCPIT)

CCPI is the earliest organization which is responsible for the Chinese enterprises going abroad to attend exhibitions and today still plays an important role in the China's exhibition industry. Because China has not unified national industrial associations for exhibition industry and local associations are different from each other. However, CCPIT has a better system at national level and local levels, so it has shouldered the responsibility of the industrial association to some extent. But we can find that the CCPIT’s management and guidance to exhibition industry is just a transitional supervision and finally will be given to the exhibition industrial association and enterprises. So in this period, the main task of CCPIT is to cooperate with industrial associations and exhibition enterprises at all levels, provide various assistance for them. At the same time, the CCPIT should do well in coordinating with the government and gradually delegate its power at an appropriate time.

3. From the Perceptive of Associations

As a special organization, the exhibition industry associations should assume the management functions in the market economy. Moreover, as the leader of the industry, the exhibition industry associations should speak with one voice when they deal with foreign exhibition companies. But the vitality of the Chinese exhibition industry has not been fully aroused, because they have not got out of the government and the leadership of CCPIT.

Facing the challenges of the new environment, the exhibition industry associations should do as follows:

(1) Establish a national exhibition industry association, and gradually centralize the management functions of government and the CCPIT to it.

(2) Develop and improve the norms of exhibition industry development and uniform
standards to maintain the exhibition market. It needs to make new specification when foreign investment flows into this industry.

(3) Set up a professional training system of the industry exhibitions, and make complement with the university-trained people. But the most important is to found a national exhibition industry association.

4. From the Perceptive of Enterprises

Exhibition companies in China started late, with weak infrastructure, lack of funds and management experience as birth defects. Foreign giants to enter Chinese exhibition market shows that the development of China's exhibition industry by playing the promoting role, has also created a very significant "crowding-out effect." Therefore, China's exhibition industry to achieve the use of foreign capital to grow and develop their own without being "marginalized" the objective must be to develop practical strategies and international development measures. In the background of large-scale foreign investment into china, the Chinese exhibition companies want to have international competitiveness, I think that there are only two choices:

(1) With foreign cooperation. Due to birth defects in China's exhibition industry, we do not have the strength to compete with them directly, so for the exhibition business in China, in order to place in the exhibition market, cooperation has become (the first choice to achieve)foreign to achieve "win-win" choice: Provided to give access to foreign capital in China's exhibition industry equipment modification and technical resources needed for innovation, to bring the exhibition industry operating and operation of advanced concepts and management techniques; The Chinese market, customer, marketing network and other local advantages are foreign urgent needs. But we have to cooperate in the control of our superior resources, while developing our own competitive edge, otherwise you will risk being kicked out.

(2) The formation of large-scale exhibition group. In recent years, the exhibition business has been in rapid development, however, the exhibition of Chinese enterprises are generally weak, a single exhibition enterprise do not have the capability to compete with foreign companies. In order to enhance unity and strength to compete with foreign investment capacity, to form a modern exhibition covering all aspects of the Group has become the inevitable choice for national exhibition industry, Chengdu Exhibition Group is a successful example.

CONCLUSION

Under the situation that foreign capital has been getting into the Chinese exhibition industry, we face both opportunity and challenge. The cooperation with international exhibition groups becomes the head choose in order to make Chinese exhibition industry achieve great-leap-forward development. In the process of cooperation, Chinese exhibition industry should foster strength and circumvent weakness and make good use of funds and managerial expertise that the foreign capital has brought and strengthen international competitiveness of the companies. China and foreign counties should cooperate in all aspects under the principle of equality and mutual benefits, to jointly develop huge exhibition markets in China, and finally carry out win-win move. The exhibition industry of China is experiencing a historic transformation, as the four greatest “car wheels” of Chinese exhibition industry which include the government, Council for the Promotion of International Trade,
association and business enterprises should complete the transformation of functions as quickly as possible and work well their own works in each level. Only by making concerted efforts, and closely cooperating with each other can Chinese exhibition industry have a brighter future.
References


CULINARY TOURISM IN INDONESIA: THE DINING EXPERIENCES OF INTERNATIONAL VISITORS

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ABSTRACT
The promotion of food and associated dining opportunities has been widely used by DMOs as a pull factor to enhance destination attractiveness and stimulate visitation. Indonesia can potentially benefit from a culinary tourism focus in order to strengthen its appeal amongst international tourists. The geographic and cultural diversity of the destination has endowed the national cuisine with variety and taste and local foods offer a potentially unique point of differentiation. If destination authorities are to capitalise on such attributes, it is important for them to understand what tourists expect and value when dealing with food-related products or services. The literature has indicated that there have been few studies on culinary tourism and on tourist consumption of local food in destination settings area. In addition, much of the existing food tourism literature is Western-oriented and may require revisions to the findings if they are to be applied beyond the confines of the developed world. The present working paper aims to investigate the experiences which international visitors encounter at different stages of food consumption during visits to Indonesia, with a view to gaining an improved understanding of the role of Indonesian food in the tourism context. The visitor dining experiences will be investigated over three stages - pre, during and post-dining using a mixed method approach.

Keywords: culinary tourism, dining experiences, international visitors, Indonesia

RESEARCH BACKGROUND
Tourism has emerged as one of the backbones of the Indonesian economy. According to the Ministry of Culture and Tourism of the Republic of Indonesia, in 2008 the growth of the Gross Domestic Product (GDP) attributable to tourism exceeded the growth of national GDP (6.31% and 6.06% respectively). Tourism amounted to Rp. 153.25 trillion, contributing 3.09% of national GDP (Rp. 4,954.03 trillion). In 2008, tourism was the fourth ranked commodity after oil and gas mining, crude oil, and rubber products, and contributed US$7.3 billion of the country’s foreign exchange earnings. In terms of employment creation, 6.98 million out of 102.55 million job opportunities have been created in the tourism sector, contributing 6.81% to national employment (2010).
Seeking to capitalise further on this growing sector, the Indonesian government launched the “Visit Indonesia” tourism marketing campaign in December 2007 targeting both domestic and international markets. With a budget of US$54 million, the campaign: “Indonesia, Ultimate in Diversity” was expected to attract 7 million foreign visitors and to generate US$7 billion in foreign tourism receipts in 2010. Over 100 international events and cultural festivals were staged around the country to raise Indonesia’s international profile (Afrida, 2010).

However, data published in the World Economic Forum’s Travel and Tourism Competitiveness Report (2009) show that Indonesia’s destination competitiveness index is far below its equivalents – Singapore, Malaysia, and Thailand (cited in Ministry of Culture and Tourism, 2010). Furthermore, figures from the Association of Southeast Asian Nations (ASEAN) illustrate that in 2008 more than 65 million tourists travelled to the ASEAN region (Glaser & Strauss, 1967). Statistics published by UNWTO indicate that Malaysia successfully attracted 22.05 million in 2008, while 14.58 million visitors travelled to Thailand in the same year. There were 7.77 million visitors to Singapore whilst only 6.23 million tourists (less than 10% of the total tourists to the ASEAN region) travelled to Indonesia (UNWTO, 2010). Furthermore, a survey by Visa and PATA found that respondents neither recognized Indonesia as among the top ten most favoured destinations visited, nor considered it as the most likely destination in the Asia Pacific region to visit in the next two years (PATA, 2010). Nuryanti has argued that Indonesia should be able to attract more tourists, in view of its size and diversity (cited in Yurnaldi, 2010).

Strategies undertaken by most destination marketing organisations (DMOs) to attract tourists have relied almost exclusively on mass marketing techniques for destination promotion. King (2002) has criticised this approach, contending that DMOs need to engage more actively with consumers in order to identify their holiday motivations, facilitate their needs and satisfy their preferred experiences. Such actions have become more critical since consumers are seeking the most memorable experiences when purchasing or consuming products in the emerging experience-based economy (Pine & Gilmore, 1999). Consumers are buying not only products but also the associated meanings, stories, and experiences, which in turn make such purchases different and unique (Yuan, 2009). Since tourism and hospitality products are experiential by nature (Williams, 2006), creating memorable experiences is critical to the success of tourism businesses (King, 2002; Oh, Fiore, & Jeeung, 2007).

Food is an essential component of tourism, along with accommodation, transport, and attractions. As a basic human need, eating is an important activity undertaken by all travellers regardless of their main purpose of visit. Consuming food at the destination is a pleasurable, sensory experience (Kivela & Crotts, 2006), and food is central to the visitor experience as well as playing an important role in tourist decision-making and satisfaction (Henderson, 2009; Hjalager & Richards, 2002). Food has been widely used by DMOs as a pull factor to enhance destination attractiveness and to stimulate visitation (du Rand, Heath, & Alberts, 2003; Okumus, Okumus, & McKercher, 2007). Moreover, Long (2004) has asserted that food should not be viewed simply as a single element of tourism products offered by a destination, but may be promoted as a destination attraction in and of itself.

Indonesia can potentially benefit from a culinary tourism focus to strengthen its appeal amongst international tourists. It’s geographic and cultural diversity has endowed the national cuisine with variety and taste. Local foods offer a potentially unique point of differentiation. As Hegarty and O’Mahony (2001) have noted, particular cultures have distinct and often unique ways of engaging in food-related activities. Examples include different ways of preparing food (such as the ingredients used, the cooking methods and cooking utensils), serving (dining implements such as chopsticks or knives and forks; and the manner in which food is presented), as well as the rituals associated with the act of eating. To
capitalise on such attributes, it is important to understand what tourists expect and value when dealing with food-related products or services. McKercher, Okumus and Okumus (2008) have proposed the adoption of careful and broadly based research on tourist food-related behaviours.

A literature review has shown that the themes addressed in previous food tourism related studies include tourist motivation to consume local food (Fields, 2002; Y. G. Kim, Eves, & Scarles, 2009; Y. H. Kim, Goh, & Yuan, 2010); food image in relation to destination marketing (Karim & Chi, 2010; Lin, 2006); and food tourist satisfaction (Correia, Moital, da Costa, & Peres, 2008; Yuksel & Yuksel, 2002). However, Kim et al. (2009), and Kivela and Crotts (2006) have advised that in the culinary tourism area, studies on tourist experiences in relation to local food consumption at a destination are rare and the area is still under-researched. Mitchell and Hall (2003) have contended that an understanding of tourist food consumption and experiences is a highly significant area of hospitality and tourism studies. Moreover, Henderson (2009) has noted that much of the academic and practitioner literature on food tourism has been Western in orientation and that the emerging principles and practices may require revision in light of findings from beyond the developed world. To date, no empirical study on tourism and gastronomy conducted in Asia has explored the Indonesian context.

While extensive work has been undertaken to examine tourist experiences in various tourism and hospitality settings (Chen & Chen, 2010; Chhetri, Arrowsmith, & Jackson, 2004; Hosany & Witham, 2009; Papadimitriou & Gibson, 2008), Ryan (2003) advises that few researchers have attempted to analyse the tourist experience as a whole (cited in Cutler & Carmichael, 2010). Several studies have developed conceptual models to examine the tourist experience in an holistic way (Cutler & Carmichael, 2010; Knutson, Beck, Kim, & Cha, 2010; Yuan, 2009), but to date, none of these models have been applied in a single empirical work. More specifically, no model has specifically examined the various stages of the tourist experience pertaining to local food dining in destination settings.

This study therefore fills a research gap by conceptually and empirically investigating the local food consumption experiences of international visitors in destination settings. In the present study, visitor dining experiences will be examined over three stages of tourist experience. These are: 1) The pre-consumption phase (shortly after arrival and before any significant consumption of local food has occurred); 2) The during-consumption phase (while in Indonesia and having had some meals in the country); and 3) The after consumption phase. This strategy is employed because researchers assert that consumer experience could be best represented in three stages, encompassing the “events or feelings that occur prior, during, and after participation” (O’Sullivan & Spangler, 1998, p. 23).

Research Objective & Research Questions

The main study objective is to investigate the experiences which international visitors encounter at different stages of food consumption during visits to Indonesia, with a view to gaining an improved understanding of Indonesian food. To achieve this objective, the following research questions have been formulated:

1. What are the preconceptions and expectations of international visitors to Indonesia relating to Indonesian food prior to consumption?
2. How do international visitors perceive the quality of local dining experiences in Indonesia relating to the food, social, cultural, and physical aspects of food consumption?
3. What are the levels of satisfaction and subsequent behavioural intentions among international visitors after encountering local food dining experiences?

LITERATURE REVIEW
Food Tourism

Food tourism has recently attracted considerable attention as a tourism product and is considered to be an important subset of special interest tourism (McKercher, et al., 2008). The roles that food (and wine) play in attracting tourists to a destination have been explicitly acknowledged by governments, researchers, and industry (Hall & Mitchell, 2001; Henderson, 2009). Food has become recognised as part of the local culture which tourists consume (Cohen & Avieli, 2004; Hegarty & O'Mahony, 2001; Ignatov & Smith, 2006) and travel-related dining has become a major medium for tourists to experience the local destination culture (Kivela & Crotts, 2006). Tourists can build their knowledge of the local cuisine by eating what the locals eat, and exploring new cuisines which they or their friends are unlikely to encounter at home (Fields, 2002). Food has the capacity to provide a unique point of difference for a destination and is widely used as a tool in tourism destination promotion (Amira, 2009; du Rand, et al., 2003; Hjalager & Corigliano, 2000; Karim, 2006; Lin, 2006). It also has the potential to improve local agricultural and economic development (Everett & Aitchison, 2008; Hashimoto & Telfer, 2006), thereby distributing the broader opportunities that tourism provides within the community. From a tourism demand perspective, food is something at the local level that is influenced by the consumption patterns and perceived tourist preferences (Quan & Wang, 2004).

The Tourist Experience

According to Highmore (2002), the word “experience” can relate to two different states, namely: the during moment-by-moment lived experience and the after experience, which is subject to reflection and prescribed meaning. The latter state of experience has become the main focus of much research into tourism experience (Cutler & Carmichael, 2010). Experiences are often defined as being within a person who has engaged with an event at a physical, emotional, spiritual or intellectual level, and is left with memorable impressions (Pine & Gilmore, 1999). According to Yuan (2009), tourist experience is “the total outcome involving a combination of customers cognitive, affective, emotional, social, and physical responses gained from participating in activities and interacting with both tangible and intangible components in the consumption process, which in turn influences how consumers interpret the world” (p.33). This definition implies that tourist experience can be formed and influenced by any component in the planning and preparation phases before the trip, during tourism consumption, and after consumption has occurred (Yuan, 2009).

O’Sullivan & Spangler (1998) have asserted that there are three stages of experience: 1) pre-experience stage, 2) participation stage, and 3) post-experience stage. The pre-experience stage refers to anything and everything involved prior to the actual participation in the experience itself. The participation stage is the consumer’s actual participation or involvement in the experience and it includes all encounters during the journey of purchasing and consuming the products or services (Knutson, et al., 2010).

Cutler and Carmichael (2010) have proposed a single conceptual model which demonstrates the multi-phased, multi-influential, and multi-outcome nature of the tourist experience. The model aims to provide an organised overview of the various dimensions of the tourist experience. Within their model, the tourist experience encompasses all that happens during a tourist event (travel to site, on-site activity, and return travel). The traveller visits a destination with ideas or expectations about kinds of experiences which might take place. These ideas or expectations are formed by the collective of individual social constructions as well as perceptions taken from media, product images, previous knowledge, and past experiences (Nickerson, 2006). Further, during the experience, three influential factors exist which are external to the individual. The physical aspects involve spatial and place-based elements of the destination, while social aspects include the various social
influences on experience such as host-guest social contact. The influence of products and services represent factors such as service quality, leisure activities and the type of tourist-related products and services available (Cutler & Carmichael, 2010). The personal realm also involves elements within an individual which consist of tourist knowledge, memory, perception, emotion, and self-identity. These elements shape experiences, as tourists arrive at a destination with individual memories, perceptions of the place and people, knowledge about the world and understandings of self (Cutler & Carmichael, 2010).

Another model developed by Yuan (2009) focuses on tourist perceptions when they engage in the product or service experience process. In Yuan’s model, perceptions build the connection between external stimuli and internal tourist responses. Certain cognitions and emotions are aroused as a result of perception. Cognition results from information sent to the conscious mind through the senses, while emotion is the tourists’ affective responses evoked during consumption experiences (such as excitement, joy, surprise, disappointment). Emotions and cognition are the values that consumers obtain from an experience.

The outcome of experience relates to the overall trip evaluation, which can be determined through satisfaction/dissatisfaction (Ryan, 2002). The relationship between tourist satisfaction and behavioural intentions has appeared prominently in studies examining the outcomes of tourist experiences. Examples include the investigation of relationships among visitor experience in cultural tourism, satisfaction, and behavioural intentions (Chen & Chen, 2010; de Rojas & Camamero, 2008), visitor experiences through natural landscapes in Victoria (Chhetri, et al., 2004), and the cruise tourism experience (Hosany & Witham, 2009).

In the food tourism area, many studies have focused on travel dining satisfaction and have revealed various determinants of tourist dining satisfaction (Correia, et al., 2008; Y. H. Kim, Kim, & Goh, 2010; Yuksel & Yuksel, 2002). In addition, studies including those conducted by Kivela and Crotts (2006) and Ryu and Jang (2006) have examined the ways in which tourists, behave and experience local gastronomy while visiting a destination.

**Conceptual Framework of Visitor Dining Experiences**

The present research seeks to investigate the destination-based dining experiences of international visitors at a destination by analysing the pre, during, and post experiences stages. Two conceptual models of the tourist experience have been chosen drawing upon the work of Yuan (2009), and Cutler and Carmichael (2010) who have provided the basis for a conceptual framework. The two models were developed with a view to examining tourist experiences in more general tourism settings. Both Yuan (2009) and Cutler and Carmichael (2010) have recommended further research to support the application of their models into different tourism and hospitality settings. As mentioned earlier, to date, none of the relevant studies have conceptually developed a holistic model to scrutinise the tourist experience in the context of local food dining in tourism destinations.

For the purpose of this study, the adopted models have been combined and modified into the context of visitor dining experiences with local food in destination settings. The dimensions of the dining experience and other elements of the proposed framework have been developed following an extensive literature review in the food tourism context, pertaining to tourist food-related behaviours. The conceptual framework is designed to answer the research questions and is proposed as follows:
Figure 1. Proposed Conceptual Framework of Visitor Local Food Dining Experiences
Source: adapted and modified from (Cutler & Carmichael, 2010; Yuan, 2009)

Within the proposed framework, the “pre- dining experience” stage attempts to address the first research question regarding preconceptions that international visitors may possess about Indonesian food and the quality of culinary experiences that they anticipate prior to consumption. As noted earlier in relation to the study by McKercher et al. (2008), this phase of the research is designed to gain an understanding of what tourists expect and value when encountering and consuming Indonesian food and food habits. The “during-dining experience” stage will address the second research question as to the quality of eating experiences perceived by international visitors during their visit. The perceived experiential quality refers to four external aspects namely: 1) the food-related aspect; 2) the physical aspect; 3) the social and the cultural aspect. The perceived experiential quality will be measured on the basis of two dimensions of cognition and emotion of the visitor when perceiving those three external aspects. Finally, the “post- dining experience” stage will attempt to fulfill the third research question about the level of tourist satisfaction and behavioural intentions following the consumption of Indonesian food.

RESEARCH METHODOLOGY

Research Approach
The tourist experience is highly subjective and may only be interpreted by reflecting on the specific individuals involved and the specific settings where experience occurs. Whilst the majority of studies undertaken of experiences have employed quantitative perspectives, Jennings (2010) contends that there is a need to go beyond the quantitative approach in order to access tourist understandings, emotions and cognition at a deeper level. Moreover, Eunky et al. (2000) have pointed out the limitations of applying quantitative-based research, particularly related to measuring the tourist experience. Practical obstacles to developing and implementing a robust measurement scale should also be taken into account when designing the research, since a measurement instrument should incorporate not only contextual parameters, but also the sequencing of events encountered by tourists. To cover the multitude of experiential dimensions across three tourism phases would result in an extremely lengthy questionnaire leading to survey fatigue and the likelihood of unreliable results (cited in Palmer, 2010). In order to gain more comprehensive and meaningful data yielding more reliable results, this investigation of visitor dining experiences will employ what Tashakkori and Teddlie (1998) have referred to as a “sequential mixed method design” where quantitative and qualitative research approaches are combined. Firstly, a quantitative
Data Collection Methods

Phase 1: Field Survey

The field survey aims to address the first research question which is to investigate the preconceptions and expectations that international visitors have about Indonesian food prior to consumption of the food. Since the tourist experience is dynamic, it may imply that the timing of administering a research instrument may be as important as the measurement scales themselves (Palmer, 2010). It is therefore to ensure that visitors’ answers about their expectations of local Indonesian food will not be contaminated by perceptions of the actual experience process, this study will not use retrospective questions to measure visitor preconceived expectations. Rather, the measurement will be undertaken before the international visitors engage in the food consumption process. This study will access visitors at their hotels shortly after their arrival in East Java. With the consent of relevant managers, visitors will be approached when they check-in at their hotel. One of the conditions of participation will be that they have not yet engaged in the consumption of local food.

The study population will include all international visitors to East Java, regardless of their purpose of travel. This means that the study population will not be limited to visitors travelling for holiday purposes, but also those who visit for purposes such as BMICE (business travel and meeting, incentives, convention, and exhibition), visiting friends and relatives (VFR), education, and cultural exchange. The population is interpreted liberally to enhance the participation of international visitors.

To access international visitors for the conduct of the survey, co-operation will be required from four and five star hotels. Hotels will be chosen as the sampling site because data from Statistics Indonesia shows that 75% of international visitors to East Java stay at 3-5 star hotels (BPS, 2010). By accessing tourists in this way the researcher will be able to enhance the likelihood of participation by international visitors. In addition, conducting a hotel-based survey will allow the researcher not only to reach holiday travellers but also BMICE travellers as survey participants since most of the business events in East Java are held in star hotels.

Once permission from the hotels is granted, a convenience sampling technique will be applied to select a prospective sample. Guests will be approached on their day of arrival and check-in at the hotel and will be asked to participate in the survey. Due to the limited study timeframe (3 years) and research budget, a minimum of 300 participants is projected.

As a research instrument, the development of the questionnaire will be based on an intensive literature review. Existing, valid measures used in previous related studies will be adapted and used along with questions that seek to gain an understanding of visitor demographic profiles (gender, age, occupation, education, country of origin, and income). Travel-related questions such as purpose of visit, length of stay and travel party size will also be included as will a series of questions designed to discover visitor preconceptions and expectations of local Indonesian food. This will include what they know about it, whether they expect to eat Indonesian food during their stay, and what food-related ideas they have about the food prior consumption, for example levels of spiciness and any knowledge of the regions food including history, stories or advice received from others prior to departure for Indonesia. At the end of the questionnaire, respondents will be asked if they are willing to participate in a further stage of research and to be contacted by the researcher for an in-depth
interview at some time before they check-out of the hotels and leave East Java. It is anticipated that these interviews will be conducted in the hotel lobby for their convenience.

To ensure content validity of the questionnaire, attributes which are being measured will be firstly reviewed by the academics with expertise in gastronomy. After gaining feedback, a pilot study will be employed to test the reliability of the research instrument. A minimum of 30 respondents will be included in the pilot study and the reliability of the instrument will be defined.

**Phase 2: Interviews with International Visitors**

The in-depth interviews with international visitors will be semi-structured and will address the second research question - the perceptions aroused when they engage in food consumption. It also aims to address the third research question - to examine visitor satisfaction towards eating Indonesian food. An interview approach has been selected to encourage the free expression of interviewee thoughts and feelings, rather than simply describing them at a superficial level as may be achieved through the use of questionnaires (Y. G. Kim, et al., 2009). In addition, the interviews will allow the researcher to probe deeper into the way respondents interpret their experiences, particularly aspects of the social and cultural elements, which are important in creating unique and memorable experiences (Ritchie & Hudson, 2009).

A purposive sampling technique will be applied, based on the following criteria to recruit the interviewees: 1) Showing an interest or preference for having at least one dining experience of local Indonesian food as opposed to other foreign food (such as Japanese, Thai, or Italian. 2) Willingness to participate in the interview and be contacted by the researchers for interview. Respondent participation in a semi-structured interview is voluntary. Only those who are willing to be involved will be asked to provide their contact details so that the researcher can contact them to schedule a subsequent interview prior to check-from the hotel and departure from Surabaya.

For convenience purposes, interviews will be conducted in English and undertaken in the hotel lobby. It is anticipated that a minimum of 20 interviews will be undertaken. Each interview will last about 20-30 minutes and will be digitally recorded with the consent of each participant. In keeping with the tenets of qualitative research, the final total will be determined at the point when theoretical saturation is reached. That is, the point at which additional data will add no further or new insights (Glaser & Strauss, 1967; Lincoln & Guba, 1985). In other words, if no new data arise with each subsequent interview then interviewing will be discontinued on the grounds that no new insights are likely to emerge.

**Data Analysis**

Descriptive and inferential statistical analysis will be undertaken to interpret quantitative data obtained from the survey, revealing visitors preconception expectations. Meanwhile, qualitative data collected from in-depth interviews both with respondents and from industry informants will be transcribed and the translations will be undertaken of non-English interviews into English. Content analysis will be applied to analyse the interview results following the three processes noted below:

a. Data reduction: narrative data will be prepared by converting raw material (field notes & audiotapes) into partially processed data (transcripts)

b. Data display: narrative data will be coded and subjected into a particular analysis scheme (development of a typology of categories, topics or themes) which summarise a mass of narrative data.

c. Conclusion drawing and verification

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Moreover, linking of the quantitative and qualitative data will be employed for the purposes of further interpreting the results. According to Miles and Huberman (1994), there are three benefits of combining both types of data into the analysis process: 1) to enable confirmation or validation of each other via triangulation; 2) to elaborate or develop analysis, providing richer detail; and 3) to initiate new lines of thinking through attention to surprises or paradoxes and providing fresh ideas or insights.
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The empirical study of Beijing’s inbound tourism based on gravity model
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ABSTRACT
Under the background that Beijing is devoted to establishing itself as a world tourism city and world-class tourist destination, this paper constructs the gravity model of Beijing’s inbound tourism with five variables of visitor generating countries’ per capita GDP and population, Beijing’s GDP, Beijing’s breakdown employees of tourism industry and spatial distance through reviewing former studies, introducing new explanatory variables, and utilizing the regression analysis with SPSS. After research above, the main influencing factors of Beijing’s inbound tourism demand are identified, and pertinent suggestions for the development of Beijing’s inbound tourism and construction of world city and world-class tourist destination are put forward at last.

Keywords: Beijing, Inbound tourism, Gravity model

1. INTRODUCTION
The Overall planning of Beijing city (2004 ~ 2020) has explicitly pointed out that to build Beijing as a world city, we have to continuously improve Beijing’s position and impact in the urban system of world, and give full play of Beijing’s advantage in national economic management, scientific and technological innovation, information, transportation and tourism, further the development of the capital city's economy and continuously enhance the city's comprehensive radiation drive ability. World city’s construction involves many content of economic and social development, and tourism industry as a strategic pillar industry is one of them. When we have a look at New York, London, Paris and Tokyo, which are all internationally recognized world cities, common features are found that they are not only the international financial centre, decision control centre, information release centre, high-end talent gathered center, but also the world-famous international tourism city. So we can conclude that tourism industry Occupies important position in the world city. And as an all-important part of tourism industry, the inbound tourism also is vital to Beijing’s construction of world city and world-class tourist destination. So under this background, the paper use the gravity model to study Beijing’s inbound tourism and try to find some influencing factors and their influencing degree which are expected to provide some references for the development of Beijing’s inbound tourism and Beijing’s construction of world city and world-class tourist destination.

2. LITERATURE REVIEW
2.1 Tourism gravity model
The gravity model, originally derived from the law of universal gravitation is mainly used in physics, geography and trade study. G. K. Zipf (1946) and J.Q.Stewart(1948) are the first two people who introduced the gravity model into the tourism study. They replace the quality in the gravitational law with population and established the original tourism gravity model with population and the travel distance variables based on the gravitational law. Later, many scholars updated the original tourism gravity model, Tanner, 1957; Crampon, 1966; Wolfe, 1972; Edwards & Dennis, 1976; Cesario & Knetsch, 1976, and the gravity model proposed by Crampon in 1966 is the most typical one, South Africa scholar F.F. Errario put forward a totally different market gravity model in 1979, he used supply factors and demand factors to compute the tourism potential index, and distance factor was included in the supply factors. In the 1980s, many scholars conducted experience study with the gravity model and introduced the variables of actual distance, perception distance and travel expenses into the original model and put forward the tourist attraction distance attenuation rule at last. Since the 1990s, the gravity model was gradually used in the empirical study of tourism. Um. S. Lee. CK (1998) used the gravity model to estimate the effect of road improvements on the number of trips to tourist attractions by foreign visitors. The single dynamic gravity model and doubly dynamic gravity model are used to analyze the inter-period and intra-period evolution of travel demand (Theodore & Antony, 2006). Khadaroo, Seetanah (2008) employed a gravity framework to evaluate the importance transport infrastructure in determining the tourism attractiveness of destinations. Keum, Kiyong (2010) examined the gravity model and the Linder hypothesis regarding the two international flows in Korea. ERYIGIT (2010) undertook a gravity-based modeling effort to analyze the factors affecting the numbers of international tourists visiting Turkey. J. F. (2010) modeled inbound tourism demand for South Africa based on the gravity model.

The study of tourism gravity model in China is a little late. The first tourism gravity model in China is put forward by Zhang (1986) and he reviewed the history of the gravity model in 1989. After that, most of the gravity models had been applied in tourists forecast, inbound tourism, regional tourism and other empirical researches. Bao (1992) first applied the gravity model in tourists forecast and established the mathematical model of Beijing domestic tourists prediction. Zhang (1999) predicted the number of tourists in Jiuzhaigou with the gravity model, Zhang (2005) revised the traditional gravity model and made a forecast of American tourists flow volume in Henan province. Wan, Zhang (2010) took Shennongjia for an example and put the gravity model into the use of forecasting the size of the tourist market. Guo (2007) made use of traditional gravity model of international trade, analyzed some factors that affect China’s inbound tourism and established the first inbound tourism gravity model. Zhang (2009) integrated the cultural distance index as a variable into the gravity model and estimated the Synthetic utility and
effect degree of cultural difference on the inbound tourism to China. Wu (2009) constructed the model of mainland people traveling in Taiwan with the variables of mainland population, per capita GDP, exit number, price and distance. Meng (2009) build the inbound tourism gravity model of Sichuan province and gave some suggestions for promoting the development of international tourism based on empirical analysis. Jing(2011) constructed shanghai’s inbound tourism gravity by adding the new variable of travel agency number into the former model. Guo(2000) applied the gravity model into the construction of tourist area gravity system. Sun, ren, wang & wei (2007) took Nanjing city for an example, and built an adaptive model to analyze the influence factors of regional tourist market. Ban & Zhu (2010) applied the gravity model into the exploration of regional tourism cooperation.

2.2 Beijing’s inbound tourism

Apart from serving as the economic, political and cultural center of China, Beijing is also one of the most important inbound ports. Since the reform and opening up, Beijing's inbound travel has been in a leading and dominant position. However, the study of Beijing’s inbound tourism started late and mainly focused on the inbound tourism market, inbound tourism flows and Beijing Olympic Games’ influence on inbound tourism. As to the inbound tourism market, Song & Long (2003) made a comparison and analysis of the inbound tourism characters of Beijing and put forward some suggestions for the development of Beijing’s inbound tourism.; Li & Liu (2007) analyzed the changes in consumption structure of inbound tourists in Beijing and Xi'an, Peng (2011) made an analysis of Beijing’s inbound tourist generating market and tourist consumption structure based on the statistical data of Beijing. As to the inbound tourism flows, Liu & Ma (2008) analyzed the status of tourists transforming and the status of market competition of the inbound tourism flow from Beijing to western China. Zhang, Ma, Ma & Gu (2009) analyzed the dynamic shift regulation of inbound tourism flow equilibrium points between Beijing and 15 hot tourist provinces and municipalities in the years 1996–2006. Li, Ma & Li (2010) analyzed the intensive correlation between the westward diffusion of tourists through Beijing and the economy of the three typical tourist area. As to the impact of Beijing Olympic Games, based on domestic and international previous research, changes of Beijing’s tourism images before and after 2008 Olympics is empirically compared and analyzed by researching tourist cognition and perception (Chen & Qiao, 2008). Zheng (2008) made an analysis of opportunities and possible negative effects of Beijing’s inbound tourism brought by Olympic Games.

To sum up, the research of Beijing’s inbound tourism is still very narrow. And it is an innovative attempt for this paper to analyze the influencing factors of Beijing’s inbound tourism demand and its influencing degree with the gravity model.

3. MODEL
The most basic gravity model, was put forward by G. K. Zipf (1946) and J.Q. Stewart (1948) based on Newton's gravitational law, its form is:

$$ I = \frac{P_1 P_2}{D} $$

(1)

Where I denotes the attraction index, P1 and P2 are the population of the two cities respectively, D stands for the distance between the two cities.

L.G. Crampon implied the gravity model into the tourism research and proposed a more typical tourism gravity model in 1966, the form of the model is:

$$ T_{ij} = G \left( \frac{P_i A_j}{D_{ij}} \right) $$

(2)

Where $T_{ij}$ denotes the number of trips taking place between node i and node j; $P_i$ denotes the population or wealth of node i, $A_j$ stands for the attraction or capacity of node j, $D_{ij}$ stands for the distance between node i and node j, G and b are experience parameters.

In 1986, Bao Jigang established the mathematical model of Beijing domestic tourists prediction with three variables of spatial distance, economic development level and culture education level. The form is:

$$ T_{ij} = G \left( \frac{x_1^a x_2^b}{d_{ij}^c} \right) $$

(3)

Where $T_{ij}$ denotes the number of domestic tourists in Beijing, $x_1$ denotes per capita income of different provinces, municipalities and autonomous regions; $x_2$ denotes the distance between Beijing and different provinces, municipalities, autonomous regions; G, a, b and v are experience parameters.

In 1999, Ma Yaofeng built the inbound tourism gravity model, the form is:

$$ X_{it} = g_i \left( \frac{y_{it}^a z_{it}^b p_{it}^c}{w_{it}^v d_{it}^c r_{it}^\theta} \right) $$

(4)

Where $X_{it}$ denotes the tourism demand, $y_{it}$ denotes the population, $z_{it}$ stands for per capita GDP, $u_{it}$ stands for round-trip tickets, $v_{it}$ denotes total tourism consumption per capita, $a_{it}$ denotes the k-order moving average error term, $g_i, \mu_i, \alpha_i, \beta_i, \gamma_i, \theta_i$ are experience parameters.

Wu (2009) constructed the model of mainland people traveling in Taiwan, the form is:

$$ X_{it} = g_i \left( \frac{y_{it}^a z_{it}^b p_{it}^c}{w_{it}^v d_{it}^c r_{it}^\theta} \right) $$

(5)

Where $i$ is Chinese mainland residents, $t$ is year, and $X_{it}$ denotes the visitors from mainland China to Taiwan province, $y_{it}$ denotes the population of mainland China, $z_{it}$ stands for per capita GDP of mainland China, $p_{it}$ stands for the number of mainland China’s outbound tourists, $u_{it}$ stands for round-trip tickets, $v_{it}$ denotes total tourism consumption per capita, $d_{it}$ denotes the distance, $r_{it}$ denotes Taiwan’s guest room number, $g_i, \alpha_i, \beta_i, \gamma_i, \theta_i$ are experience parameters, $\epsilon$ is perturbation term.

This paper takes Beijing inbound tourism market for an example, and tries to construct a suitable model for discussing factors affecting the inbound tourism demand of Beijing so as to provide some reference for its study. Because Ma and Wu’s model mainly study the inbound tourism or special form of inbound tourism, so this paper puts forward a new model by adding some new explanatory variables, the form of the model is:
\[ X_{it} = g_i \left( (y_i^{\alpha_i} p_i^{\beta_i} z_j^{\lambda_j} h_j^{\mu_j} t_j^{\theta_j})/( s_{ij}^{\rho_i} d_{ij}^{\tau_i}) \right) + \varepsilon \] (6)

Where \( X_{it} \) denotes the inbound tourism demand of Beijing, \( y_i \) stands for per capita GDP of different countries or regions, \( p_i \) stands for population of different countries or regions, \( z_j \) denotes Beijing’s GDP, \( h_j \) denotes the number of star hotel beds, \( t_j \) denotes the number of tourism employees, \( s_{ij} \) stands for the tourism consumption per capita day, \( d_{ij} \) stands for the distance, and \( g_i, \alpha_i, \beta_i, \lambda_j, \mu_j, \theta_j, \rho_i, \tau_i \) are experience parameters, \( \varepsilon \) is perturbation term.

In the new model, Beijing’s GDP which represents destination economic development capability, number of star-rated hotel beds and number of tourism industry employees which represent tourism reception capacity are added. In addition, because the history ticket price vary greatly, and it is difficult to obtain the data, so the traditional variable of spatial distance was choose instead. It is one of the factors affect inbound tourism demand, and can also reflect the differences of ticket price. Due to some uncertainty, perturbation term \( \varepsilon \) was added.

4. SAMPLE, DATA AND METHODS

The data for 10 years from 1999 to 2008 of 10 inbound tourist generating region’s per capita GDP, population, distance from Beijing, daily per capita tourism expenditure and Beijing’s star hotel beds number, breakdown employees of tourism industry are choose as the sample. The 10 inbound tourist generating region are Hong Kong, Taiwan, Japan, Korea, America, Britain, France, Germany, Russia and Australia, which are all top 10 countries or regions ranked in Beijing’s inbound visitor generating markets and are from four continents respectively, so it can represent other countries or regions very well.

Among them, the data of per capita GDP and population come from the international statistical yearbook, Beijing's tourist arrivals and daily per capita tourism expenditure are from the Yearbook of China Tourism Statistics, Beijing's star hotel beds data and breakdown employees of tourism industry are from the Yearbook of China Tourism Statistics(supplement), spatial distance refers to the straight distance between Beijing and capitals of different countries, this data can be calculated by the distance calculator in www.indo.com.

The main method used in this study is multiple linear regression, and the key to this study is to find the experience parameters \( g_i, \alpha_i, \beta_i, \mu_j, \theta_j, \rho_i, \lambda_i, \tau_i \) through the method of regression modeling. First, turn the model (6) into logarithmic form:

\[ \ln X_{it} = \ln g_i + \alpha_i \ln y_i + \beta_i \ln p_i + \mu_j \ln h_j + \theta_j \ln t_j + \lambda_j \ln z_j + \rho_i \ln s_{ij} + \tau_i \ln d_{ij} \] (7)

5. MODEL VARIABLES AMENDMENT AND REGRESSION RESULTS INTERPRETATION

5.1 Model variables amendment

Based on the gravity model of Beijing tourism, econometric statistical software SPSS16.0 was used to do a least-square method regression analysis, the regression results are show in model (8), and Specific parameters are listed in Table1.
\[
\ln x_{ij} = 4.483 + 0.453 \ln y_i + 0.411 \ln p_i - 0.641 \ln h_j + 0.426 \ln t_j + 0.609 \ln z_j - 0.158 \ln s_{ij} - 0.725 \ln d_{ij} \quad (8)
\]

**Table 1 Beijing tourism gravity model parameter estimation and statistics (Least-square method)**

<table>
<thead>
<tr>
<th>Variable</th>
<th>B</th>
<th>std.Error</th>
<th>t</th>
<th>sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>C</td>
<td>4.483</td>
<td>5.704</td>
<td>0.078</td>
<td>0.434</td>
</tr>
<tr>
<td>ln y_i</td>
<td>0.453</td>
<td>0.057</td>
<td>7.93</td>
<td>0.000</td>
</tr>
<tr>
<td>ln p_i</td>
<td>0.411</td>
<td>0.004</td>
<td>9.274</td>
<td>0.000</td>
</tr>
<tr>
<td>ln h_j</td>
<td>-0.641</td>
<td>0.486</td>
<td>-1.319</td>
<td>0.190</td>
</tr>
<tr>
<td>ln t_j</td>
<td>0.426</td>
<td>0.209</td>
<td>2.039</td>
<td>0.044</td>
</tr>
<tr>
<td>ln z_j</td>
<td>0.609</td>
<td>0.205</td>
<td>2.972</td>
<td>0.004</td>
</tr>
<tr>
<td>ln s_{ij}</td>
<td>-0.158</td>
<td>0.604</td>
<td>-0.261</td>
<td>0.795</td>
</tr>
<tr>
<td>ln d_{ij}</td>
<td>-0.725</td>
<td>0.056</td>
<td>-12.947</td>
<td>0.000</td>
</tr>
<tr>
<td>R-square</td>
<td>0.731</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjust R-square</td>
<td>0.71</td>
<td>F</td>
<td>35.657</td>
<td></td>
</tr>
<tr>
<td>Sum of square resid</td>
<td>14.300</td>
<td>P</td>
<td>0.000</td>
<td></td>
</tr>
</tbody>
</table>

From the results showed in Table -1, the Statistics of variables h_j, variables s_{ij} and constants C are relatively small, cannot pass the strict t-test. Now do the regression using the method of backward again, regression results are show in model (9), and specific parameters are listed in Table 2.

\[
\ln x_{ij} = 0.454 \ln y_i + 0.411 \ln p_i + 0.36 \ln t_j + 0.377 \ln z_j - 0.725 \ln d_{ij} \quad (9)
\]

(7.923) (9.272) (1.911) (3.187) (-12.945)

**Table 2 Beijing tourism gravity model parameter estimation and statistics (Backward method)**

<table>
<thead>
<tr>
<th>Variable</th>
<th>B</th>
<th>std.Error</th>
<th>t</th>
<th>sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>C</td>
<td>-1.363</td>
<td>3.177</td>
<td>-0.429</td>
<td>0.669</td>
</tr>
<tr>
<td>ln y_i</td>
<td>0.454</td>
<td>0.057</td>
<td>7.923</td>
<td>0.000</td>
</tr>
<tr>
<td>ln p_i</td>
<td>0.411</td>
<td>0.004</td>
<td>9.272</td>
<td>0.000</td>
</tr>
<tr>
<td>ln t_j</td>
<td>0.360</td>
<td>0.181</td>
<td>1.991</td>
<td>0.049</td>
</tr>
<tr>
<td>ln z_j</td>
<td>0.377</td>
<td>0.118</td>
<td>3.187</td>
<td>0.002</td>
</tr>
<tr>
<td>ln d_{ij}</td>
<td>-0.725</td>
<td>0.056</td>
<td>-12.945</td>
<td>0.000</td>
</tr>
<tr>
<td>R-square</td>
<td>0.725</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjust R-square</td>
<td>0.710</td>
<td>F</td>
<td>49.474</td>
<td></td>
</tr>
<tr>
<td>Sum of square resid</td>
<td>14.621</td>
<td>P</td>
<td>0.000</td>
<td></td>
</tr>
</tbody>
</table>

After regression, variable s_{ij} and variable h_j are eliminated, other variables
such as per capita GDP $y_i$, population $p_i$, Beijing’s GDP $z_j$, breakdown employees of tourism industry $t_j$, spatial distance $d_{ij}$ are left in the model. With regard to the data in the table-2, we can conclude that the model parameter estimation results are relatively ideal. The standard error of variable coefficient estimates are small, P value less than 0.5, which means the regression coefficient passed the significant test; F value also passed the test, indicating that the regression model is also significant; $R^2 = 0.725$, after the adjustment $R^2 = 0.710$, indicating that the fitting degree of this model is very good.

5.2 regression results interpretation

According to the regression results, visitor generating countries’ per capita GDP and population, Beijing’s GDP, Beijing’s number of tourism industry employees and spatial distance all have significant influence on Beijing’s inbound visitor arrivals.

Visitor generating countries’ per capita GDP and population, Beijing’s GDP, breakdown employees of tourism industry are positively correlated with Beijing’s inbound visitor arrivals. It means that the higher of the per capita GDP of visitor generating countries and Beijing’s GDP, as well as the total number of Beijing’s population and tourism industry employees, the more of inbound visitors to Beijing; spatial distance is inversely proportional to Beijing’s inbound visitor arrivals, which indicates that the farther the distance, the less the inbound visitor arrivals. These are the actual situation of the inbound tourism.

Visitor generating countries’ per capita GDP has a great influence on Beijing’s inbound visitor arrivals. According to the data in the model, the estimated coefficient of per capita GDP is 0.454, which implies that if per capita GDP increase one percentage point, the inbound visitor arrivals will increase about 0.454 percentage points. It suggests that higher per capita GDP countries, especially the developed countries are important inbound visitor generating market to Beijing.

The estimated coefficient of visitor generating region’s population is 0.411, which means that if population increases one percentage point, the inbound visitor arrivals will increase about 0.411 percentage points. It implies that countries or regions which have large population will be the focused inbound tourism markets.

Beijing’s GDP also has a greater impact on inbound visitor arrivals, the estimated coefficient of Beijing’s GDP is 0.377, which means that once Beijing’s GDP increases one percentage point, the inbound visitor arrivals will increase about 0.377 percentage points. GDP’s growth is the indicator to evaluate the development of Beijing’s economy, as the economy developed, the input of tourism industry covering traffic condition and tourism infrastructures will be increased, which will provide basic material conditions for tourism industry. So it can be concluded that economic development is vital to Beijing’s tourism development.

The breakdown employees of tourism industry represents the tourism reception capability of Beijing to some extent. Data in the model shows that once
employees increase one percentage point, the inbound visitor arrivals will increase about 0.360 percentage points, demonstrating low level of influence on inbound tourism industry.

According to the results of model regression, spatial distance is the most influential factors of Beijing’s inbound visitor arrivals, and its estimated coefficient is -0.725, which implies that if the distance is shorten one percentage point, the inbound visitor arrivals will increase about 0.725 percentage points. It proves that distance is an important factor hampering travel behavior.

6. DEFECTS AND FOLLOW-UP STUDY

The new model adds Beijing’s GDP which represents destination’s economic development capability, number of star-rated hotel beds and breakdown employees of tourism industry which represent tourism reception capacity, replaces total consumption per capita with daily per capita expenditure, coupled with visitor generating countries’ per capita GDP, the total population and spatial distance, total 7 independent variables were set. But after regression, number of star-rated hotel beds and daily per capita expenditure were eliminated, left 5 independent variables. Overall, the interpretation degree of the model for Beijing's inbound tourism is still relatively high.

The biggest shortcoming of this model is that there are few variables related to tourism industry and no variables which can represent the resource difference between visitor generating regions and destination regions. Although number of star-rated hotel beds and breakdown employees of tourism industry which represent tourism reception capacity as well as daily per capita expenditure which stands for tourism consumption were added, at last only one new variable named breakdown employees of tourism industry was left in the model, which can only partly reflect the capacity of tourist reception of Beijing. In the follow-up study, we can further analyze the variables which can represent tourism reception capacity such as capacity of tourism scenic spot and fixed assets of tourism industry.

7. SUMMARY AND CONCLUSION

Through reviewing former studies, introducing new explanatory variables, and utilizing the regression analysis with SPSS, this paper constructs the gravity model of Beijing’s inbound tourism with five variables of visitor generating countries’ per capita GDP and population, Beijing’s GDP, Beijing’s breakdown employees of tourism industry and spatial distance. Although some defects exist, this study can also partly reflect the objective conditions of Beijing’s inbound tourism, and supply some suggestions for the development of Beijing’s inbound tourism and construction of world city and world-class tourist destination.

First, from the results of the analysis, we can conclude that per capita GDP and population of the visitor generating countries are two important influencing factors of Beijing’s inbound tourism, so developed countries with large population are most important inbound tourist market. How to guarantee these tourists market
and further explore the potentialities are important issues facing the inbound tourism industry of Beijing, the resolution of this problem can promote the steady growth of Beijing’s inbound tourism. And we also cannot ignore some developing countries or regions whose economic is underdeveloped but population is large, because this market also have great potentialities.

Second, spatial distance also has great impact on Beijing’s inbound visitor arrivals. So we should attach importance to the countries or regions near China such as Hong Kong, Taiwan, Korea and Japan. In addition, many other Asian countries also should be paid attention to because they are not only near China but also have large population. And the development of this market will inject new vitality and bring new growth point to the inbound tourism of Beijing.

Last, Beijing's economic development level and tourism industry employee number are also important factors affect the inbound tourism. Economy is the foundation of tourism, and the development of tourism industry can also boost local economy. But this is in the condition of the construction of economy itself. In fact, if there are not enough money invested in the tourism infrastructure and not enough tourism supply to satisfy the tourist demand, tourism development will be limited. And the supply of tourism industry employees is an important part. Now Beijing's tourism employees are in short supply, especially the high-level international tourism talents. Therefore, Beijing should take active measures to strengthen their own economic construction, and strengthen the international tourism talents training in order to promote the development of Beijing’s inbound tourism and construction of world city and world-class tourist destination.

References


STUDY ON SUSTAINABLE DEVELOPMENT MANAGEMENT MODE OF RURAL TOURISM IN KARST AREAS

-A Case of Guizhou Province in Southwest China

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Abstract:

Karst landscapes, best known for its formation with the open system of material and energy flow conversion at three-dimensional space in dual structure, are widely distributed in Southwest China where its fragile ecosystems were formed with low environmental capacity and elasticity under the effect of “tri-state”. The Karst region in southwest China is mainly distributed over Yunnan, Sichuan and Guizhou provinces. Thanks to the closed mountainous terrain of Karst, the amazingly fascinating Danxia landform as well as the colorfully mysterious minority culture were formed and retained naturally, which become the great resources for developing rural tourism. The extensive development of its rural tourism, however, turned out to a series of external conflicts with the regional ecological environment, society and the people with related interests, restricting its sustainable development of rural tourism seriously. Therefore, this study on sustainable development of rural tourism in Karst Areas has great theoretical and practical significance.

The thesis intensively focuses on the case study of Guizhou province in southwest China, on the basis of its SWOT analysis, concerning its unique features over the sustainable development of rural tourism in Karst areas. After analyzing it, four main challenges are discovered: economic sustainable development, society sustainable development, environmental sustainable development and cultural sustainable development. As Guizhou is the most typical karst area distribution in China, other karst regions may, at the same time, have the similar difficulties. Consequently, a “three layers of government-led” sustainable development management mode is built based on the sustainable development theory and the current developing conditions of karst regions represented as the SWOT analysis of Guizhou province.

In conclusion, the study is of strong practical significance for guiding the sustainable development of rural tourism of Karst areas in the world.

Key words: Karst, rural tourism, sustainable development, Guizhou, “three layers of government-led” mode
1. Rural Tourism in Karst Areas of China

1.1 Karst Landforms in China

Karst topography is a landscape shaped by the dissolution of a layer or layers of soluble bedrock and is usually carbonate rock such as limestone or dolomite. Karst landforms are generally the result of mildly acidic water acting on weakly soluble bedrock such as limestone or dolostone. The mildly acidic water begins to dissolve the surface along fractures or bedding planes in the limestone bedrock. Over time, these fractures enlarge as the bedrock continues to dissolve. Openings in the rock increase in size, and an underground drainage system begins to develop, allowing more water to pass through the area, and accelerating the formation of underground karst features. Many karst regions display distinctive surface features, such as clint, stone ditch, stone forest and karst depressions, with sinkholes or dolines being the most common. Due to subterranean drainage, usually there may be very limited surface water but a well-developed underground water system.

China is one of the countries with comparatively typical karst landform characteristics. According to incomplete statistics, the global karst areas are about 22 million square kilometers and there are about 3.44 million square kilometers in China, almost 16% of the world’s, including bare karst, covered karst and buried karst, which nearly making up 1/3 of Chinese territory. China is the largest country with Karst Areas occurred in the world and it is in south China that the most typical and diverse karst landforms developed. Centered by Guizhou Province and covering some 600,000 square kilometers the South China Karst terrain is believed the largest single karst area in the world, including eastern Yunnan, most of Guizhou, with a major extension into parts of Chongqing, Sichuan, Hunan, Hubei and Guangdong. With high altitude plateau (average 2000-2200 elevation) in the northwest and low-lying plain (average 100-120 elevation) in the southeast, the overall topography features a giant slope declining from northwest to southeast.
Long term complex geological evolution gave rise to exceptional diverse karst landforms in this region, including the most typical karst landforms in the world of tower karst (Fenglin), pinnacle karst (Stone Forest), and cone karst (Fengcong), as well as some unusual karst phenomena such as Tiankeng (giant karst pit) and Difeng (deep karst fissure). Besides, there are numerous spectacular underground cave systems and rich cave sediments. All these make this region the world's “museum of continental tropic-subtopic karst” because of its unrivaled richness and uniqueness. Usually as long as there are karst regions, the breathtaking scenery of travel resources is there too. Generally speaking, the major part in karst areas of China where suitable for developing rural tourism is located mainly in Guizhou, Yunnan and Guangxi provinces all of which are rich in natural resources but have impoverished economy compared to other provinces in China. Consequently, poverty is the central issue for them to develop. Rural tourism, as we know, can greatly spur the development of other interrelated industries and provide jobs for a large number of local people, making sure that people’s life in those areas can be basically guaranteed. The extensive exploitation of rural tourism in karst regions, however, may lead to violent damage of ecological environment, conflict among various stakeholders, and undermining unsophisticated social culture, generating the external effect of rural tourism, which will severely restricting the sustained socioeconomic development and all-round social progress.

### 1.2 Rural Tourism in China

Rural tourism originated in the developed European countries in mid 19th century. The establishment of “Agriculture and Tourism National Association” in Italy, 1865, marks that rural tourism is born. It focuses on participating in a rural lifestyle. It can be a variant of ecotourism. Any village can be a tourist attraction, and many villagers are very hospitable. In 1970s, rural tourism in the United States and Canada came into an era of rapid growth. It
allows the creation of an alternative source of income in the non-agricultural sector for rural dwellers and the added income from rural tourism can contribute to the revival of lost folk art and handicrafts. It is an ideal and natural method of rural and urban economic exchange.

Unlike countries in Europe and North America where rural tourism has a history of approximately 100 years, China did not start its rural tourism until the early 1980s. Ten development patterns of rural tourism were identified in the National Rural Tourism Work Conference in 2006 Table 1 lists all the development patterns and provides a brief description for each of them. Examples for each pattern are also presented.

Table 1. Development patterns of rural tourism in China.

<table>
<thead>
<tr>
<th>No.</th>
<th>Development pattern</th>
<th>Description</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Holiday- and leisure-oriented rural tourism businesses</td>
<td>Can also be called the Happy Farmers’ Home</td>
<td>• Sanshenghua Township, Chengdu, Sichuan Province</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Tuanjie Township, Kunming, Yunnan Province</td>
</tr>
<tr>
<td>2</td>
<td>Tourism operations depended on neighboring large-scale and well-known attractions</td>
<td>Tourism products and services depending on the neighboring major attractions’ source market</td>
<td>• The Jade Valley in Huangshan</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Shuiji Village, Taining, Fujian Province</td>
</tr>
<tr>
<td>3</td>
<td>Tourism operations in some historical and cultural towns</td>
<td>Tourism accommodation services and other facilities in small towns with historical remains and cultural heritages</td>
<td>• Tengchong County and Shun Township, Yunnan Province</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Jiangwan Township, Wuyuan, Jiangxi Province</td>
</tr>
<tr>
<td>4</td>
<td>Folk culture villages</td>
<td>Rural tourism operations based on well-preserved ecological environment, landscape and folk cultures in these villages</td>
<td>• Nanhua Village, Kaili, Guizhou Province</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Likeng Village, Wuyuan, Jiangxi Province</td>
</tr>
<tr>
<td>5</td>
<td>Tourism operations driven by ethnic culture and traditions</td>
<td>Rural tourism taking ethnic culture and unique lifestyles as main attractions, mainly located in remote regions where ethnic groups live</td>
<td>• Hala New Village, Heilongjiang Province</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Dai Village, Xishuangbanna, Yunnan Province</td>
</tr>
<tr>
<td>6</td>
<td>Tourism operations led by agricultural plantations and processing</td>
<td>Rural tourism operations based on plantations of fruits, vegetables, tea, etc.</td>
<td>• Pangezhuang Township, Daxing, Beijing</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Yannanfei Tea Field Resort, Mei</td>
</tr>
</tbody>
</table>

- 4 -
Despite a short development history, rural tourism in China has made a series of achievements. First, farmers have significantly increased their income levels by developing rural tourism. The Jade Valley of Tangkou Township in Huangshan municipality is a good example. Thanks to the development of rural tourism, the village reached an average household income level of over 30 000 RMB (approximately US$4150) in 2006. Second, rural tourism has created large quantities of re-employment for oversupplied rural labor without geographic labor relocation. To date, rural tourism in China has created nearly 4 million direct job positions. Taking account of indirect and seasonal jobs, it is estimated that over 15 million jobs are generated because of rural tourism. Third, rural tourism has promoted the restructuring of the rural industries. Propelled by the development of rural tourism, ecological agriculture, sightseeing agriculture and hi-tech agriculture have also experienced rapid development. Fourth, rural tourism has heightened the awareness of ethnic culture and environment protection. The development of rural tourism has brought to farmers not only economic benefits but also new ideas, thoughts and philosophies. Farmers have gained a different view on the value of tourism resources. Some heritage sites and cultures in China have been well preserved because of the development of rural tourism. Examples include ethnic household architecture in the border areas connecting Yunnan, Guizhou and Sichuan; Dongba scriptures of Naxi people in Yunnan; the Grand Singing Ceremony of Dong people in Guizhou; Jin merchant houses in Shanxi; and ancient streets in water towns along the Yangtze River. Rural tourism development has also led to some social changes in rural areas. Farmers are organized in a new system of production through rural tourism. Involving themselves in rural tourism, farmers can increase their ability to adapt to the new development situation in rural areas and learn the rules and principles of the country’s
transitional market economy system.

1.3 Development of Rural Tourism in Karst Areas of China

1.3.1 Definition and Peculiarity of Rural Tourism in Karst Areas

Rural Tourism in Karst Areas, based on the natural resources of Karst regions and the particularity of rural tourism activities, refers to a particular form of rural tourism relying on both the special natural landscape as well as the rural amorous feelings of culture and customs in this specific type of geography. Therefore, it is quite necessary for us to know the peculiarity of rural tourism in karst areas.

**Geo-spatial category.** It is the villages in karst regions that support the travelers in carrying out their tourism activities. Karst special conditions of landform features determine that the tourism activities should be influenced by the development conditions of this region. Thus, rural tourism in karst areas obviously differs from other kinds of rural tourism.

**Resource dependence.** A tourism resource is that component of the environment (physical and/or social) which either attracts the tourist and/or provides the infrastructure necessary for the tourist experience. The karstification of a landscape may result in a variety of large or small scale features both on the surface and beneath. Mature karst landscapes, where more bedrock has been removed than remains, may result in karst towers, or haystack/eggbox landscapes. Beneath the surface, complex underground drainage systems (such as karst aquifers) and extensive caves and cavern systems may form. All of those are full of strong agrestic breath and rural favorable natural ecological environment factor, forming naturally a set of tourism resources group with karst landscape, agricultural resources and rural amorous feelings.

**Conflict between man-earth.** The special karst landform and the vulnerability of its ecological environment decide fierce contradiction between people and land. This is another significant symbol of rural tourism in karst areas. First of all, the ecological vulnerability of karst landform strictly restricts the development of agriculture in the same region. In the second place, the government in karst regions, more often than not, prefers to put economic development in the first place, which will easily lead to the blindness and destructive because of the lack of reasonable planning during the development process. Magnifying market may bring about excessive development of ecological environment, in turn, affect sustainable development of economy and society in karst regions. Therefore, an important factor rural tourism in karst areas differs from others is the conflict of man-earth. Only set up a set of effective mechanism to deal with the contradiction, can we unblock the way of sustainable development of rural tourism in karst areas.

**Cultural identity.** Karst landform breeds rich and unique culture, including the culture
about basic necessities, architecture, arts and crafts, farming, and so on, which reflects certain period of people's production level and life style and contains higher tourism attribute value. It is obviously different from the traditional rural cultures. For this reason, clear the characteristics of karst tourism culture can greatly enhance the understanding of rural tourism in karst areas.

So far, the traditional rural tourism in karst areas has faced a series of issues, such as the low management level and the contradictions between over commercial and traditional culture, that cannot be ignored and dodge. Consequently, how to explore a new way for sustainable development management mode of rural tourism in karst areas becomes the main theme of this paper.

1.3.2 History and present situation of Rural Tourism in Karst Areas of China

Before the liberation of China, most of the tourist resources were not developed due to the backward economy and unenlightened transportation. However, after the founding of our country, the national tourism industry was suffering from a slowly start stage for quite a long time and so did the rural tourism in karst areas. The concept of “TRAVEL”, at that time, wasn’t accepted by most of the Chinese and did lead to a great deal of issues, such as the unitary traveling category and the conflict between traditional values. On account of the “State-led” development mode, most of the tourists were the guests invited by the government and the nearby visitors. Consequently, rural tourism in karst areas had extremely limited favorable influence on local economy during this start stage.

With the rapid development of the economy in our country since the 1980’s, people’s living standard has been raised day by day. The concept of travel gradually enters into the life of the common man. The reform and open policy for 30 years, the Chinese economic is in the prosperous development during the new time. It is true that social and economic development has improved the people's material and cultural life remarkably, which absolutely boosts the rural tourism in karst areas. Meanwhile, the Chinese government attaches great importance to the holiday adjustment system. There is no doubt that rural tourism in karst areas in the past 30 years, with China's economic take-off gains, is grown by leaps and bounds. It has entered a new stage of rapid development ever since 1995.

After entering the new stage of rapid development, the concept of “rural tourism” has been understood gradually. Rich and unique tourism resources are the irreplaceable treasures for karst regions. More and more peasants are becoming increasingly happy to do their effort on developing new and interesting tourism products. In stead of the only “State-led” development mode in the previous time period, “peasant & peasant household”, “corporation & peasant”, and “State & peasant” are emerging as the new market driving development modes. To a certain extent, rural tourism industry in karst areas effectively strengthens the high level of economic development of local economy. At the same time, the "golden week" with the Chinese characteristics is the holiday system that is planned by the government for stimulating economics and improving people's leisure quality. Both the growing dream of
country life and nature from the market demand and the increasingly appealing pulling supply push forward the development of rural tourism in karst areas dramatically.

In recent years, China has reformed its national holiday system, with proposals aiming to shorten the Labor Day holidays and add more traditional festivals to the list, giving citizens more opportunities to enjoy their vacations. Predictably, rural tourism in karst areas will celebrate more glorious development in the foreseeable future. However, the poor and weak karst eco-environment contributes to the lack of little earthy water leading their tourism resources are easily destroyed. In other words, the extremely vulnerability of karst regions limit the healthy development of rural tourism. That is to say, how to build a successful sustainable development mode particularly for rural tourism in those regions cries out for serious and careful consideration.

2 Case of Guizhou province in southwest China

2.1 Basis for choosing Guizhou as case study

Known as Qian or Gui for short, Guizhou adjoins Sichuan Province and Chongqing Municipality to the north, Yunnan Province to the west, Guangxi Province to the south and Hunan Province to the east. Covering an area of 176,200 square kilometers, the province had a permanent population of 34,746,468 at the end of 2010. Overall Guizhou is a mountainous province however it is hillier in the west while the eastern and southern portions are relatively flat. The western part of the province forms part of the Yunnan-Guizhou Plateau. The following are the basis for choosing Guizhou as the case study model:

The most typical karst area distribution in China. China is located in the east Asian area heartland, one of the three world's karst landscape concentration distribution and Guizhou is meant to be the most typical karst area distribution in China, for 92.5 percent of its total area are mountains and hills with an exposed karst area of 109,000 square kilometers accounting for 61.9 percent of the total province area. Consequently, the economic activities of resources industries in Guizhou (such as tourism, agriculture, etc.) are characterized with typical regional features of karst areas.

The abundant resources. Guizhou has its own unique environment with rich natural resources and becomes an important national base for energy and raw materials. Thanks to the closed mountainous terrain of Karst, the amazingly fascinating Danxia landform and colorfully mysterious minority culture were formed and retained naturally here, becoming the great resources for developing rural tourism.

Fast development for service sector with tourism industry in the lead. Despite a high pressure from financial slowdown and influenza A (H1N1) in 2009, the province witnessed a growth in tourism industry. The income gained from tourism totaled 80.5 billion Yuan, a year-on-year increase of 23.2 percent and domestic or overseas visitors totaled 104 million, an increase of 27.5 percent year-on-year. Under the guidance of brand-name “Colorful
Guizhou”, tourism sector has taken many measures to have a coordinated development with departments of publicity, culture and sports to enrich and broaden tourism connotations and forms with local characteristics. A group of folk arts and traditional handicrafts have been enlisted on national intangible cultural heritage. Pushed by 2009 China Eco-tourism Year, a number of large-scale events and festivals have been held to promote eco-tourism, red tourism, rural tourism, ethnic tour, sports tour, festive tour, hot-spring tour and self-drive tour, as well as special tourism products. The fast development for service sector with tourism industry in the lead of Guizhou can be a significant representativeness for not only China but also other karst regions among the world.

2.2 SWOT analysis of Guizhou province

2.2.1 Strengths of Guizhou province

“Guizhou is the land of culture, scenery, ecology, songs, dances and mellow wines.”

– Francesco Frangiailia, Secretary-General of the World Tourism Organization

Guizhou’s tourism resources are represented by red culture of Zunyi meeting site, peculiar karst landscapes, beautiful natural scenery and aboriginal ethnic customs. Regarded as a “Natural Garden”, the province boasts more that 1,000 scenic spots with commercial value scattering across its territory including 18 national-level scenic areas, 59 provincial scenic areas, 9 national nature reserves, 6 national geo-parks, 21 national forest parks, 39 national key cultural relics, 2 national historical and cultural cities, and 62 national-level intangible cultural heritages. Unique and plentiful tourism resources become the most important strength of this province, making Guizhou one of important tourist destinations in China, and in the world as well.

Long history. Eighty-plus pre-historical cultural sites found in Guizhou prove that human activities were engaged here as early as 240,000 years ago, which makes the province one of the birthplaces of Chinese ancestors. Officially named after Guanyindong Cave, the Guanyindong culture is quiet valuable to the study of origin and evaluation of the old-stone age in China. Guizhou derived its name from historical documentation dating back to the Song dynasty in 1119 and became a province in 1413 during the reign of Yongle Emperor in the Ming dynasty.

Numerous Minorities. Many ethnic groups get along in harmony to jointly reconstruct the province and create colorful cultures. There are fifty-six ethnic groups, eighteen of which have inhabited here for generations such as the Han, Miao, Bouyei, Dong, Tujia, Yi, Gelao, Shui, Hui, Bai, Yao, Zhuang, She, Maonan, Manchu, Mongolia, Mulao and Qiang. Ethnic proportion accounts for 39 percent of the total population, ranking 5th in the country next only to Tibet, Xinjiang, Qinghai, and Guangxi. Ethnic population tops the third. 252 towns are minority autonomous and the area of minority autonomous regions make up 55.5% of the total area.
**Characteristic landforms.** Situated on the eastern slope of the Yunnan-Guizhou plateau, the average altitude is around 1,100 meters above sea level. The west is higher than the east and the province tilts from the center to north, east and south. Rivers run along the northern, eastern and southern sides. The Miaoling Mountains lying in the central province stands between the Yangtze and Pearl valleys. Characteristic geographical environment makes mountains green, rivers crystal-clear and forests lush, adding mystery to this beautiful piece of land.

![Image of landforms](image)

**Biological diversity.** Thanks to various physical features, Guizhou is rich in biological resources. The vascular plant varieties are as many as 6,000 including over 500 that can be used as food, some 600 used as raw materials for different industries and 240 used as raw materials for different industries. As for wild animals, there are 999 vertebrate species including 15 varieties that are on the class-I national protection list like Guizhou golden-haired monkey, black-leaf monkey, south-China tiger and black-necked crane. Meanwhile, Guizhou, being a habitat of 3,924 herbal plant varieties and 289 animal species of medicinal value, has long been one of the major TCM suppliers in China.

**Monsoon climate. The province has a subtropical monsoon climate.** The average annual temperature is around 15°C in most places. The annual frost-free season is 250-300 days. The mean temperature in lowest January is 4-6°C and that in highest July is 22-25°C. The annual rainfall is about 1,300 millimeters, 450-600 millimeters from June to August. Because of favorable climate conditions, weather is normally mild, neither frigid in winter nor scorching in summer. On accounting of its nice temperature, verdant vegetation and fresh air, Guizhou is called “An Oxygen Bar in Nature”. The province not only makes a good habitat for a large variety of animals and plants, but also becomes a tourist resort for leisure and summer vacations.
2.2.2 Weaknesses of Guizhou province

Despite the strength that mentioned above, Guizhou, on the other hand, has some weakness, placing the region at a disadvantage relative to others.

**Vulnerability of karst eco-environment.** Karst Area, the margin of desert and loess altiplano are three eco-environmental frail zones in China. Peak-cluster depression area of karst region spreads widely in Southwest China, and its eco-environment is very fragile due to specific geologic and climate conditions and human activities. The main reasons of Karst rocky desertification formation are the artificial unreasonable activities and frail ecological environment in the Karst mountainous areas according to environmental scientists and specialists. Without exception, Guizhou Karst Mountains also have characteristics of high eco-sensibility, low environmental capacity, weak antijamming capability and poor stability, which strictly astricting the sustainable development of these areas.

**Lack of scientific planning.** In general, most of the rural tourism in karst areas of China are lack of scientific planning. According to the practice in our case study, we notice that few public departments devoted their efforts to plan the rural tourism in those areas. It is the lack of scientific planning for rural tourism that largely resulted in the disorder and inefficient development of rural tourism resources and the blind and greatly repeated construction in karst regions.

**Serious tourism resources deterioration.** Both the vulnerability of karst itself and the irrational developing natural environment by human beings are the two fundamental key factors that results in serious tourism resources deterioration. The relatively open development and utilization change the original physical, chemical and biological cycle process, leading to serious environmental degradation. The serious tourism resources deterioration badly affects the sustainable utilization and development of karst regions, and as a result, urgent requirement for equilibrium relationship among natural, cultural, environment is cried out loudly. Meeting the needs of the present without compromising the ability of future generations to meet their own needs is the basic discipline during the whole developing process. Therefore, it is how to prevent the serious environmental degradation in karst areas in order to realize sustainable utilization of tourism resource that becomes one of the most arduous tasks to be solved.

**Ecological economic contradiction.** The resources store and the environment volume can not standing high strength consumption and the environment pollution under the traditional economic model. The environment can hardly afford the large population which made China go short of resources, especially for the karst regions in southwest of China. With the improvement of the living standards of residents of small towns, the consumption of energy in small town residence buildings is also increasing dramatically. Thus, it is the harmony between economy and zoology environment that becomes the difficult point for sustainable development of rural tourism in karst areas.
2.2.3 Opportunities of Guizhou province

2009 and 2010 saw the aggravating difficulties in economic and social development of Guizhou. Facing the impact of global financial slowdown and natural disaster of drought, the tourism industry still seizes great opportunities and ensures its sustain development comparing to other industries.

*Unique attraction of rural tourism resources.* Guizhou is characteristic of karst landform, rich in waterfalls, deep calcareous stone holes, mountains and canyons, which make Guizhou very plentiful in scenery. Rural tourism resources in karst regions deeply show the characteristics of richness in natural, biological, as well as national cultural resources. The unique karst natural landscape, cultural landscape and national culture become the unique advantages with strong attractions for rural tourism development here.

*Increasing demand of the domestic and international markets.* Along with the economical growth and living standards' unceasing enhancement, tourist industry becomes an urban pillar industry increasingly. According to the prediction of the world tourism organization, China will be the most favorite tourism destination, the first inbound country and the forth outbound country in the world by 2020. That is to say, the number of inbound travelers would hit 137 million, accounting for 8% of the world’s total, and Chinese outbound visitors will be more that 100 million by the year of 2020. All of these will absolutely provide an even larger demand market for rural tourism in karst areas. At the same time, modern people have much higher demands for tourism products. They no longer can be satisfied with just the traditional kind of tourism. What they really want increasingly tend to be a confluent diversity of tasting, lodging, traveling, visiting, shopping, and entertaining. Thus, the karst areas in Guizhou with the abundant tourism resources advantage obtaining the unique natural scenery and folk custom, will definitely have a greatly increasing demand of the domestic and international markets.

*Favorable policy environment.* As one of the main economic growth points, rural tourism in Guizhou has leapt forward since we followed the policy of reform and opening. The province integrates attraction with selection to enhance efficiency and quality for investment attraction and business introduction. Judging from software and hardware aspects, the investment climate has improved further. Guizhou has implemented the going-out strategy for enterprises to participate in regional economic cooperation with those in the Pan-Pearl River Delta and ASEAN, and to seek collaboration with four counterpart cities –Qingdao, Ningbo, Shenzhen and Dalian, providing more and more new regional cooperation opportunities for tourism development in karst regions. Each karst county, at the same time, formulates a series of specific rural tourism policy guidelines, from planning the development process to evaluating the effectiveness of the implement. All of those have successfully created the favorable macro and micro policy environment for rural tourism in Guizhou.

*Gradual improvement of transportation network.* Guizhou, in a concerted effort, seized the opportunity of the nation’s expansion of domestic demands and accomplished new achievements centered on transportation network, offering a more convenience way for visitors to have access to these beautiful places of nature. 1,501 kilometers of national or provincial trunk roads was upgraded. 3,453 kilometers of tarred road leading to towns was
constructed. 10,000 kilometers asphalt road to towns as defined in the 11th Five-Year Plan was completed one year ahead, with newly added 90 towns and 2,277 villages. The number of county accessing to expressway increased to 70 from 32. Thus a 4-hour economic circle from provincial capital Guiyang to each prefecture was taken shape. Meanwhile, the provincial high-speed rail system is under smooth way. The railways open to traffic in 2009 were as long as 2,014 kilometers including 1,369 kilometers electrified rail lines. Therefore, plan and development of high-speed rail system will form 7-hour transport circle from Guiyang to Beijing, Shanghai and other major Chinese cities. At the same time, the provincial air transport system is composed to Guiyang Longdongbao International Airport and regional airports of Tongren, Xingyi, Liping, Huangguoshu and Libo. There is no doubt that it is the Gradual improvement of transportation network boarding the karst rural tourism in Guizhou a new, higher development platform.

2.2.4 Threats of Guizhou province

Although the external environmental analysis reveal certain new opportunities for further development and growth of rural tourism in karst regions, the existing situation and changes may also present unpredictable threats to it.

**Infrastructure and environment construction in Guizhou lag behind.** Guizhou is one of poorest provinces in where poor population concentrates, poor area is wide and the degree of poor is profound. Objectively, a two-sided poverty of ecology and economy is faced in Guizhou karst regions now. The backward infrastructure and low reception capacity here prevent it from becoming a great global tourism destination that can be seen most clearly in the construction level of transportation, power, communication and medical care, which are closely linked to the healthy development of rural tourism. For example, the situation that tourists can not find their correct destinations may happen from time to time because of the inadequate road facilities. Tour pals can not drive their bikes or cars smoothly along the road because of the bumpiness. Meanwhile, the poor hygienic conditions of rural tourism accommodation, particularly for the unfavorable sanitary conditions of the kitchens and bathrooms may destroy visitors’ willingness to stay, not to mention traveling here. Besides, the visitors may not likely have immediate access to medical facilities during their trip especially in karst regions which will obviously have a negative impact when they are deciding their destinations. Even if the karst region itself has the most fascinating natural resources and the most alluring folk cultures, the backward infrastructure and environment construction in Guizhou will greatly restricted the market demand of traveling and the sustainable development of rural tourism.

**Comparatively low quality of associate staff.** The rapid development of the tourism industry puts forward an epochal character request towards their employees. Their moral quality and behavior level directly influence customer perception towards the traveling process, reflecting the quality and trend of tourism development. According to the random sampling from Longgong, Huangguoshu, Libo and Zhijindong, among all the respondents, 97% of them did not go to their high school. That is to say, only 3% of them have above senior high school degree. Thus, it is the basic requirement that fostering its development to
conduct nationwide project publicity, introducing intellectuals for strategic research, and providing classified training all employees. Comparatively low qualities of associate staff will absolutely influence the coordination between customers and employees, enlarge the conflicts among residents, environment and tourism, and finally restrict the spatial region's economic and social development.

**Inadequate management system.** In the current management system, rural tourism resources belong to agriculture, forestry, water conservancy and other multiple departments. The results after developing the tourism resources are called tourism products which belong to tourism department. There are too many departments containing the responsibility to manage tourism industry. In this way, few departments will really stand out and account for its duty when it comes down to the unfavorable results. Currently, the management level of rural tourism in karst regions is low. Neither do we have the special management system of rural tourism in karst area, nor the specific resources protection and management regulations. The lack of human resources, poor service quality, disorderly developing natural resources and unclear responsibilities of department still block the way of healthy development for tourism industry.

### 2.2.5 SWOT analysis of Guizhou province

Based on the analysis above, we can draw the conclusion of SWOT analysis for Guizhou province as following:

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<td>1. Unique attraction of rural tourism resources.</td>
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| Infrastructure and environment construction in Guizhou lag behind. |
| Comparatively low quality of associate staff. |

| ST Strategies: |
| WT Strategies: |

- Build scientific management system and make reasonable utilization of natural resources to create more and more attractive traveling products and further explore the markets.
- On the basis of gradual improvement of the transportation network, further enhance the infrastructure construction in order to let the visitors enjoy a most comfortable experience on their way of traveling.
- Make full use of the abundant tourism resources to create more and more attractive traveling products and further explore the markets.
- Conduct international exchanges and cooperation on environment protection, resources conservation and comprehensive utilization.
- Consult experts and vocational operators and carry on systematical research to collect and coordinate relative materials.
- Scientific planning of major infrastructure projects and basic industries shall be
1. Infrastructure and environment construction in Guizhou lag behind.

2. Comparatively low quality of associate staff.

3. Inadequate management system.

- Combine the infrastructure construction and the protection of natural resources.
- Suggest that educate the management levels and technicians, also discuss and share the experience of knowledge management areas activities during daily process in the future.
- We must strengthen the macroscopic plan and set a whole, scientific and transparent management.

The SWOT analysis shows us some (but not all) strategies. However, even with proper implement of them, we still can not guarantee Guizhou’s long-term successful development. Butler’s application of life-cycle, the Tourism Area Life Cycle (TALC), was published in the early 1980s. There is no denying that TALC is a cornerstone in tourism research. It postulates that a destination should enjoy varying levels of popularity overtime and, as a result, the growth in arrivals should follow an s-shaped path.
According to TALC, we can draw the conclusion that it is getting through its third stage based on the SWOT analysis of Guizhou’s rural tourism. Although Butler’s TALC Theory is inevitable, we can prolong the life cycle of tourist sites by carrying out reasonable measures to maximize its attraction to tourists and achieve its sustainable development. There is an old saying that “it is easier said than done.” After making a comprehensive view of the development conditions of rural tourism in Guizhou, we can discover its true meaning. If we want to realize the sustainable development of Guizhou, there are at least four challenges waiting for us to overcome: economic sustainable development, society sustainable development, environmental sustainable development and cultural sustainable development. As Guizhou is the most typical karst area distribution in China, other karst regions may, at the same time, have the similar difficulties. Consequently, a new management mold of sustainable development is highly demanded.

3. Study on Sustainable Development Management Mode of Rural Tourism in Karst Areas

3.1 Define Sustainable Development of Rural Tourism in Karst Areas

Sustainable development ties together concern for the carrying capacity of natural systems with the social challenges facing humanity. As early as the 1970s “sustainability” was employed to describe an economy “in equilibrium with basic ecological support systems”. Ecologists have pointed to The Limits to Growth, and presented the alternative of a “steady state economy” in order to address environmental concerns.

Sustainable development has been defined in many ways, but the most frequently quoted definition is from Our Common Future, also known as the Brundtland Report: “Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It contains within it two key concepts:

- the concept of needs, in particular the essential needs of the world's poor, to which overriding priority should be given; and

- the idea of limitations imposed by the state of technology and social organization on the environment's ability to meet present and future needs.”

Similarly, sustainable tourism is tourism attempting to make a low impact on the environment and local culture, while helping to generate future employment for local people. The aim of sustainable tourism is to ensure that development brings a positive experience for local people, tourism companies and the tourists themselves. Sustainable tourism is not the same as ecotourism. Global economists forecast continuing international tourism growth,
ranging between 3 and 6 percent annually, depending on the location. As one of the world's largest and fastest growing industries, this continuous growth will place great stress on remaining biologically diverse habitats and indigenous cultures, which are often used to support mass tourism. Tourists who promote sustainable tourism are sensitive to these dangers and seek to protect tourist destinations, and to protect tourism as an industry.

To stretch this definition broad, sustainable development of rural tourism in karst areas, according to the inherent requirement of sustainable development, refers to a harmonious and unified process among the economic, social and ecological benefits which happens in specific karst areas, relying on the unique tourism resources in karst regions. It contains three essential elements:

**Meet needs.** Poverty is one of the most striking features of karst areas. In this way, developing rural tourism in karst regions must be organically combined with the local economy in order to meet the local residents’ needs to improve their life quality and realize the long-term development both on economy and society. Meanwhile, it is also of significant importance that the development mode must meet the high-level needs of variety kinds of tourists to realize their own development and what they are longing for.

**Protect the resources and environment.** The vulnerability of karst eco-environment is the main characteristics of karst regions. Thus, we must handle the relationship between rural tourism sustainable development and tourism resources correctly during the application process. In words, based on the endurance of the ecological environment in karst regions, the development of rural tourism must be coordinate with the rural economy, culture and society and guarantee the sustainable utilization of rural resources.

**Enjoy it fairly.** Rural tourism in karst regions should satisfy the fair enjoyment of rural tourism resources. On the one hand, we must ensure the equitable development between the same generation as well as generations. Sustainable tourism should achieve generational sharing. Meeting people’s traveling needs can not be at the cost of depriving the future generations’ abilities to travel and live. Rural tourism should not only satisfy people’s rural travel demand, but also need to meet each future generation’s fair rights to enjoy the rural tourism resources. On the other hand, to the world, that is to say, we should call for equal rights among countries. The satisfaction and realization of a nation’s tourism demand can not depend on the resource exhaustion of other areas.

### 3.2 “Three Layers of Government-Led” mode—Sustainable Development Management Mode of Rural Tourism in Karst Areas

The process of sustainable development management, according to the analysis above, is a complex but systematical process. Thus, a “three layers of government-led” sustainable development management mode is built based on the sustainable development theory and the current developing conditions of karst regions represented as the SWOT analysis of Guizhou province.
In this a “three layers of government-led” mode, government is in the leading position, which can affect every other part in the mode directly and indirectly. In the first layer, government is the regulator during the whole development process. Media, non-governmental organizations as well as academics and related institutions are the three important assistants of government. Media is the supervisor in charge of publicity, a significant participant promote the sustainable development of rural tourism in karst regions. Non-governmental Organizations provide volunteers and financial support to the whole mode. Meanwhile, academics and related institutions are the instructors acting as the educators for not only the local residents but also the tourists. In the second layer, community residents, tourists and tourism enterprises are the three main elements directly being effected by the first layer and, at the same time, having a directly impact on the third layer ––karst landscape. In the center, karst landscape is the carrier of karst rural tourism and has most close relations with the local historical and cultural resources. It is the smooth and effective cooperation among all the three layers that build a healthy and harmony atmosphere for the sustainable development of rural tourism in karst regions.

3.2.1 Why is it government-led?

Rural tourism in the karst regions is closely related with the locals’ interests, while the government’s policies and behaviors influence the sustainable development of rural tourism directly. We can say that it is the development level in the karst regions and the characteristics of tourism industry itself that call for government-led.
First of all, the whole process of strategy formulation, image promotion, and tackling with crisis is inseparable from the government’s active behaviors. Secondly, the construction of public welfare facilities needs government’s effective organization. For example, the transportation infrastructure, social security, environmental health, and public information are all the major parts of the local government’s daily work. Most of those belong to public products or public affairs which can not be solved by market forces. (Of course, if the economic and social development in that area has reached a high level, the functions of the government can be reduced in a way.) Last but not the least, local government also needs to deal with the contradictions and issues happen during the rural tourism developing process, for instance, the disorderly competition of the tourism markets, etc. Thirdly, as for the tourism enterprises, pursuit of corporate advantage has dominated promotion of competitive fairness. Different enterprises in this industry can not automatically and effectively coordinate, while the coordination is one the most necessary conditions in the sustainable development of rural tourism of karst areas. The profit-driven nature of market calls for the necessity of government-led. Besides, government's policies always target certain goals of political, economic, cultural, environmental, and other aspects of social life. Market forces itself, however, cannot realize those goals alone, which makes the government must play a leading role during the process in order to achieve the local political, economic, cultural and ecological development balance. Therefore, market forces can only solve a few issues during the development process. Government must play a leading role in the management mode on behalf of dealing with the most aspects of the problems above. The government, on one hand, should establish effective legislative system to supervise the market; on the other hand, it should protect the resources in karst areas through macro adjustment ensuring the economic, social and ecological coordination and their healthy and sustainable development.

3.2.2 Responsibilities of each link in the mode

**Tourists.** Tourists are the practitioners who experience rural tourism in karst regions. They, as a kind of special consumer groups, show obvious preferences on practicing and experiencing. All of the tourism products and services are offered depending on the tourists’ need. The rural tourism in karst regions, however, put forward some higher requests for the tourists in order to realize the sustainable development of that area. Tourists need to have a detailed understanding about the natural resources and local history, particularly for the local religious beliefs and traditions before they arrive at the destination. During the traveling process, they ought to respect the local culture and promote intercultural understanding and appreciation through the contact with local community. Meanwhile, tourists are encouraged to actively participate in various protection activities in order to protect and improve the ecological environment in the karst areas through their own favorable behaviors.

**Community residents.** Community residents are the participation and beneficiaries of rural tourism in karst regions. They, as the hosts of the tourism destination, are not only the important human capital contributors of tourism industry, but also the sensitive carriers of rural tourism influence on karst areas. Their benefit mainly reflects in the increasing rate of employment and economic income. As a tourist destination, the community itself enjoys the improvement of public facilities such as the base installation. The community residents have many roles, including the managers and operators for the destination, the community residents, interest’s distributors and ecological environment protectors. It is the multiple roles and functions of the community residents that highlight the significant importance of them in
this “three layers of government-led” sustainable development mode.

**Non-governmental Organizations.** Non-governmental Organizations provide volunteers and financial support to the whole mode. A non-governmental organization (NGO) is a legally constituted organization created by natural or legal persons that operates independently from any government. Now more and more NGOs are using tourism as a development tool for poverty reduction. These tourism-oriented NGOs are becoming increasingly relevant as an alternative and legitimate source of development aid to many developing countries, since the turn of the 21st century. Many NGOs based in the developed world, in their quest to meet the United Nation's Millennium Development Goals, are partnering with developing world NGOs and communities to help create locally initiated solutions to poverty. There are several distinct types of tourism NGO providing both financial and non-financial benefits to poor and indigenous communities. They tried their best to provide volunteers for the local tourism development. Meanwhile, they financially support the favorable activities concerning the rural tourism industry. These partnerships ensure community involvement and more direct benefits to communities, while creating sustainable solutions that preserve their culture and environment.

**Tourism enterprises.** Tourism enterprises are the operators and servers of rural tourism industry in karst regions. They refer to those enterprises engage in tourist and relevant activities, mainly including traffic, catering, entertainment, shopping and other related corporations. Tourism enterprises are the indispensable participants during tourists; traveling time, who produce tourism products and services. On the one hand, the enterprises provide viable cash flow, information flow and energy flow to tourism industry and become the power factor of the tourism development. On the other hand, their profit-oriented behaviors may have the most profound impact on the local environment. As their managing activities are always market-oriented and aim at seek for profit, they are not directly responsible for the sustainable utilization of natural resources. However, if tourism enterprises want to maximum their interests, they have to improve their service level and try their best to protect the natural, social and cultural tourism resources in karst areas.

**Government.** Government is the regulator during the whole development process. The guidance and participation of government really make a great difference on its gradually embarking on a favorable development path. During the initial development period, government is the advocate and blazer. While the flourishing period, it’s an operator. Then, when it comes to the mature period, government becomes a coordinator. In other words, the local government basically play the following three functions in promoting rural tourism development of karst area: Firstly, it is the advocate of ecological economy. Ecological economic construction is a long-term complex process involving the coordination of many factors where its role should not be taken lightly. Secondly, it is the protector of ecological environment. As the representatives of the public interest, local government has an unshirkable responsibility on protecting the ecological environment by formulating protection plan and implement ecological environmental restoration. Thirdly, it is the ecological culture disseminator. Ecological culture is a kind of ecological culture reflecting harmonious development between human beings and nature in karst areas. The spread of this harmony is another important duty the government should accomplish.

**Academics and related institutions.** Academics and related institutions are the instructors for the sustainable development management. They have the ability to research and evaluate the development of rural tourism in karst areas. They are able to provide their
professional knowledge and suggestions to the public and influence the social values through present their academic achievements. Nevertheless, academics and related institutions, at present, urgently need to strengthen the communication between the research institutions and researchers. They should establish special of network system and found a professional publication toward the special successfully cases and experiences of sustainable development management. Meanwhile, educating specialized persons and writing official textbook are also two pivotal duties for them.

**Media.** Media is the supervisor in charge of publicity, a significant participant promote the sustainable development of rural tourism in karst regions. It can broadcasts the rural tourism promptly and effectively in order to enhance the popularity of the destination. At the same time, it is able to supervise the excessive exploitation and unreasonable utilization through the public voice, while restrain and standardize the behaviors of both the tourists and the tourism enterprises. But the favorable impact of media participation dose not attract sufficient attention because if some undesirable phenomenon, for instance, media seldom participates in the whole development process of rural tourism in karst regions. Even taking part in the whole process, the fact that their improper broadcasting and insufficiency of continually supervise rural tourism makes the public misunderstand the functions of media sometimes. In order to improve the efficiency and effectiveness of media’s social function, it is of high significance that a timely communication net should be build. The media, at the same time, ought to report the new issues happened in the development process and supervising the behaviors of the tourists, enterprises, as well as the local residents and government.

**Karst landscape.** Karst is the carrier of karst rural tourism and has most close relations with the local historical and cultural resources. Their participation plays an important role in the success of tourism development for the community. From the sustainable development point of view, the interests of karst regions mainly display in the protection of resources and autotrophic economy. It is of great importance that balancing those two aspects together and protecting the natural resources as well as cultures, taking full consideration of its future development of interests.

**4 Specific suggestions for the implement of the mode**

There are mainly three aspects of specific suggestions for implement this “three layers of government-led” sustainable development management mode:

**Suggestions for economic sustainable development.** First of all, government should take the lead to make some scientific rural tourism planning for karst regions. Academics and related institutions are also required to take part into it, providing their professional advices and suggestions. During the implement of the planning, it is the media’s duty that supervising the effectiveness and efficiency of the plan. Secondly, government should strengthen the infrastructure construction. At present, it is the lack of rural tourism supporting facilities that critically block the way of sustainable development for rural tourism in karst areas. Thus, local government should attach significant importance to infrastructure and corresponding supplementary installation construction, actively improving the traffic as well as
accommodation conditions, and perfecting other auxiliary facilities such as communication facilities, banks, hospitals, and tourist center, in order to meet visitors' different needs and realize the overall development pattern of rural tourism. Thirdly, improving the industrial structure of rural tourism is another important goal the “three layers of government-led” mode need to achieve. First, government should perfect the distribution of tourism industry and implement different policies according to potential development qualities. On one hand, to the regions with well-developed rural tourism, they should correctly guide and regulate the industry in order to improve its product and services onto a new level and make it become a bellwether in the regions. On the other hand, to those areas which are less-developed but high development quality, they need to support and foster it with favorable finance and taxation policies, making it a new growth pole for local economy. Second, government should perfect the structure of tourism industry. The coordinate scale of food, accommodation, transportation, traveling, shopping, and entertainment in tourism industry. Third, tourism enterprises ought to perfect the structure of tourism products, continually improving the existing functions scenic areas and developing new kinds of products, in order to shape the different kinds of tourism products with unique karst characteristics.

**Suggestions for social sustainable development.** Enhancing the cooperation and communication between governments in different regions is a significant feature of the government leading. Governments of various levels, based on the established cooperate goals, ought to focus on establishing favorable and harmony relationship, coordinating the conflicts between them through consultations and cooperation. Take the development of Guizhou province as a good example. Guizhou, taking good advantage of interactive relationship through regional cooperation, makes distinguished package marketing with the surrounding provinces like Yunnan, Guangxi, Chongqing and Chengdu. What’s more, in this mode, government should also attach great importance on perfecting supervision and administration system, which includes supervision and administration not only for the investors and operators of the tourism enterprises but also the dramatically increasing number of visiting tourisms in karst areas. Meanwhile, another important duty for government is to safeguard the community safety, which directly impacts the tourism image. In order to ensure tourists’ safety and property, local government need to strengthen legislation progress and appropriately deal with the conflicts between different related interests, making great efforts on improving its ability to deal with emergency in karst areas.

**Suggestions for environmental sustainable development.** First of all, government should enhance environment protection. As is mentioned above, peak-cluster depression area of karst region spreads widely in Southwest China, and its eco-environment is very fragile due to specific geologic and climate conditions and human activities. The environment in karst regions can hardly recover once is destroyed. Thus, it’s of significant importance to protect the eco-environment in karst regions. Secondly, in this mode, government need to take full advantage of academics and related institutions as well as media. Academics and related institutions can be efficient educators for not only the local residents but also governors who make relevant regulations for tourism industry. Meanwhile, media is a good way for broadcasting and supervising, which, for sure, will contribute a lot to the environment protection. Besides, an accurate evaluating system on environment impact, helping the administrative staff regularly measure the statues of environment pollution and make relevant timely recover solutions.

**Suggestions for cultural sustainable development.** The unique culture in karst regions is another precious treasure for tourism development. Organizing and instructing
tourism professionals, and stipulating the vocational qualification system and ranking system for tourism employees with relevant authorities are the two main parts of this “three layers of government-led” mode. It is able to provide stable talents reserving for the sustainable development of rural tourism in karst areas through developing and educating professionals for tourism. In the second place, the development of rural tourism in karst regions may have a considerable influence on local culture, which likely to let the community residents give up their original beliefs and even lead to the disappearance of local civilization. Consequently, government should try their best to spark plug the local traditional culture and enhance a deeper understanding about it for both the community residents and the tourists, in order to boost the residents’ sense of belonging to their mystery and unique culture. Thirdly, emphasize the function of honesty and build up a specific karst culture protecting administrative group in the government system. The precious traditions can never exist for long if the local administration is corruption. Only when the honest and efficient working system is built in the government can the other functions on protecting the traditional culture be implemented properly.
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Social Intelligence and Ingratiation Behavior – Which One Is More Helpful?

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ABSTRACT

The international tourist hotel industry is a typical high-contact service industry. The employee’s service behavior is the key factor of success for “the moment of truth”. This study uses two variables, “social intelligence” and “ingratiation behavior”, which are borrowed from psychology and organization theory to explore the impact on the service behavior of first line employees. The study surveys 212 international tourist hotel employees with the questionnaire, and uses SPSS 17.0 software to analysis data. According to the empirical results of this study, social intelligence has positive significant correlation relationship with service behavior. Social intelligence has partly significant correlation relationship with ingratiation behavior. Ingratiation behavior has partly significant correlation relationship with service behavior. This study suggests that social intelligence can be the one of selection standard while recruiting employees of international tourist hotel, and the entrepreneur should use the strategies to suitably reduce employee’s ingratiation behavior and set the training policy for improving employees’ cooperation to raise the international tourist hotel managerial performance.

INTRODUCTION

Tourism hotels have become one of the most competitive service industries today (Tsaur & Lin, 2004). To many companies, first line employees whom customers interact with first are the foundation of competitive advantage and differentiation (Pfeffer, 1994). Service behavior is an important reference through which consumers assess the services they receive (Hartline, Maxham, and Mckee, 2000), and also an important factor influencing customer reaction (Bitner et al., 1990), and key to success during critical moments (Carelzon, 1987; Normann, 1984). In recent years, relevant studies have been undertaken to begin investigating the service behaviors of employees working for international tourist hotels (Tsaur & Lin, 2004; Tsaur, Chang & Wu, 2004).

Ingratiation behavior is a prevalent workplace phenomenon (Harrison, Hochwarter, Perrewe & Ralston, 1998). It refers to when subordinates see their superiors as targets of interest to them, and thus use upward influence strategies to fulfill objectives of personal interest (Kipnis, Schmidt, & Wilkinson, 1980). In terms of customer service, since customers are the foundation of the careers of service employees, and may also provide extra
compensation such as tips, will service employees see customers as targets of interest to them, and thus use ingratiation strategies to obtain compensation, tips, and achieve other objectives of personal interests? Will this influence service behavior? To international tourism hotels, what is the relationship between employee-to-superior ingratiation behavior and service behavior to customers? To date, research related to ingratiation behavior and performance still draw polarized opinions (Orpen, 1996; Thacker and Wayne, 1995), making it an academically controversial topic. In recent years, many studies began focusing on strategies and results of ingratiation behavior, and possible theories behind the relationship between the aforementioned variables. This study attempts to explain the impacts of ingratiation behavior on service behavior from the perspective of organizational behavior. There are still theoretical gaps in the research of ingratiation behavior (Kumar and Beyerlein, 1991). What is the relationship between ingratiation behavior and service behavior? They are still unknown.

For employees of high-contact and labor-intensive international tourism hotel industries, interpersonal interaction is especially important. Social intelligence is a type of interpersonal intelligence, where employees with high social intelligence are better able to understand people than those with lower social intelligence (Thorndike, 1920), and area also better able to get along with others (Moss& Hunt, 1927), and demonstrate intelligence in interpersonal relationships (Thorndike, 1920). When customers and employees interact, this interpersonal interaction-based intelligence between becomes especially important in the tourism hotel industry. To date, many studies investigate the effects of employee ingratiation behavior on organization, but few studies investigate the causal factors behind ingratiation behaviors (Kipnis and Schmidt, 1988; Ralston, 1985). Is social intelligence, which enables demonstration of effective social communication and encourage other people’s behavior models to be compatible with one’s own demands (Greenspan, 1979), likely to increase the likelihood of employee ingratiation behavior? There had been no verified results in the past. Normann (1984) pointed out that, since social intelligence is intelligence specific to high levels of interpersonal interactions, it should affect service behavior during the “moment of truth” between customer-and-employee interactions.

Based on the above summary, employee service behavior is not only heavily researched from all angles by the academic community, it is also important in its own right in the professional community. From both practical and academic perspectives, the importance of service behavior merits further investigation. Therefore, this study attempts to investigate, from psychological, organizational behavioral and other perspectives, whether first line employees with high social intelligence will demonstrate high levels of ingratiation behavior. This study will explore the relationship and resultant effects between social intelligence,
ingratiation behavior, service behavior, and other variables. Because verified literatures on the aforementioned relationships are uncommon, this study will attempt to fill these academic gaps. The study’s results can also service as reference for professional communities.

LITERATURE REVIEWS

1. Service Behavior

The concept of service behavior can be traced back to the role-proscribed and extra-role organizational citizen behavior developed by Organ (1988), which is similar to the Positive Organizational Behavior (POB) concept that was of significant interest in the 1960s and 1970s, and also similar to the concept of altruistic citizen behavior (ACB). Although the concepts of altruistic service behaviors and positive organizational behaviors are similar, they are not entirely the same (Bettencourt and Brown, 1997, 2003; George, 1991; Netemeyer et al., 1997; Organ, 1988; Podsakoff and MacKenzie, 1997).

By using the research of Hoffman and Kelley (1994), Katz and Kahn (1978), Organ (1988), and Puffer (1987) as the foundation, Bettencourt and Brown (1997) attempted to develop a third service behavior of first line interaction employees that is assumed to be organizationally positive. Service behavior was thus categorized into role-prescribed service behavior, extra-role customer service, and cooperation. Role-prescribed behavior refers to employee behavior that fulfills customer expectations (Brief and Motowidlo, 1986; Katz and Kahn, 1978), where expected behavior refers to detailed duties called for by workplace doctrines, workplace outlines, or performance reviews (Brief and Motowidlo, 1986; Puffer, 1987), such as politeness and accurate service knowledge, customer names, and habitual greetings and thanking of customers (Bettencourt and Brown, 1997). Extra-role customer service can be seen as citizenship demonstration (Organ, 1988; Podsakoff and MacKenzie, 1994). Demonstration of organizational citizenship is defined as when employee behavior has exceeded role-prescribed boundaries or is organizationally beneficial (Brief and Motowidlo, 1986; Organ, 1988), which can thus be understood as extra-role customer service. In recent years, many sales literatures emphasize the importance of providing “extra attention” and “proactive service” to impress customers and obtain customer satisfaction and positive emotional reaction (Bitner, Booms and Tetreaut, 1990), which essentially refers to extra-role customer service. The third category is cooperation, which refers to employees providing helpful behavior for colleagues in their work group. Provision of outstanding service to customers requires cooperation and internal service between first line interaction employees and other employees (Azzolini and Shillaber, 1993).

2. Ingratiation

Ingratiation behavior is a prevalent workplace phenomenon (Harrison, Hochwarter, Perrewe & Ralston, 1998). In 1936, Carnegie first presented the concept of ingratiation
behavior, which was subsequently investigated by many important studies, such as social psychologists Jones (1964) and Jones & Wortman (1973) using experience-based research to explore ingratiation behavior. Meanwhile, Ralston (1985) and Wortman & Linsenmeier (1977) investigated the possibility of employees using intra-organizational ingratiation behavior. In recent years, researchers began attempting to use theoretical and experimental methods to clarify intra-organizational ingratiation behavior.

In 1980, Kipnis, Schmidt, and Wilkinson began the research into intra-organizational influence strategies, where ingratiation behavior is one of the influence strategies being researched. Research into internal organizational influence focuses primarily on two methods of influence. One is downward influence, referring to how supervisors influence their subordinates. The other is upward influence, referring to how subordinates influence their supervisors (Tedeschi, Schlenker, & Linkskold, 1972). Employees may use upward influence strategies to achieve personal or organizational objectives (Allen, Porter, Renwick, & Mayes, 1979; Kipnis, Schmidt, & Wilkinson, 1980; Mowday, 1978). Thus, ingratiation behavior is a type of upward influence strategy (Kipnis et al., 1980; Schriesheim & Hinkin, 1990). Increasing attractiveness will produce positive influence for an employee, such as wage increases or promotions, and avoid negative evaluations, wage reductions, and other negative results (Kumar and Beyerlein, 1991). After the study released by Kipnis, Schmidt, and Wilkinson (1980), Jones and Pittman (1982) proposed five strategies of self recommendation. However, only self performance and ingratiation behavior are founded on concrete theoretical foundations. Current research on social psychology and organizational behavior clearly describes three concrete phenomena in ingratiation behavior: sycophancy, interpretation of supervisors’ intentions, and self performance and mutual favors (Ellis, West, Ryan, & DeShon, 2002; Gordon, 1996; Jones, 1964; Tedeschi & Melburg, 1984; Westphal & Stern, 2006). These four ingratiation behaviors also set the foundational concepts for subsequent ingratiation research.

3. Social Intelligence

The earliest conception of social intelligence came from Thorndike’s (1920) discovery. Thorndike separated intelligence into three aspects: abstract, mechanical, and social intelligence. Abstract intelligence refers to the ability to understand and management concepts and abstract ideas. Mechanical intelligence refers to the ability to understand and manage concrete targets within personal environments. Social intelligence refers to the ability to understand and manage people, as well as intelligence demonstrated in interpersonal relationships. Most studies concentrate on abstract and mechanical intelligence, with little research on evaluating social intelligence (Thorndike & Stein, 1973). In terms of intelligence, only the intelligence quotient (IQ) is focused on to differentiate individual capabilities. A
major but ignore field was discovered: social intelligence (Flapan, 1968; Flavell et al., 1968; Selman, 1976).

At that time, Thorndike and his research colleagues did not verify the concrete existence of social intelligence through psychological research (Thorndike, 1936; Thorndike & Stein, 1937). In recent years, many studies emphasize the necessity to rediscover the existence of social intelligence (Cantor & Kihlstrom, 1989; Erwin, 1993; Ford & Tisak, 1983). Subsequently, Guilford (1967) developed the behavioral intelligence model. Research on social intelligence resumed with Keating (1978). Later, Ford and Tisak (1983) and Brown and Anthony (1990) continued studies on social intelligence. Keating (1978) performed some key research by using the Defining Issues Test (DIT), the Social Insight Test (SIT) developed by Chapin (1942), and Social Maturity Matrix (SMI) developed by Gough (1966) to actually measure social intelligence, so that there is verification from actual data as opposed to merely theoretical deduction. It was not until recent years where social intelligence had been reestablished by Goleman (2006) and Albrecht (2006) with more multifaceted extensions.

4. Relating social intelligence to service behavior

In service behavior, first line employees interact with either coworkers or customers (Brief and Motowidlo, 1986; George, 1991; Hoffman and Kelley, 1994; Organ, 1988), with different relationships existing with customers and with coworkers. A Customer-to-employee relationship is a down-up leader-follower relationship, but a relationship between coworkers is a parallel interpersonal relationship. Employee service behavior can be separated into two aspects: “interaction with customers”, and “interaction with coworkers”. In an employee’s “interaction with customers”, an employee with high social intelligence can clearly understand their role in social or environment (Chen Yi hsiang, 2003), and should be committed to completing their tasks. They should also be able to interpret other people (Vernon, 1933), which enables them to observe their customers, and thus understand customer expectations, which would better facilitate completion of “role-prescribed customer service” and “extra-role customer service”. In terms of an employee’s “interaction with coworkers”, an employee with high social intelligence will be adaptive and socially compassionate (Ford & Miura, 1983; Marlowe, 1985), which enables them to blend in to the workplace and demonstrate positive interaction and mutual help with other employees. From the above summary, this study hypothesizes the following:

Hypothesis 1: Employee social intelligence will be positively related to employee service behavior in hotels.

5. Relating social intelligence to ingratiation
Lewin (1935) proposed the $B = f(P,E)$ concept to explain the causation behind formation of behavior, believing that personality traits are important factors that influence behavior. Being an interpersonal intelligence, social intelligence holds certain influence over formation of personality traits, and may further affect demonstration of behavior. Greenspan (1979) suggested that social intelligence enables psychological interpretation, meaning that socially intelligent people can rationalize other people’s motivation and demonstration of behavior, understand personal characteristics, and interpret emotions and expressions (Ford & Miura, 1983). People with high social intelligence are highly adept at interpreting and observing other people, which can be beneficial reference information when communicating with others. As Greenspan (1979) said, people with social intelligence can demonstrate positive social communication and encourage other people’s behavioral models to be more compatible with their own needs. It is thus further hypothesized that, in employee-to-supervisor interaction, employees with high social intelligence can influence a supervisor’s behavioral model to align towards that employee’s desired objectives when interacting with supervisors. Behaviors demonstrated by this employee aids in demonstrations of ingratiation behavior. From the above summary, this study hypothesizes the following:

Hypothesis 2: Employee social intelligence will be positively related to employee integration behavior in hotels.

6. Relating employee ingratiation to service behavior

Employees usually see their superiors as targets of interest, where the use of upward influence strategies may achieve objectives of personal interest (Allen, Porter, Renwick, & Mayes, 1979; Kipnis, Schmidt, & Wilkinson, 1980; Mowday, 1978). To employees, customers are the foundation of their careers, and also targets of interest. Thus, customers should also be equivalent to supervisors in status. The reason that ingratiating persons want to be liked by their targets is that they believe that ingratiation is a technique to achieve important objectives (Dienesch and Liden, 1986; Kipnis et al., 1980; Wayne and Ferris, 1990; Wortman and Linsenmeier, 1977). Therefore, ingratiating persons want their targets to observe that they are capable, and will thus make qualified and appropriate evaluations (Kacmar et al., 1992). Ingratiating persons may also attempt to enhance their attractiveness to others, and therefore employees who use ingratiation on their supervisors to achieve objectives of personal interest should also demonstrate appropriate service behaviors towards customers, and thus enhance a customer’s recognition of service. From the above summary, this study hypothesizes the following:

Hypothesis 3: Employee integration behavior will be positively related to employee service behavior in hotels.
The role of ingratiation behavior between social intelligence and service behavior

The high social intelligence employees can understand other people’s feeling, thinking and behavior by appropriate action in the interpersonal environment (Marlowe, 1986), and they can determine others feelings, emotions and motivation correctly (Wedek, 1947). The relationship between employees and customers is interpersonal interaction. Social intelligence is the ability of interaction (Moss & Hunt, 1927). It should improve service behavior with customers. If the employees also have ingratiation characteristic, they should use upward strategy to achieve personal interest purpose (Allen, Porter, Renwick, & Mayes, 1979), employees possible to use ingratiation strategies to attain the desired compensation, tips, and other personal objectives out of mutual interests with a customer. It can more enhance service behavior. From the above summary, this study hypothesizes the following:

Hypothesis 4: The relationship between social intelligence and service behavior would be mediated by service behavior in hotels.

METHOD

This study is primarily intended to expand knowledge related to service behavior variables in service and sales theories from psychological and organizational-behavioral theoretical angles. In international tourism hotels, service behaviors demonstrated by first line employees interacting with customers require professionalism and compassion of service (Behrman & Perreault, 1984). Thus, they are important references through which customers evaluate service, and they also undertake the major responsibility of shaping their employer’s reputation (Folkes, Patrick, 2003). Therefore, the service behavior of employees in the high-contact and high-emotional labor industry of international tourism hotels becomes an appropriate target of this study’s. Therefore, this study selects full time employees of international tourism hotels as the primary sampling targets for questionnaires. Research framework is as shown in Figure 1.
Fig. 1 Model of relationship among social intelligence, ingratiation and service behavior

Due to the sensitive topics involved in the questionnaire survey conducted by this study, data collection was conveniently sampled to ensure completion and reliability of questionnaires returned. Employees themselves are telephoned beforehand to confirm their positions and willingness. Then, questionnaires are mailed individually as part of the sampling process. A total of 300 questionnaires were mailed, with 215 returned, for a questionnaire return rate of 76.7%. Eliminating 3 incomplete and thus ineffective questionnaires, there are thus 212 effective questionnaires, for an effective return rate of 75.7%.

1. Measurement

   Social intelligence is measured by the TSIS social intelligence measurement scale developed by Silvera, Martinussen and Dahl (2001), and contains 21 criteria items separated into three aspects, each measured by a seven-point Likert scale.

   Ingratiation behavior is measured by the MIBOS scale developed by Kumar & Beyerlein (1991), which contained 24 criteria items separated into four aspects. Service behavior is measured by the service behavior scale integrated by Bettencourt and Brown (1997), which contains 15 criteria items separated into three aspects. Ingratiation and service behavior criteria items are each measured by a five-point Likert scale, as well as personal background information. Regression analysis was used to understand the direction of influence and prediction ability between dependent and independent variables (Wu, Ming-Long, Tu, Jin-Tang, 2005).

2. Reliability and validity

   In terms of reliability, the Cronbach’s α value for social intelligence is 0.85. The Cronbach’s α value for the three aspects of “social information processing”, “social skill”, and “social awareness” are 0.77, 0.66, and 0.67, respectively. The Cronbach’s α value for ingratiation is 0.94. The Cronbach’s α value for the four aspects of “other enhancement”, “opinion conformity”, “self-presentation”, and “favor rendering” are 0.87, 0.83, 0.89, amd 0.84, respectively. The Cronbach’s α value for service behavior is 0.91. The Cronbach’s α value for the three aspects of “extra–role customer service”, “role–prescribed customer service”, and “cooperation” are 0.77, 0.81, and 0.84, respectively. Cronbach’s α values between 0.50 and 0.70 are reliable (most common). 0.70 to 0.90 are also reliable (second most common). Cronbach’s α value greater than 0.90 are very reliable (Wang, Min-Wei, 1996).
In terms of validity, the KMO value for social intelligence is 0.83. The KMO values for the three aspects of “social information processing”, “social skill”, and “social awareness” are 0.82, 0.71, and 0.75, respectively. The KMO value for ingratiation is 0.93. The KMO values for the four aspects of “other enhancement”, “opinion conformity”, “self-presentation”, and “favor rendering” are 0.85, 0.85, 0.82, and 0.81, respectively. The KMO value of service behavior is 0.91. The KMO values for the three aspects of “extra–role customer service”, “role–prescribed customer service”, and “cooperation” are 0.78, 0.79, and 0.82, respectively. KMO values between 0.70~0.80 are appropriate. KMO values between 0.80~0.90 are desirable. KMO values above 0.90 are exceptional (Kaiser, 1970; 1974).

RESULT

1. Basic Analysis

In terms of sampling, 138 respondents were female, making for a 65.4% majority of the sample. In terms of age, 131 respondents were between 20-29 years old, making for a majority of 62.7% of the sample. In terms of education levels, 112 respondents were university graduates, making for a majority of 54.4% of the sample. In terms of tourism-related faculties, 102 people graduated from non-tourism-related faculties, making for a majority of 51.3% of the sample. In terms of marital status, 144 respondents were single, making for a majority of 69.2% of the sample. In terms of department worked, 87 respondents worked in customer service, making for a plurality of 42.2% of the sample. In terms of position, 133 respondents are base level employees (base level service employees or administrative assistants), making for a majority of 64.3% of the sample. In terms income, 114 respondents earned $NT 20,000~29,999, making for a majority of 55.1% of the sample.

This study uses service behavior as the dependent variable, social intelligence as the factor variable, and ingratiation behavior as the intermediary variable. The research framework is to measure from the perspective of full time employees of international tourism hotels. From Table 1, one can observe positive correlation between social intelligence, service behavior, and ingratiation behavior.

<table>
<thead>
<tr>
<th>Table 1 Means, standard deviations and correlations of scales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
</tr>
<tr>
<td>------</td>
</tr>
<tr>
<td>1. Social intelligence</td>
</tr>
<tr>
<td>2. Ingratiation</td>
</tr>
<tr>
<td>3. Service behavior</td>
</tr>
</tbody>
</table>

*p < 0.05; ** p < 0.01

2. The relationship between social intelligence and service behavior
This study hypothesizes positive relationships between social intelligence and service behavior. According to results of Table 2, there is positive correlation between social information processing and extra–role customer service ($\beta=0.364$, $p<0.01$), positive correlation between social information processing and role–prescribed customer service ($\beta=0.250$, $p<0.01$), positive correlation between social information processing and cooperation ($\beta=0.238$, $p<0.05$), positive correlation between social awareness and role–prescribed customer service ($\beta=0.163$, $p<0.05$), and positive correlation between social awareness and cooperation ($\beta=0.193$, $p<0.05$). Other relationships are not significant. Hypothesis 1 is partially supported.

### Table 2 Social intelligence and Service behavior

<table>
<thead>
<tr>
<th></th>
<th>Extra –Role customer service</th>
<th>Role- Prescribed customer service</th>
<th>Cooperation</th>
</tr>
</thead>
<tbody>
<tr>
<td>$\beta$</td>
<td>$t$</td>
<td>$\beta$</td>
<td>$t$</td>
</tr>
<tr>
<td>Social information processing</td>
<td>$0.364$</td>
<td>3.981**</td>
<td>0.250</td>
</tr>
<tr>
<td>Social skill</td>
<td>0.025</td>
<td>0.273</td>
<td>0.103</td>
</tr>
<tr>
<td>Social awareness</td>
<td>0.092</td>
<td>1.193</td>
<td>0.163</td>
</tr>
<tr>
<td>$F$</td>
<td>16.559**</td>
<td>17.208**</td>
<td>13.940**</td>
</tr>
<tr>
<td>$R^2$</td>
<td>0.193</td>
<td>0.199</td>
<td>0.167</td>
</tr>
<tr>
<td>Adjusted $R^2$</td>
<td>0.181</td>
<td>0.187</td>
<td>0.155</td>
</tr>
</tbody>
</table>

* $p<0.05$; ** $p<0.01$

3. The relationship between social intelligence and ingratiation

This study hypothesizes positive relationships between social intelligence and ingratiation behavior. According to the results of Table 3, there is positive correlation between social information processing and other enhancement ($\beta=0.239$, $p<0.05$), positive correlation between social skill and other enhancement ($\beta=0.205$, $p<0.05$), positive correlation between social information processing and opinion conformity ($\beta=0.204$, $p<0.05$), positive correlation between social skill and self–presentation ($\beta=0.206$, $p<0.05$), and positive correlation between social skill and favor rendering ($\beta=0.256$, $p<0.01$). Other relationships are not significant. Hypothesis 2 is partially supported.

### Table 3 Social intelligence and Ingratiation

<table>
<thead>
<tr>
<th></th>
<th>Other enhancement</th>
<th>Opinion conformity</th>
<th>Self- presentation</th>
<th>Favor rendering</th>
</tr>
</thead>
<tbody>
<tr>
<td>$\beta$</td>
<td>$t$</td>
<td>$\beta$</td>
<td>$T$</td>
<td>$\beta$</td>
</tr>
<tr>
<td>Social information processing</td>
<td>0.239</td>
<td>2.535*</td>
<td>0.204</td>
<td>2.129*</td>
</tr>
<tr>
<td>Social skill</td>
<td>0.205</td>
<td>2.133*</td>
<td>0.143</td>
<td>1.459</td>
</tr>
<tr>
<td>Social awareness</td>
<td>-0.063</td>
<td>-0.796</td>
<td>0.024</td>
<td>0.303</td>
</tr>
</tbody>
</table>
4. The relationship between ingratiation and service behavior

This study hypothesizes positive relationships between ingratiation behavior and service behavior. According to the results of Table 4, there is positive correlation between other enhancement and extra-role customer service ($\beta=0.214$, $p<0.05$), positive correlation between other enhancement and role-prescribed customer service ($\beta=0.252$, $p<0.01$), positive correlation between other enhancement and cooperation ($\beta=0.219$, $p<0.05$), and negative correlation between self-presentation and cooperation ($\beta=-0.203$, $p<0.05$). Other relationships are not significant. Hypothesis 3 is partially supported.

Table 4 Ingratiation and Service behavior

<table>
<thead>
<tr>
<th></th>
<th>Extra–Role customer service</th>
<th>Role-Prescribed customer service</th>
<th>Cooperation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$\beta$</td>
<td>$t$</td>
<td>$\beta$</td>
</tr>
<tr>
<td>Other enhancement</td>
<td>0.214</td>
<td>2.257*</td>
<td>0.252</td>
</tr>
<tr>
<td>Opinion conformity</td>
<td>0.071</td>
<td>0.657</td>
<td>0.164</td>
</tr>
<tr>
<td>Self-presentation</td>
<td>-0.045</td>
<td>-0.451</td>
<td>-0.148</td>
</tr>
<tr>
<td>Favor rendering</td>
<td>0.113</td>
<td>1.131</td>
<td>0.002</td>
</tr>
<tr>
<td>$F$</td>
<td>5.925**</td>
<td>5.253*</td>
<td>3.783**</td>
</tr>
<tr>
<td>$R^2$</td>
<td>0.103</td>
<td>0.092</td>
<td>0.068</td>
</tr>
<tr>
<td>Adjusted $R^2$</td>
<td>0.085</td>
<td>0.075</td>
<td>0.050</td>
</tr>
</tbody>
</table>

*p < 0.05; ** p < 0.01

5. Mediation testing

We tested this assumption with mediation analysis (Baron & Kenny, 1986). The first step of mediation analysis is to show that the independent variables (social intelligence affect the mediator (ingratiation behavior), as shown in Table 2. The second step is to show that the independent variable (social intelligence) affects the dependent variables (service behavior), as shown in Table 4. The final step is to show that the mediator (ingratiation behavior) affects the dependent variable (service behavior) when the independent variables (social intelligence) are included in the equation (Baron et al., 1986). If ingratiation behavior mediates the relationship, a significant relationship between social intelligence and service behavior should disappear or be reduced when ingratiation behavior dimensions are added to the model (Tsaur & Lin, 2004). This analysis is shown in Table 5. Since the results indicate that
ingratiation behavior is not significantly related to all dimensions of service behavior, therefore ingratiation behavior has no mediation effect between social intelligence and service behavior.

Table 5 A test of the mediating effect of service behavior on the relationship between HRM practices and service quality

<table>
<thead>
<tr>
<th></th>
<th>Extra –Role customer service</th>
<th>Role- Prescribed customer service</th>
<th>Cooperation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>β</td>
<td>t</td>
<td>β</td>
</tr>
<tr>
<td>Social information processing</td>
<td>0.325</td>
<td>3.531**</td>
<td>0.211</td>
</tr>
<tr>
<td>Social skill</td>
<td>-0.21</td>
<td>-0.222</td>
<td>0.088</td>
</tr>
<tr>
<td>Social awareness</td>
<td>0.099</td>
<td>1.283</td>
<td>0.159</td>
</tr>
<tr>
<td>Other enhancement</td>
<td>0.131</td>
<td>1.447</td>
<td>0.169</td>
</tr>
<tr>
<td>Opinion conformity</td>
<td>0.012</td>
<td>0.119</td>
<td>0.104</td>
</tr>
<tr>
<td>Self- presentation</td>
<td>-0.26</td>
<td>-0.281</td>
<td>-0.122</td>
</tr>
<tr>
<td>Favor rendering</td>
<td>0.091</td>
<td>0.957</td>
<td>-0.038</td>
</tr>
<tr>
<td>F</td>
<td>8.372**</td>
<td>8.563**</td>
<td>6.847**</td>
</tr>
<tr>
<td>R²</td>
<td>0.223</td>
<td>0.227</td>
<td>0.190</td>
</tr>
<tr>
<td>Adjusted R²</td>
<td>0.197</td>
<td>0.201</td>
<td>0.162</td>
</tr>
</tbody>
</table>

*p < 0.05; ** p < 0.01

CONCLUSION AND SUUGESTION

1. The relationship between social intelligence, ingratiation behavior, and service behavior

Verified results indicate that international tourism hotel employees with high social intelligence can help enhance service behavior. Employees can use their ability to understand and recognize other people’s actions and feelings to demonstrate work inside and outside their jurisdictional boundaries to customers, as well as mutually positive helpful behavior for coworkers. However, the application of an employee’s social skills does not visibly benefit demonstration of service behavior, and they cannot use their social perception skills to help improve service behavior. However, employees with high ingratiation characteristics do not visibly enhance service behavior, which indicates that there are differences between an international tourism hotel employee’s recognition of their supervisors and customers. Although they may demonstrate ingratiation behavior towards their supervisors, they cannot improve the performance of their service behaviors simply because they are highly inclined towards ingratiation. The results confirm the point proposed by (Greenspan, 1979), in that social intelligence enables interpreting other people’s views and thoughts, and facilitates interpreting a supervisor’s thoughts, and thus increase incidence of ingratiation behavior.
There is no significant improvement effect between an international tourism hotel employee’s recognition of ingratiation behavior and service behavior, which indicates that the level of ingratiation behavior demonstrated by employees towards their supervisors will not be replicated for customers. However, an employee’s recognition in social intelligence has partially significant influence on ingratiation towards supervisors, and (Shen, Qing-Song, 2001) also pointed out that, as people become less ethically committed, most people will effectively utilizing whatever means necessary to achieve their objectives. This reveals that, employees demonstrate certain inclination towards ingratiation, but no significant enhancement in customer service behaviors. Therefore, this study proposes that possible reasons include that, under international tourism hotel systems, employees believe that customers can provide less benefits and compensation than employees, and therefore, employees only see their supervisors as the foundation of their careers, and thus will not use upward ingratiation attitude to enhance service behavior for customers. It is also possible that employees will only enhance service behavior for customers when supervisors are present.

2. Recommendation for international tourism hotels to recruit and select employees with social intelligence

In international tourism hotels, employees with high social intelligence can help enhance service behavior. Huang, Ci-Ai (2002) pointed out that social intelligence is an ability that facilitates interpersonal and individual-to-society interaction. In international tourism hotels, an employee’s ability to interact with social environments as an individual becomes especially important. Coworkers and customers are all possible targets of contact or service for first line employees (Hoffman and Kelley, 1994). In interpersonal relationships with customers and coworkers, interpersonal interaction and communication skills, and expression of emotions (Lin, Ya-Hui, 1991), identification of other people’s feelings (Chen, Yi-Xiang, 2003), and compassion for others (Marlowe, 1985) are all intelligence demonstrated by social intelligence in interpersonal relationships, and will also affect the demonstration of self-motivated extra-role altruistic behaviors that are essential to a normally functioning organization (Katz, 1964), as well as help cooperation between one employee and other employees to provide outstanding service to customers (Azzolini and Shillaber, 1993). From the above elucidations, we can understand that the importance of an employee’s social intelligence in the operation of international tourism hotels. These verified results also resonate with this study’s research topics, in that the transmission of tourism experience is all determined by interpersonal factors (Baum, 1993). Social intelligence can indeed influence the level of service behavior demonstrated by employees. Therefore, it is recommended that international tourism hotels use social intelligence as a standard and doctrine for evaluating recruitment and selection of employees.
3. Recommendation for international tourism hotels to moderate employee inclination for ingratiation behavior

Verified results from this study reveal that social intelligence and ingratiation behavior will partially and positive improve service behavior. However, to an organization, Eastman (1994) discovered that ingratiating persons using ingratiation behavior often do so at the expense of that organization’s interests. If pushed to excess, such phenomena may endanger that organization (Ralston, 1985). Therefore, selecting employees with high social intelligence and controlling their ingratiation behavior is an important issue that international tourism hotels need to focus on. Wayne and Ferris (1990) pointed out that ingratiation behavior can influence a supervisor’s perception of a subordinate’s performance through interpreting supervisor intentions and mutual favors. Therefore, when a supervisor reflects on the performance of a subordinate, there may be discrepancies with that subordinate’s actual performance (Feldman, 1981; Ilgen and Feijiman, 1983). Therefore, this study recommends that international tourism hotel owners can hire experts to educate supervisors to understand mentalities underlying subordinate ingratiation, so that supervisors have a certain level of understanding of subordinate ingratiation, so that ingratiation would not compromise a supervisor’s evaluation of an employee, and that supervisors would not ignore conflicting information and reflect on an employee’s positive behavior and make assessments that do not reflect facts (Aryee, Wyatt & Stone, 1996). From data, it can be observed that “I will tell my supervisor that I learned considerable work experience from them”, “when a supervisor wants me to support them, I will cooperatively agree with his views”, “I will let my supervisor know that I am willing to share my work accomplishments with him” and “I am willing to perform certain tasks regardless of difficulties for my supervisor” are the most commonly employed ingratiation behavior for international tourism hotel employees, which can be incorporated as reference for employee ingratiation mentality education classes. Therefore, this study recommends that international tourism hotel owners can use ingratiation mentality education classes for supervisors to moderate occurrences of employee ingratiation behaviors.

4. Recommendation for international tourism hotels to improve employee focus on customers

There is no significance between ingratiation behavior and service behavior for international tourism hotel employees. This indicates that employees do not regard customers as the foundation of their careers, and are not inclined to enhance service behavior for customers. Singular focus on the opinions of supervisors and ingratiation towards supervisors will severely damage and impact an organization (Eastman, 1994; Ralston, 1985). Enhancing employees’ focus on customers (as if they are supervisors) so that they become a target of
interest for ingratiating persons will thus improve service behavior for customers. As Linden & Mitchell (1988) pointed out, ingratiation is not always about being deceptive or inappropriate, or intentional influence or machinations for political benefit. When ingratiation behavior is successfully applied, they can also result in great benefits for an organization. Yagil (2001) also pointed out that customer satisfaction will increase because of ingratiation behavior from service employees, and decrease because of abrupt behavior from employees. On the topic of increasing employee focus on customers, this study recommends that international tourism hotel owners should adjust the tipping system. Owners should assign 10% of tips of the hotel as part of employee bonuses, and not operational income. Also, tips provided by customers should follow the European and American system, where the amount of tips determined by personal service performance, so that employees feel that servicing customers is truly beneficial to them. The tipping system recommendations proposed by this study for international tourism hotels should increase employee focus on customers, produce positive service behavior, and thus improve the overall operational performance of international tourism hotels.

How a service organization should select, train, and compensate employees is a perennially discussed topic (Lovelock, 1985; Schlesinger & Heskett, 1991; Schneider et al., 1985, 1995). Mills (1986) believes that employee behavior should be controlled before they interact with customers in order to effectively enhance service quality, and that it is more effective than inspecting service results after the fact. The correlation between social intelligence, ingratiation behavior, and service behavior are uncommon in past academic research. This study attempts to use psychological and organizational theoretical angles to clarify the relationships between the three variables to address past academic shortcomings and provide references to relevant operational strategies of international tourism hotels.

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The study on relationship between individual value, involvement and travel experience of single female

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ABSTRACT

According to the data from Accounting and Statistics of Executive Yuan(2010) in Taiwan, the percentage of women in Taiwan receiving education has largely increased, the same trend as the higher percentage of female students in European and North American countries. Female power is currently a global trend. These single females own more autonomy, exercise more power over their salaries, thus can spend more time and money on themselves.

Nowadays, more and more single female gets high position, high salary and well-education. The aforesaid types of single females, perhaps due to their educational level, comparatively have more personal thoughts toward work or travel. Their travel experience can also be affected by individual values and involvement.

Because of their characteristics, their travel experience is deduced to be high as well as their individual value and involvement. If single females’ value can be known, the increase in their participation in travel would realize involvement not only in mental perspective, but also reduce perceived risk and increase satisfaction.

Therefore, the purpose of this study is to understand female’s travel experience and extend of involvement in travel and explore the relative role of individual value.

Key words: single female, travel experience, involvement, individual value

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INTRODUCTION

According to the data from Accounting and Statistics of Executive Yuan in Taiwan, the percentage of women in Taiwan receiving education has largely increased the same trend as the higher percentage of female students in European and North American countries. Besides, with the increase of economic autonomy, of which the average per capita GDP in Taiwan ranks the second in Asia, only lower than those in Hong Kong, women in Taiwan have tended to get married in older ages or not getting married at all, due to the increasing years of higher education, rising economic autonomy and work participation, etc. (Executive Yuan in Taiwan, 2011). Female power is currently a global trend as numbers of single females without a marital status are getting more and more.

Traditional leisure and tourism studies mostly focus on men (Henderson, Bialeschki, and Greysinger, 1989). Because women Travel activities constructed based on men are much more than those on women. In addition, as traditional women mostly bear burden of family and work, the extent of participating in leisure activities by married women is less than those of unmarried women, resulting in inequality of women in leisure life (Deem, 1982; Shaw, 1985). With the awakening of female power nowadays, many leisure activities have been developed from female perspective and designed for women only.

Female power in this study is defined as those women over 30, with high position, high salary and well-education but without a marital status. Because those women have no family burden, and, thus, are more likely to enjoy leisure time. Some are even willing to spend money to invest on themselves to enjoy high quality of leisure activities off work.

According to previous studies of many researchers are referring travel experience to an individual’s experience while engaging with travel and tourism activities (Lash and Urry, 1994; Ryan, 2002; Killion, 1992). As the travel experience is very personal and individual construct (Jennings and Weiler, 2006), includes sense, fell, think, act and relate(Schmitt, 1999). Literature on travel experiences is extensive, and more recently postmodern view and discourse have contributed to dialogues about the tourist experience (Uriely, 2005; Jennings, 2006). Previous studies of travel activities is very complicated, consisting of external economic factors, demographic factors, social structures, social types and individual factors (Chubb, 1981), and there are constraints, including economic constraints and opportunity constraints, etc. (Searle and Jackson, 1985). Most activities are constructed majorly for men, with the constraints of traditional women participating in activities. Nowadays, time has
changed and there are increasing opportunities for women to travel along, the
difference in types of travel activities may still generate perceived risk among women
that participating in travel activities.

The sources of perceived risk can generally be classified into: (1) Product
Characteristics, for example, physical intangibility, mental intangibility, generality
(Laroche, Bergeron, Goutaland, 2001) and product attributions (Dowling and Staelin,
1994); (2) Customers which are included gender (Garvarino and Strahilevitz, 2002),
knowledge, experiences (Alba and Hutchinson, 1987; Murray and Schlacter, 1990)
and involvement (Celsi and Olson, 1988; Chaudhuri, 2000); (3) Stimulus and (4) Others.

When women participate in traveling, in addition to the effect of some
constraints, will they be affected by the source of perceived risk? Especially among
those female power that are not affected by family factors, does perceived risk exist?
Is there a discriminate variable that differs from general demographics? There, a study
question is deduced:

RQ1: There are increasing numbers of women traveling. Does perceived risk exist
among female power, as deduced from the difference in demographic factors, when
they traveling?

In previous studies mostly showed that participating in leisure and tourism
activities can reduce work pressure, sooth exhausted and nervous body and soul
(Bammel and Burrus-Bammel, 1996). Participating in leisure activities and traveling
basically are chosen by an individual based on personal needs, sense of value and
interest factors, etc. Products or activities related to personal feelings and memories
are deemed high involvement (Martin, 1998). Therefore, the difference in selection of
leisure activities among people are a presentation of autonomy because recreation is a
state of being, a state of mind (Manning, 1986), it may small to tourism activates, that
is an activity agreed by oneself and related to personal value.

Participating in leisure activities is beneficial. Parry and Shinew (2004) found
that from leisure activities women can gain satisfaction, self-esteem, improved health
condition, sense of independence and enjoyment, etc. In present new women invest
more time and money on themselves than women in the past, a phenomena that can be
attributed to the change of time and progress in education and as well as be due to the
fact that new women’s leisure constraints (Crawford and Godbey, 1987) have been
changed. The change includes intrapersonal constraints, interpersonal constraints and
structural constraints, among which the biggest change is in interpersonal constraints
because it includes the changes of women’s personal perception and attitude on leisure.

When women participate in leisure activities, they are affected by leisure constraints. However, will they be affected due to individual value? Especially for those female powers, when participating in leisure activities, whether their individual value is different from those demographic discriminate variables is uncertain. Therefore, the question of this study is deduced:

RQ2: Women participating in leisure activities are affected by individual value. For single women with increasing individual value, will individual value reduce leisure constraints and then have effects on the selection of leisure activities or changing leisure behaviors?

According to the above issues and previous studies, two propositions are developed on conceptual structure in Figure 1 based on aforesaid concepts:

Proposition 1 When female powers participate in traveling, there are significantly positive effects of perceived risk on travel experiences.

Proposition 2 When female powers participate in traveling, there are significantly positive effects of individual values on travel experiences.

Figure 1. Conceptual structure.

OBJECTIVE
The study aims to find a group that is in accordance with current social phenomena through multiple-demographic variables to explore changes of travel experience in the group. In this study variables usually investigated in consumers’ behavior are transferred to tourism activities, for the understanding of whether those variables can provide reasons of increasing popularity in women’s travel activities. Thus, objective of this study includes:

Objective 1: Through the exploration on whether there is an effect of perceived risk on female powers when they traveling to investigate the relationship with travel experience.

Objective 2: Through the exploration on whether there is an effect of individual values on female powers when they traveling to investigate the effect on selection of tourism activities and travel experience.

**METHOD**

Sampling judgment sampling. Apply Snow ball method to search for participants that are in compliance with multiple-demographic variables to fill out questionnaire surveys.

Questionnaires. Method Collect related data by Likert-Scale questionnaires. Measurement Perceived risk is measured by the questionnaire based on 10 questions developed by Stone and Gronhaung (1993). Individual value is measured by applying the 9 questions developed by Michigan University Survey Study Center (1993). Travel experience is measured by applying 21 questions developed by Schmitt (1999).

**CONCLUSIONS & FUTURE RESEARCH**

In the study of travel experience, there are many factors that have effects on women’s travel experience. Through the exploration of perceived risk, and individual value, the study aims to understand whether there are relationships between those variables and the travel experience on women traveling.

The study is conducted majorly on female power, which are new women produced by present social phenomena, with main features of single in marital status and with high educational background and high salary. Due to the difference in capability and perception, there may be difference of leisure constraint between them and female population in general when participating in leisure activities. The use of such multiple-demographic variables to explain social phenomena is not only a trend, but also a way of grouping. Upon finding the characteristics of different groups,
relative marketing activities can therefore be planned or leisure activities be designed for specific targeting group. The conceptual structure proposed in this study also needs to be investigated further with quantitative empirical examinations to assure the propositions generated in this structure.

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A Conceptual Model of the Effects of Experiential Learning and Employability Skills on Learning Satisfaction: A Case Study of Generation Y hotel students in China

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ABSTRACT
Hospitality higher education in a traditional sense seems to focus more on disseminating knowledge and conducting research. In most cases, undergraduate students do not always understand well how to apply theoretical knowledge learnt from classrooms and what kind of skills they should obtain upon graduation. This situation is particularly prevalent in the Chinese Mainland. The most unique learning characteristic of nowadays Generation Y universities students in China can be revealed by the fact that they are mostly raised in “single-child” families. This study aims to examine how experiential learning (EL) activities influence students’ employability skills and the resulting students’ learning satisfaction of Generation Y. The theoretical framework emphasizes the simultaneous structural relations among the constructs under study, namely experiential learning, employability skills, and students' learning satisfaction. Four hypotheses deriving from the theoretical framework are formulated, based on a comprehensive literature review. H1. EL has a positive effect on Employability Skills; H2. Employability Skills has a positive effect on Student's Learning Satisfaction; H3. EL has a positive effect on Student's Learning Satisfaction; H4. EL has a positive and indirect effect on Student's Learning Satisfaction mediated by Employability Skills. This study will have a significant contribution to the theoretical building of the three major constructs in the teaching and learning literature.

Keywords Experiential learning, Employability skills, Student's learning satisfaction, Generation Y, China

INTRODUCTION
China’s higher tourism and hospitality education has expanded rapidly in the number of schools and enrollment of students since early of 1980s. Many institutions launched their tourism programs and transformed themselves into higher tourism institutions. Some of the programs and educational objectives are set up at random, and curricular design is kept apart from practical demands. That has led to inefficiency in the use of educational resources and a gap between curricular design and demand from the industry. Currently, the most argument of hospitality education is the neglect of students' practical skills (Guo & Van der Heijden, 2008). Most universities emphasize on classroom instruction while de-emphasize skill
development in China (Gu, Kavanaugh, & Cong, 2007). In most universities, traditional face-to-face teaching is preferred while students may find it hard to acquire the skills required by future employers. Zhang (2006) argues that many students do not even have a clear idea on how to present themselves during job interviews. In the hospitality education, experiential learning plays a crucial role by providing a significant link between the discipline and industry (Kiser & Parlow, 1999).

In the labour-intensive hospitality market and recent economic downturn, the competition in hospitality industry is fierce. In China's hotel industry, the most challenges are the shortage of qualified personnel (Kong & Cheung, 2008) and the difficulty in recruiting qualified staff to provide qualified service (Gu, Kavanaugh, & Torres, 2006). The labour market wavers between the skills shortage on one hand and the number of graduates without work on the other. This situation may arise from the fact that students lack employability skills due to insufficient experiential learning in their universities.

Though hospitality schools are supposed to be highly vocation-oriented, students can hardly develop a clear vision of their future career, without practical work-integrated learning. Students will not feel contented with attending monotonous lectures in the classroom, such as face-to-face lecture or one-size-fits-all classroom experience. Instead, they might be looking forward to more inspiring practices in the real scenario. To become more career oriented, hospitality higher educational institutions have to focus on employability skills so that the graduates may quickly adjust themselves to their professional environments upon graduation from universities. Students not only expect to learn knowledge in the classroom but also look forward to mastering more skills from work-integrated education.

Learning satisfaction involves the interaction among students, educators and learning environment, while reflecting the students' attitude towards their universities. Hospitality education is practice-oriented and it demands real-work environment with EL activities to attract and retain Generation Y students who may appreciate and thrive in such an environment. The most unique learning characteristic of Generation Y dominating universities in China is revealed in the fact that Chinese Generation Ys are mostly from the single-child families. They are very different from not only the young people in other countries but also the previous Chinese generations (Josiam, Devine, Baum, Crutsinger, & Reynolds, 2010). Traditional learning environment can hardly meet either the needs of current hospitality industry or Chinese Generation Y.

Nowadays, students are more satisfied with their learning experience if it provides them with the skills for employment preparation (Martin, Milne-Home, Barrett, Spalding & Jones, 2000). Universities with higher degrees of satisfaction are reported to retain the students well and achieve higher graduation rates (Miller, 2003). Therefore, hospitality educational institutions should be critical of their program offerings and question if they are producing the appropriate skills and consider how best to ensure these are developed (Kember & Leung, 2005). Furthermore, educators and employers must work together to educate students to cope with the challenges they will encounter as they graduate and enter the real work world (Harris, 1994).

This study covers an investigation into the structural relationships among EL, employability skills, and students' learning satisfaction. That is, this study will explore the effect of EL activities on employability skills, and the influence of employability skills on
students’ learning satisfaction. The overall purpose of this study is to examine how EL activities influence students’ employability skills and the resulting students' learning satisfaction.

Specifically, the study objectives include:
- To identify the characteristics of EL activities in the hospitality education;
- To identify the employability skills that hospitality industry demands;
- To examine the hospitality students’ learning satisfaction;
- To construct & test a conceptual framework of the inter-relationship among EL activities, employability skills and students' learning satisfaction;
- To make recommendations for higher educational institutions in terms of training and developing quality hospitality students.

LITERATURE REVIEW

Experiential Learning (EL) & EL Activities

EL refers to the process of learning from experience (Dewey & Dewey, 1915; Dewey, 1938). Dewey (1938) states that EL can serve as a bridge between academic teaching and practical learning. Kolb (1984) identifies that learning process usually begins with a person doing an action, seeing and understanding the effects of the action, and then to modify the action in different situations. Education is characterized by observations from an experience, reflecting on that experience, and then forming concepts based on those reflections and pre-existing knowledge. EL is an educational process from meaningless to significant (Rogers, 1969), with the aim of gaining practical working experience (Jirasek, 2004). The aim of such an educational process can be established and achieved in different learning environments and various activities.

Crino (1979) states that experiential activities may develop teaching and learning methods for student. Most of the literature identifies the learning activities during experiential education. In the early of 1990s, Gentry (1990) examines the concept of EL, components of EL, and teaching methods engaged in EL. Gentry (1990) further indicates a range of approaches which can possibly be involved in EL, including assessment centers, forums, group discussions, panel meetings, live cases, writing experiences, student-written textbooks, computer-assisted instruction, COMPSTAT tape usage, communication workshops, Delphi forecasting, time management sessions, game show formats, learning cooperatives, internships, job search preparation, on-the-job training, field trips, etc. Among these, the most prominent EL potentials are internships, computer-assisted instructions, and live cases. Lewis and Williams (1994) apply five major EL categories which include role-plays, case studies, journals, field-based learning, and internships and practicum.

LeBruto and Murray (1994) identify “captive hotel” which is also called teaching hotel. Several hotel-management programs involve teaching hotels for EL. In most of these facilities, students actually study and work in the hotel. Some of the hotel schools have written the experiential component related to teaching hotel into their curriculum. Though the importance of EL is widely acknowledged among stakeholders, few studies have explored the value of a teaching hotel.

Stanton et al. (1999) identifies EL activities in universities including service learning, internships, case study, and field trip. Linn (1999) holds that EL includes a variety of models
such as apprenticeships, cooperative education, internships, service learning, “sandwich” programs, shadowing, and externships designed to promote student learning outside of the traditional classroom model.

Hills, Robertson, Walker, Adey, & Nixon (2003) divide work-related learning into work-based and non-work-based activities. Work-based learning includes part/full time voluntary employment, placement, and live project. No-work-based learning includes role play, simulation, and case study. They indicate that there can be a degree of overlap between the two categories. Groenewald (2004) believes that students may apply their classroom knowledge in practice through EL. He further suggests a litany of terms involved EL including: apprenticeship, articles, career academics, co-op, EL programs, exchange program, externships, field placements, internships, job shadowing, on-the-job learning/training, practice-orientated education, professional practice, project-based learning, sandwich degrees or courses, school-to-work, service learning, summer-hire programs, work-based education, work experience. Experiential Education Standards (2004) profiles four EL activities: cooperative education placements, job shadowing, classroom-based hands-on laboratory activities, and internships. Domask (2004) proposes a looser definition of EL activities involved learning by doing, they are research projects, in-class interactive lectures, classroom discussions, simulations, presentations, group projects, guest speakers, off-campus site visits, internship, field trips, service learning, etc.

McCarthy and McCarthy (2006) explore the role of experiential programs and discuss integrating learning into curricula. They propose four groups of activities in EL: case study, job shadowing, guest speaker, and video. Hawtrey (2007) reviewed a number of learning activities and conducted a survey from 500 students to examine their learning attitudes regarding to various EL activities. He declares that most of students are positive about EL activities, such as case study, group assignment, field trip, guest speaker, media, and websites. Service learning, cooperative education, internships, directed research, and student leadership are all common and familiar categories of EL (McHugh, 2007). Easterly & Myers (2009) identify field trips and laboratory activities related to EL theory.

In sum, the studies summarized above give an overview of learning activities in EL. They have considered the effects of EL activities on integrating teaching and learning with real work experiences. However, few of these studies have illustrated the specific EL activities for the current study or conducted any survey to test what are the most effective EL activities in hospitality education.

Employability Skills

Employability skills as fundamental knowledge, skills and attitudes expected by employers and these skills are most important for students to fulfill their career success (Overtoom, 2000). Employability is a critical issue for both government and Higher Education Institutions. Employers expect students to have well developed employability skills, so that they can make immediate contribution to the workplace when recruited (CBI, 2008). As for students' perspective, Harvey (2001a) defines employability as knowledge, skills and abilities that make students more likely to be successful in their employment. Hillage and Pollard (1998) maintain that employability is about having the competency to obtain initial employment, keep employment, and find new employment if required.

Employability is a critical issue for community, higher education institutions and
workforce. UK Governments tend to aim at the employability to (1) develop knowledge and practical skills rather than the ‘softer’ skills and attitudes; (2) demonstrate good qualities instead of their full utilization; (3) assist the fresh graduates to find jobs instead of paying due attention to those who have begun their professional career, and (4) solve problems related to supply while ignoring the demand from employers (Hillage & Pollard, 1998). China's National Ministry also advocates career orientation in undergraduate education. Work-integrated education with enhanced employability is one of the important reforms in China's higher education (China Ministry of Education, 2009).

In the hospitality literature, only a few studies have explored the employability skills (Hannam, et al., 2004; Jameson, 2008; Ogbeide, 2009; Gu, et al., 2009; Zou, 2002). Hannam, et al. (2004) identify a positive attitude of employability in tourism programs. Jameson (2008) emphasizes that hospitality program should develop and enhance the students’ employability skills. Based on Robinson's (2006) 67 employability skills, Ogbeide (2009) examines those skills that students perceive to be important for career development in the hospitality industry. His findings have disclosed that students should be encouraged to obtain work experience or participate in internship in the hospitality industry before graduation. Furthermore, hospitality institutions should improve the students’ knowledge and understanding of employability skills. In China, Zou (2002) analyze undergraduate employability in Chinese hotel. Gu et al. (2009) further indicate that employability is the main concern in Chinese hospitality education.

Student Learning Satisfaction

Student learning satisfaction involves the students' feeling about and evaluation of the learning process (Hu, et al., 2007). Learning satisfaction is the main purposes of learning activities (Long, 1985). It is also an index to evaluated student’s achievement (Wang, 2003). Teaching and learning methods are crucial factors to learning satisfaction. Lam and Wong (1974) note that if teaching methods fit in the interests or needs with students, and then the learning satisfaction will improve. Mullen and Tallent-Runnels (2006) point out that learning satisfaction presents students’ feeling and attitude for their learning activities. According to EL theories (Kolb, et al. 2000), learning by doing, students can ascribe their learning experience and better reflect and absorb that experience through EL activities (Hu & Hui, 2010). EL activities have a significant impact on student’s satisfaction (Chhatwal, et al., 2010). Students who participate in the activities are more satisfied with their study than those who are not involved.

Learning satisfaction involves the interaction among students, educators and learning environment, while reflecting the students' attitude towards their universities. Martin et al. (2000) reveal that students are more satisfied with their learning experience in providing them the skills for employment preparation. Harvey et al. (1997) conduct the Student Satisfaction Survey with aim of listening to the students' voice. This survey allows the students both to rate their satisfaction with particular items of their experience and the importance attached to them. Later, Harvey (2001b) develops the Student Satisfaction Approach which measures many aspects of the education and emphasizes the prioritization of improvements by mapping the results to an importance and satisfaction grid. According to Harvey (2001b), the satisfaction surveys cover seven areas: (1) course organization (2) workload and assessment, (3) university facilities and students’ union, (4) learning, (5)
teaching, (6) student services, (7) library and computing.

A number of studies have identified students learning satisfaction with virtual environment e-learning or distance learning (So & Brush, 2007; Liu & Cheng, 2007; Duque & Weeks, 2010). Tsai (2007) states that internships may influence student's learning satisfaction, because the students can acquire the employability skills in the workplace environment of hospitality study. Cooperative learning also is positive in leading to the outcomes such as students' increased satisfaction with teaching and learning, equal relationships among people, and favorable mood in the environment (Johnson & Johnson, 1981). However, these studies examine only few EL activities in the resulting student learning satisfaction. Student satisfaction is influenced by many factors, and many researchers argue that student satisfaction has not been fully examined (Aldemir & Gulcan, 2004; Harvey, 2001b; Lee et al., 2000). Few studies investigate the effects of EL activities and employability skills on student learning satisfaction under blended learning environment.

Generation Y

Since Generation Ys are the main forces enrolled in university currently, it is essential and urgent for educators to penetrate their mindset (Josiam, et al., 2010). Educators should gain insights about Generation Y’s learning preference and learning satisfaction towards their study. It is generally recognized that Generation Y refers to the people born between late 1970s and early 1990s (Josiam, et al., 2010; Yan, 2003). Generation Y differs from previous ones, because they have been shaped by different forces (Josiam, et al., 2010). They have grown up with digital technologies and are influenced to show special characteristics including the ability to multitask, the immediacy of their response, multimedia learning, desire of interaction through networked activities, preference for experiential activities (Oblinger, 2008). Generation Y are reported to be less satisfied with their jobs as previous generations of employees. (Westerman & Yamamura, 2006). Generation Y students prefer experience enjoyment of their careers, combined with concerns for work-life balance and equity in the workplace (Broadbridge, et al., 2007). Difference from prior generations, Generation Y students are precious their non-work time, and they are not willing to let work dominate their lives (Kerslake, 2005).

Generation Y are receiving more attention in higher education related to their work attitudes based on real work experiences (Eisner, 2005; Josiam, et al., 2010; Westerman & Yamamura, 2006) and their perceptions and expectations of work upon graduation (Broadbridge, et al., 2007; Kerslake, 2005). It is noted that work attitudes refer to positive or negative work attitude, work value, work ethic, job involvement, and work motivation (Josiam, et al., 2010).

The difficulty for hospitality educators to recruit and retain students has become more and more severe. It is widely recognized that Generation Y differs from prior generations that hospitality educators have to struggle to cope with (Furunes & Mykletun, 2005; Glass, 2007). Additionally, Chinese Generation Ys are mostly from the single-child families. They are very different from not only the young people in other countries but also the previous Chinese generations (Josiam, Devine, Baum, Crutsinger, & Reynolds, 2010). If the students are not satisfied with their courses, they might drop and choose the more practical and active hospitality courses, or shift their interest from hospitality industry to other industry (Barron, 2008).
Generation Y are different from other generations in mindset and behaviour. However, previous studies only describe Generation Ys’ work attitudes and careers, without investigating their learning satisfaction or suggesting how to satisfy their learning demands in currently hospitality study. Furthermore, few studies have concentrated on the Generation Y’s learning satisfaction in terms of EL and employability skills in hospitality education.

CONCEPTUAL FRAMEWORK

This study examines the determinant and outcome of employability skills. In the proposed framework, EL is designated as the determinant, and students' learning satisfaction as the outcome of employability skills.

The study indicates that EL is predictor of employability skills and students’ learning satisfaction. Students’ learning satisfaction is developed as the outcome of employability skills in the conceptual framework. Employability skills is hypothesized to play a mediating role between EL and students’ learning satisfaction. Employability Skills is influenced by EL, while Employability Skills exerts an effect on students' learning satisfaction. The proposed framework is presented in Figure 1.

![Figure 1. Conceptual Framework](image)

H1. EL has a positive effect on Employability Skills
H2. Employability Skills has a positive effect on Student's Learning Satisfaction
H3. EL has a positive effect on Student's Learning Satisfaction
H4. Employability Skills has a mediating effect on the relationship between EL and Student's Learning Satisfaction.

Effect of EL on Employability Skills

Since experiential activities help students involve learning by doing, activities in real scenario will enhance their work experience and inspire them to advance further in learning. Good work experience can enhance learning and employability (Knight & Yorke, 2000). The
core of employability programs includes work experience (Belt, et al., 2010) and one of the main purposes of EL in tourism industry is employment experience (Busby, 2005). In order to improve students' potential for success in their employment, many universities have adopted various EL activities to offer work experience and work-related learning, such as internships/placements, sandwich programs, case studies, shadowing, field trips, etc (Groenewald, 2004; Hills, et al., 2003; Linn, 1999, Saunders & Zuzel, 2010; Zopiatis, 2007). These activities are typically relevant to the enhancement of work experience, and can prepare business ready graduates with the employability skills. Cleary, et al. (2007) also propose that fieldwork, sandwich, cooperative education, placements, and internships are the activities for universities to develop students’ employability skills. Moreover, Cleary, et al (2006) present an overview of employability skills and disclose that EL can enhance the development of employability skills in a real work environment. Thus, EL activities can help the students obtain and enhance their employability skills (Chalkley, 2000; Hills, et al., 2003; Nasr, et al., 2004; Williams, et al., 1993).

In general, the literature suggests that EL activities influence employability skills. Thus, the following hypothesis is developed:

Hypothesis 1. EL may have a positive effect on employability skills.

Effect of Employability Skills on Students' Learning Satisfaction

Jackson (2000) has pointed out that the industry always looks forward to recruiting university graduates with practical skills instead of textbook knowledge. Martin, et al., (2000) further propose that if university students are well equipped with employment skills, they are likely to be more contented with the development of the skills needed for future professions. The shift from teacher-oriented teaching outcomes to student-oriented learning outcomes has made it possible for students to study more than their subject knowledge and gain employability skills for future professions.

Though teachers might always expect students to learn out of the box, traditional curricula could limit the students' enthusiasm to learn and master relevant skills and achieve whole-person development. If inadequately prepared for their workplace learning, students might be unsatisfied with their learning at college. The important predictors of satisfaction were beliefs about the functioning of the faculty and its ability to meet students’ needs and career opportunities provided by their courses (Gaertner, et al., 1980). In order to improve students' satisfaction, the formal workplace experience must take responsibility for development of workplace skills (Henderson & Williams, 2008). Therefore, employability skills have to be integrated into school curriculum (Business Industry and Higher Education Collaboration Council, 2007), which will lead to students’ learning satisfaction.

Work-based learning requires students to manage their own learning, create learning opportunities to enable outcomes to be achieved and provide satisfactory evidence (Jackson, 2000). Development of employability skills contributes to effective teaching and positive classroom dynamics, as well as the students' learning satisfaction towards their university (Krahn & Bowlby, 1997). Martin et al. (2000) reveal that students are more satisfied with their learning experience in providing them the skills for employment preparation. Accordingly, the following hypothesis 2 is posited:

Hypothesis 2. Employability skills may have a positive effect on student's learning
Effect of EL on Students’ Learning Satisfaction

As stated above, EL activities provide the opportunities for students to participate throughout the whole process that may lead to their learning satisfaction. EL can improve students’ abilities to conduct real world analysis and effectively use methods, concepts and theories to solve problems while developing higher order thinking skills. Successful work placements are key drivers of learning satisfaction. If poorly prepared for workplace learning, students may have low satisfaction. Universities may establish in-house, simulated, workplace environments or social enterprises that are very effective for students (Turner, 2010). Moreover, student satisfaction can be further improved through EL (Lavin, 2010).

By employing EL activities, graduates have significant impact on students’ satisfaction (Hoover & Whitehead, 1975). Hackett, Martin and Rosselli (1998) believe that students’ satisfaction closely correlates with cooperative learning. Cooperative learning also is positive in leading to the outcomes such as students’ increased satisfaction with teaching and learning, equal relationships among people, and favorable mood in the environment (Johnson & Johnson, 1981). Students are found to be rather satisfied with online instruction because it provides flexibility and responsiveness to their learning requirements and expectations (Enockson, 1997). Tsai (2007) discovers that internships influence student's learning satisfaction, because employability skills may be developed in the workplace environment of hospitality study. Furthermore, hospitality field trips also have a signification impact on students’ learning satisfaction (Wong & Wong, 2009). Based on a questionnaire with 25 items regarding the students' perception of cooperative learning, Liu and Cheng (2007) identify that students' learning satisfaction is high and 86% students are willing to join the EL activities. Therefore, EL activities influence students’ satisfaction (Chhatwal, et al., 2010). Students who participate in the activities are more satisfied with their study than those who are not involved. Hence, it is predicted that:

Hypothesis 3. EL may has a positive effect on student's learning satisfaction

Mediating Role of Employability Skills

Employability skills can directly influence student's learning satisfaction; moreover, they may be better conceived as variable that mediate the effects of other variable on students’ learning satisfaction. This study hypothesizes the moderating effects of employability skills on the relationships between EL and students' learning satisfaction. To further address this research approach, employability skills act as the carriers of information along the causal chain linking EL, and student's learning satisfaction.

Various EL activities, such as internships, field trips, sandwich, cooperative education, and placements, may be provided to help students achieve learning satisfaction. On one hand, these activities can improve students’ learning satisfaction directly while enhance their employability skills. Academic institutions can shift from the traditional lecturing and to the adoption of various teaching methods related to EL activities to help students acquire the employability skills required by employers (Cleary, et al., 2007). On the other hand, students will be more satisfied with college education if they are offered the opportunities to acquire needed employment skills (Martin, et al., 2000). Development of employability skills
contributes to effective teaching and positive classroom dynamics, as well as the students' learning satisfaction towards their university (Krahn & Bowlby, 1997). Experiential learning theory is regarded as a guide for effective teaching (Murell & Claxton, 1987). Therefore, it is predicted that employability skills mediate the relationship between EL and students’ learning satisfaction. The hypothesis is as follows.

Hypothesis 4. Employability skills may mediate the relationship between EL and student's learning satisfaction

METHODOLOGY

The current study is conducted with the intention to explore the effects of EL activities on employability skills, and the influence of employability skills on students’ learning satisfaction. Both qualitative and quantitative methodologies were employed in this study which has mainly adopted the positivism quantitative approach. A combination of qualitative and quantitative methods seem to be ideal for the study as it is helpful to researchers in clarifying the nature of their intentions or accomplishments and conveying a sense of rigour of the research (Bryman, 2006). The initial instrument of the three constructs, such as EL, employability skills, and learning satisfaction, are addressed in the following section.

Measurement of EL

The initial item for the instrument of EL, which derives from literature review and in-depth interviews as well, is employed to develop the measurement. Grounded on the literature review, the 22 terms (Groenewald, 2004) and other five items related to EL - “role play”, “laboratory activities”, “guest speakers”, “case study” and “virtual learning” are regarded as initial items for this study.

Twelve in-depth interviews were conducted from February to March 2011 to collect information of EL activities. In the first round of interviews are six entry-level hotel employees who just graduated from China’s hotel schools. Since they may look back at what they learned at school and reflect what they need in real work, the graduates are supposed to have insightful views on the issues of EL activities. They are the participants most ideal for interviews to identify whether the conducted learning activities really help to enhance their employability and their satisfaction towards these activities. The second round of interviews includes six educators of hotel schools in China. They were selected based on their previous experiences of organizing or participating in EL activities. These interviewees can be considered to be rather neutral and unbiased in the issues.

The procedure of the in-depth interviews was as follows. Firstly, it started with using open-ended questions, and all interviewees were asked to talk about EL activities, and their perception of EL. The open-ended questions generated a list of 21 items. Secondly, the 27 initial items based on the literature review was provided and explained to the interviewees. The interviewer then asked about the extent to which these EL activities were applied. The result was an updated list of 23 items based on the interviewees' answers. The researcher read and coded the two lists of items and found overlap. Items were then combined and the most frequently mentioned items were included in the instrument of this study. Finally, the literature review and in-depth interviews generated 16EL items which will be measured with a 7-point Likert scale from 1 (strongly disagree) to 7 (strongly agree).
Measurement of Employability Skills

The measurement of this construct is a questionnaire adopted from Robinson (2006) employability skill model which includes a list of 67 employability skills perceived to be important by educators, employers and graduates in entry-level positions for employment success. Robinson (2006) indicates that the employability skill instrument used for his study is a comprehensive construct based on two different types of validity—face validity and content validity. In his research, a panel of experts established the content validity of the adapted instrument and a pilot study was used to establish the reliability to the instrument. According to Robinson (2006), a Cronbach's alpha of .94 is found from the pilot test of the portion of his instrument used to assess competency in performing the employability skills. The Cronbach's alpha is a common measure of reliability. A Cronbach's alpha coefficient of .70 and above indicates a high degree of internal consistency among the data collected (Harris & Ogbonna, 2001). Ogbeide (2009) used Robinson's (2006) questionnaire to assess students' employability skills in hospitality industry. A Cronbach’s alpha of .90 was found from his pilot test, indicating that the instrument was reliable with a high degree of internal consistency. Ogbeide (2009) further identifies the skills that students perceived to be important for career development in the hospitality industry and proposes that the development of the skills should be included in the hospitality curricula.

Though Robinson’s instrument is validated and found reliable in western countries, it does not necessarily mean that the survey can be directly applied to the Chinese setting. In order to make this employability skills model applicable in the Chinese Mainland, the item-screening test used by Chu and Choi (2000) will be adopted in this study to extract the important items that most effectively represent the hospitality employability skills. The questionnaire will be reviewed and validated by item-screening test with 50 hotel managers in the Chinese Mainland. The hotel managers will be asked to rate each of the 67 hospitality competencies for undergraduate hotel students on a 7-point Likert scale ranging from 1 (extremely Unimportant) to 7 (extremely important). The questionnaire is translated into Chinese by a third party bilingual professional and printed in English and Chinese. To further explain the results derived from the screening analysis, a panel of academic professionals will review the content validity of the results. In-depth interviews will be undertaken with six academic professionals to review the results derived from the screening analysis and to discover how the current provisions for undergraduate hotel management education fulfill the employability skills requirements of the Chinese Mainland.

Measurement of Learning Satisfaction

In order to evaluate the quality of higher education, Harvey (2001b) developed a Student Satisfaction Approach which measures different aspects of the education and emphasizes the prioritization of improvements by mapping the results to an importance and satisfaction grid. Harvey's Student Satisfaction Approach was adopted by a number of institutions both in Britain and abroad (Williams, 2002). According to Harvey (2001b), the student satisfaction survey covers seven sections: (1) course organization and assessment; (2) university facilities and student union; (3) learning; (4) teaching; (5) student services; (6) library; and (7) computing. This current study aims to examine the student learning satisfaction; therefore the seventeen items of learning section of Harvey's (2001b) student
satisfaction survey are regarded as a basis for developing a measurement scale of this study.

In order to further identify the items of the instrument, a panel of seven experts will be asked to examine the content validity of the preliminary items, who have experiences of teaching and working both in schools and hotels in the Chinese Mainland. Based on the comments of the experts, the questionnaire will be adjusted, and the rest of the items will be retained for the pilot study to establish the reliability to the instrument. The pilot test aims to purify these items of the questionnaire, such as adjustment of questionnaire's length, wording of the Chinese expressions, scale reliability, and content validity. Factor analysis will be employed in this study, which is commonly used in data reduction to identify a small number of factors that explain most of the variance observed in a much larger number of manifest variables (Ravichandran, Mat-Nor, & Moha-Said, 2010). In order to test the reliability and internal consistency of each factor, reliability analysis will be measured using Cronbach’s coefficient alpha (Field, 2005). The Alphas coefficients of the factors should be above the minimum value of 0.80 that is considered acceptable as an indication of reliability and acceptability for basic research (Field, 2005).

Main Survey & Data Analysis

To address the research issues, the target respondents of this study are the students majoring in hotel management programs in the universities of the Chinese Mainland. They should have at least 6-months experiential learning experiences and are classified as seniors (3rd and 4th - year students) during their study. In order to avoid bias of population homogeneity and to obtain comprehensive collection of data in China with the huge population in such a huge area, a quota sampling method will be employed in accordance with the distribution of population by the variable of university location. Quota sampling is the nonprobability equivalent of stratified sampling (Sekaran, 2003). The earlier stages of quota sampling often select geographic areas, and the costs of the quota sample will be lower than a probability-based sample of the same size (Doherty, 1994). Therefore, the hotel student population is divided into six groups or strata, based on geography – northeast, north, east, west, southwest and south in China. Survey respondents are then selected based on the quota sampling within the six regions in China. As for the sample size, Hair, Anderson, Tatham, and Black (2002) suggest that a ratio of 5:1 criterion (ratio of respondents to items) is suitable for most types of multiple correlation statistics.

The current study aims to examine the relationships among latent constructs — EL, employability skills, and learning satisfaction. Structural equation modeling (SEM) will be adopted to statistically identify the specified relationships, because it can provide a comprehensive means of model assessment and modification (Bentler, 1983). During the analysis of the main survey, CFA will be employed after EFA to test validity he measurement indicators. Path analysis will be adopted to specify the causal relationships between the latent variables brought forward by the basic yet essential theories. When the two statistical methods are combined, SEM will be able to go beyond the limitations methodologically set by factor analysis and path analysis. SEM in AMOS will be used to analyse the data. This method is chosen based on the strength that it allows the researcher to consider overall tests of model fit, regression weights, correlation coefficients, means and variances simultaneously.
CONCLUSIONS

This study applies a SEM model to examine how EL activities influence students’ employability skills and the resulting students learning satisfaction of Generation Y. Based on relevant literature review, this study identifies EL activities as a determinant and learning satisfaction as an outcome of employability skills. The construct of EL Activities is conceptualized as an exogenous variable in the framework, and is hypothesized to directly affect Employability Skills and Students’ Learning Satisfaction. The constructs of Employability Skills and Students’ Learning Satisfaction are conceptualized as endogenous variables. Employability Skills is hypothesized to play a mediating role between the other two constructs. Employability Skills is influenced by EL Activities, while Employability Skills exerts its own effect on Students' Learning Satisfaction.

The understanding between EL and employability skills will be valuable to help hotel undergraduate students to identify the employability skills and enhance their employment success in the hospitality industry. As for the hospitality educators, the study can help them to identify the gap between industry and education, improve teaching quality, and develop institutional reputation and higher remuneration that comes from a graduated qualification. The findings of the study will not only offer the hospitality employers an opportunity to identify the gap of perspectives between hotels and academics, but also help them recruit more quality graduates and improve their service quality.

Identifying the related contribution of EL to student learning satisfaction can help academic institutions to improve the teaching quality and enhance the competitive strength of universities (Lee, et al., 2000). This will enable universities to better design their curriculum to attain the expected outcomes. Academic institutions of hospitality may implement activities to improve students’ learning satisfaction, recruit and retain the students, and achieve higher graduation rates. In addition, this study also examines learning satisfaction of Chinese Generation Y. However, few studies have concentrated on Generation Y’s learning satisfaction in terms of EL and employability skills in hospitality education in China.

References


What are the Effects of Perceived Organizational Support, Perceived Supervisor Support and Emotional Labor on Tour Guides’ Role Performance? A Conceptual Model for Empirical Research

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ABSTRACT

Tour guides play an important role in group package tours, their service significantly affects customers’ overall impression and satisfaction with the tour services. Tour guides’ performance is highly determined by their knowledge of the destination, communication and customer service skills as well as their emotional management which is known as emotional labor. Customers have a shared view on what constitute to good service and they expect tour guides to perform their roles with appropriate emotional display. For a tour guide, besides the emotional labor, support from the organization and immediate supervisor can indirectly influence his/her performance. It has been argued in the business management literatures that perceived organizational support (POS) and perceived supervisor support (PSS) are both essential to the employees’ performance. Yet, there is no study of tour guides’ POS and PSS in the tourism literatures. The current research attempts to build a theoretical framework to examine the relationships of POS, PSS, emotional labor and tour guides’ role performance in the tourism industry. Both qualitative and quantitative methods will be used for data collection and analysis. This study will contribute to the theoretical building of the four major interrelated constructs in the tourism literatures. The practical contribution lies in terms of the exploring factors leading to effective tour guides’ role performance which are beneficial to the job training and career development of tour guides. Finally, the development of a Tour Guide Emotional Labor Scale (TGELS) can serve as a measuring scale for industry practitioners to evaluate tour guides’ emotional labor in future studies.
INTRODUCTION

The tourism industry is one of the four key industries in Hong Kong. It contributes significantly to the economic growth of Hong Kong and provides employment opportunities to the local people. In 2009, the tourism industry contributed 3.3% of Hong Kong’s GDP, and employed 5.5% of the total employment.

Tourism covers both inbound tourism and outbound tourism. According to the Hong Kong Tourism Board, the inbound arrivals reached a record high 36 million visitors in 2010, 21.8% more than 2009. The total tourism expenditure associated to inbound tourism also accomplished a historic high of HK$210 billion in 2010. The vigorous growth was contributed partly by the influx of tourists from Mainland China. For outbound tourism, though there is no explicit statistic on the tourist number and expenditure, according to the Travel Industry Council of Hong Kong (TICHK), the levy income of outbound travel was HK$19,103,000 in 2010 which indicates the travel expenditure of the local people in group package tours, and flight/hotel packages was amount to HK$12.7 billion.

In view of the enormous economic contribution of the tourism industry in Hong Kong, how to sustain the growth will be a major concern for both the government and industry practitioners. The government makes every effort to create the best infrastructural environment, enabling the sustainable development of the tourism industry. A number of development and redevelopment projects of the existing tourist attractions are underway, for instance, a new cruise terminal will come into operation in mid 2013. Besides, the government also regulates the standard of services provided by travel agencies and tour guides. The Travel Agents Ordinance governs the practices of travel agencies which provide inbound or outbound tourism services. For tour guides, they are required to complete prescribed training and pass an examination. To ensure the continuous enhancement of tour guides, the TICHK introduced a Continuous Professional Development (CPD) Program in 2007 which tour guides are required to fulfill the training requirements for renewal of Tourist Guide Pass.

The significance of tour guides in the tourism industry has been widely indicated in the tourism literature of which many researchers agreed that tour guides’ performance is critical to the overall evaluation of tourism service quality (Ap & Wong, 2001; Kong et al. 1990; Quiroga, 1990; Wang et al., 2002; Yu et al., 2001) and hence affects the image and reputation of the destination. Tourist guides play different roles in a tour -- they are the information provider, cultural ambassador, caretaker, leader, mediator and entertainer (Cohen, 1985; Holloway, 1981). In order to perform the roles effectively, tour guides are required to manage
their emotions and feelings which is known as emotional labor. It is argued that positive emotional labor will help promote goodwill, patronage and spending (Diefendorff & Richard, 2003; Hochschild, 1983; Rafaeli & Sutton, 1987). Although there are plenty of research examining the emotional behavior of hospitality employees such as flight attendants (Hochschild, 1983), fast food staff (Leidner, 1993; Seymour, 2000), restaurants’ waiters/waitress (Adelman, 1989; Paules, 1991; Seymour, 2000), amusement park employees (Van Maanen & Kunda, 1989), retail shop assistants (Rafaeli & Sutton, 1987) and hotel service employees (Kim, 2008); a thorough understanding about emotional labor of tour guides is still deficient. Wong & Wang (2009) studied the display rules, strategies, antecedents and consequences of emotional labor for tour leaders; however, the relationship between emotional labor and tour guides’ role performance was yet to be discussed and this provides a gap for further study.

In addition to emotional labor, empirical evidence in the business management literature shows that perceived organizational support (POS) and perceived supervisor support (PSS) are both important to the employees’ performance. For instance, George et al. (1993) suggested that effective perceived organizational support is important for one to carry out the job effectively and handle stressful situations such as customer complaints. Eisenberger et al. (2002) proposed that supportive supervisors contribute to higher performance and lower turnover. Yet, there is no study of the impacts of tour guides’ POS and PSS on performance. This study makes a first attempt to fill research gap by providing a conceptual framework to examine the impacts of POS, PSS and emotional labor on tour guides’ role performance with the following specific research objectives:
1. to investigate the relationships between POS, PSS, emotional labor, and tour guides’ role performance;
2. to examine the variables that can predict tour guides’ role performance;
3. to develop a Tour Guide Emotional Labor Scale (TGELS) to measure tour guides’ emotional labor presentation; and
4. to make suggestions for future job training and career development of tour guides in travel agencies.

The findings add knowledge to the understanding of the relationship between tour guides’ role performance and the three constructs, as well as to provide information on which dimensions are more significant to tour guides’ performance. Moreover, the results help travel organizations understand the appropriate support to tour guides and to formulate effective human resources policies which can facilitate tour guide performance. Finally, the development of a Tour Guide Emotional Labor Scale (TGELS) can serve as a measuring scale to evaluate travel guides’ emotional labor in future studies.
LITERATURE REVIEW

Perceived Organizational Support (POS)

The definition of POS

Perceived organizational support (POS) is the perception of employees concerning the extent to which the organization values their contributions and cares about their well being (Eisenberger et al., 1986). Supportive organizations value their employees through fair compensation and attending to their needs (Randall et al., 1999).

POS stems from the social exchange theory which suggests that when one party treats another party well, an obligation for future reciprocity is generated (Gouldner, 1960). Rhoades and Eisenberger (2002) stated employment as “the trade of effort and loyalty for tangible benefits and social rewards” (Rhoades & Eisenberger, 2002: 698). Employees have felt obligations to the organization after receiving organizational support (Meyer & Allen, 1991; Rhoades et al., 2001). It is noted that if the organization treats employees well in the form of respect, pay and promotion opportunities, the employees are more dedicated and loyal which is reflected from their high performance, reduced absenteeism and low turnover intention (Mathieu & Zajac, 1990; Meyer & Allen, 1997; Mowday et al., 1982).

Employees are dedicated to the organization and in return look for better pay and benefits. However, this common phenomenon may not be true for tour guides in Hong Kong. As a large part of tour guides’ income comes from customers’ gratuity, under the reciprocity norm, they have to please customers but not the organization. Despite the fact of a different reciprocated target, organizational support is valued by tour guides in coping with job stress, for example, the happening of crisis in the tour. In the tourism industry, the impact of POS may be distinctive, and how organizational support affects tour guides’ perception and job performance needs further investigation.

POS and Performance

Does POS lead to better employees’ performance and favorable attitudes? Empirical researches found that POS has engendered positive job performance and work attitudes. For example, a positive relationship was found between POS and job satisfaction (Cropanzano & Greenberg, 1997; Nye & Witt, 1993; Riggle et al., 2009); POS is negatively correlated with turnover intention and absenteeism (Cropanzano & Greenberg, 1997; Eisenberger et al., 1990; Wayne et al., 1997); a positive relationship exists between POS and organizational
commitment (Cropanzano & Greenberg, 1997; Eisenberger et al., 1990; Eisenberger et al., 1986; Nye & Witt, 1993; Settoon et al., 1996; Shore & Tetrick, 1991; Wayne et al., 1997).

Perceived Supervisor Support (PSS)

The definition of PSS

Perceived Supervisor Support (PSS) is the degree to which supervisors value the contributions of subordinates and care about their well being (Kottke & Sharafinski, 1988). Supervisors play a key role in developing employees’ roles and expectations at work (Graen & Scandura, 1987). The Supervisor support has a positive impact on satisfaction. In travel agencies, supervisors are seen as the organization’s representative and a bridge between the top management and tour guides. They are responsible for implementing company policies, providing feedback, monitoring and evaluating employees’ performance, thus employees associate supervisors’ support to POS (Levinson, 1965; Rhoades & Eisenberger, 2002, 2006).

The study of PSS is often manifested through leader-member exchange (LMX). Liden et al., (1997) defined LMX as the relationship of an employee with his / her immediate manager. Such relationship is based on the degree of emotional support and exchange of valued resources, which can be tangible material resources such as rewards or intangible resources like information exchange and emotional support (Liden et al., 1997). The greater the perceived value of the exchanged items, the higher the quality of the LMX relationship (Wayne et al., 1997).

PSS and Performance

Empirical studies provide evidences to support the positive relationship between PSS and performance. A significant relationship is found between PSS, job performance and turnover (Eisenberger et al., 2002; Van Yperen & Hagedoorn, 2003). Under the social exchange theory, employees with high PSS have a felt obligation to improve their performance and help supervisors to achieve their goals. This idea was supported in Rhoades and Eisneberger’s (2006) study, the results showed that positive relationships were established between the subordinates’ PSS and their in-role and extra-role performance.

Employees who believe supervisors value their contributions and look after their well being, are more loyal to the organizations, thus PSS is negatively related to turnover intention (Eisenberger et al., 2002; Maertz et al., 2007; Payne & Huffman, 2005). Payne and Huffman (2005) found that the mentoring support from immediate supervisors has a significant effect on the turnover of army officers. Supervisors form individual relationship and personal
attachment with employees which increases POS / PSS and reduces turnover (Maertz et al., 2007).

Current researches about PSS and performance are not focused on tour guides. The jobs of tour guides are different from that of other job holders, they are not stationed at one working environment and report to a single supervisor. Instead, they are required to work with the service suppliers at different destinations independently. As such, the impact of PSS may not be the same as found in previous studies. In order to have a better understanding of how PSS affects tour guides’ performance, this study will examine the relationship of these two variables.

**Relationship between POS and PSS**

A rich pool of studies reported positive relationships of POS with PSS (Kottke & Sharafinski, 1988; Rhoades et al., 2001; Yoon et al., 1996; Yoon & Lim, 1999). Supervisors are perceived as the representatives of an organization, hence, the favorable support from supervisors will contribute to a high POS (Levinson, 1965; Rhoades & Eisenberger, 2002, 2006). The strength of this relationship depends on whether the support is viewed as supervisors’ own initiatives or directions from the organization (Eisenberger et al., 2002). Despite the positive relationship between POS and PSS, researchers confirmed that employees can distinguish the relationship with the immediate supervisor and with the organization. Researches provide a lot of evidence to support the idea that POS and PSS are two separate constructs (Becker, 1992; Dirks & Ferrin, 2002; Reichers, 1985, 1986; Stinglhamber & Vandenberghe, 2003; Wayne et al., 1997). In a longitudinal study of whether organizations and supervisors were sources of support and targets of commitment, Stinglhamber and Vandenberghe (2003) found that affective commitment to organizations did not mediate POS and turnover whereas affective commitment to supervisors completely mediated PSS and turnover. It showed that employees were more attached to their supervisors and this process took place independently as POS did not affect affective commitment to supervisor; likewise, PSS did not affect organizational affective commitment (Stinglhamber & Vandenberghe, 2003). The results are further supported by Maertz and colleagues’ study that PSS has independent effects on turnover cognitions not mediated through POS (Maertz et al., 2007). In other studies, it was found that when the support of supervisor is high, POS becomes a less important predictor of turnover, POS becomes relatively more significant when support from the supervisor is relatively absent (Maertz et al., 2007).

In the travel industry, the support from organizations is vital to tour guides’ performance during the tour particularly when there are unexpected contingencies such as natural disasters
and accidents. The travel agency has to provide immediate support and guidance to the tour guide through local land operators’ assistance. Supervisors may not be able to provide tour guides with such assistance in coping with crisis. In view of this, the author anticipates that tour guides’ POS will distinct from PSS; hence, POS and PSS are treated as two independent constructs for examining the effect on tour guides’ role performance.

**POS /PSS and Service Delivery**

The consequences of POS not only take place between employers and employees, they also happen among employees and customers. Masterson (2001) found that service staff, who perceived being well treated by the company, repay by treating customers well. Bell and Menguc (2002) reported a higher rating in attentiveness, courtesy and concern to customers’ interest for service employees who have high POS. Rhoades and Eisenberger (2006) also reported subordinates’ PSS was positively related to the designated duties (in-role performance) and extra duties (extra-role performance). Employees perform better in service encounters when they feel being supported by their companies (Susskind et al., 2003).

Many researches found that a supportive management practice is a key condition facilitating service employees to provide good service and achieving customer satisfaction (Schmit & Allscheid, 1995; Schneider et al., 1998; Susskind et al., 2003). In examining the relationships between POS, organizational commitment, commitment to customers and service quality in a fast food firm, Vandenberghe et al. (2007) found that POS was positively related to helping behavior at the restaurant and employee level.

POS “serves as a socio-emotional resource for employees” (Armeli et al., 1998: 289) who work under stressful conditions. The support from the organization helps employees to work more effectively and overcome stressful situations (George et al., 1993). It is particularly true for customer contact employees like tour guides who are required to control their emotions constantly in order to satisfy customers’ expectations (Grandey, 2003). The stressful job demands that require tour guides to be friendly, understanding and helpful will deplete one’s energy, leading to emotional exhaustion and reduced performance (Croppanzano & Greenberg, 1997). Therefore, POS and PSS are viewed as a vital “socio-emotional” support to tour guides for maintaining service quality. The emotion management in customer service aligns with Hoshschild’s (1979) emotional labor theory, stating that one’s emotion can be managed, following the feeling rules to display an appropriate manner which is acceptable for a particular situation.

Although POS and PSS are widely discussed in literature, limited research is found in the tourism industry. The undiscovered area certainly deserves attention as tourism is a major
global industry, which generated US$852 billion in export earnings and an estimated of 880 million international tourist arrivals in 2009 (World Tourism Organization, 2011). Tour guides play an important role in the tourism industry as their performance directly affects the customers’ overall impression and satisfaction with tour services (Wong & Wang, 2009). Therefore, understanding the relationship of POS/PSS and tour guides’ performance roles is critical for tourism organizations to formulate appropriate policies in enhancing the service qualities.

Emotional Labor

*Concepts of Emotional Labor*

The concept of emotion management and feeling rules were first introduced by Hochschild in 1979. He suggested that one’s emotion can be managed, following the feeling rules to display an appropriate manner which is acceptable for a particular situation. The ideas were further elaborated in his case study on flight attendants’ emotional labor. He argued that being in the service industry, flight attendants are expected not only to provide professional service, but also to have positive emotional reactions such as being friendly and cheerful (Hochschild, 1983).

Hochschild conceptualized emotional labor as “the management of feeling to create a publicly observable facial and bodily display” (Hochschild, 1983:7). The conformance of a proper emotional reaction to a particular service encounter is termed as “feeling rules” (Hochschild, 1983: 7) or “display rules” (Ashforth & Humphrey, 1993: 90). The main difference between feeling rules and display rules is that the former emphasizes on presumed emotions underlying behavior and the latter focuses on the actual behavior.

Ashforth & Humphrey (1993) stated that service providers comply display rules through surface acting, deep acting and genuine acting. Their notion on emotional labor was echoed by Chu & Murrmann (2006) who described emotional labor as service acting. They suggested “service as a show, the employee is the actor, the customer is the audience and the work setting is the stage” (Chu & Murrmann, 2006: 1182). The organizational or occupational display rules affect the interaction between employees and customers (Ashforth & Humphrey, 1993; Chu & Murrmann, 2006). As such, the employees (actors) are expected to display desired emotions during service encounters (show) in order to conform to customers’ (audience’s) expectations.
Surface Acting, Deep Acting and Genuine Acting

Surface acting involves simulating emotions that are not actually felt (Ashforth & Humphrey, 1993). For instance, a tour guide uses surface acting to display an emotion of happiness in a tour which he/she does not actually feel. Surface acting does not mean the tour guide has no emotion, it suggests that the displayed emotion does not congruent with the felt emotion.

Deep acting is experiencing or feeling the emotions that one is required to display. To achieve this, one has to suppress his/her true emotions and “actively invokes thoughts, images and memories to induce the associated emotion” (Ashforth & Humphrey, 1993: 93) leading to a change of behavior. To be competitive in customer service, surface acting is not enough as it appears fake to the customers, employees are encouraged to practice deep acting which projects a more sincere feeling (Wong & Wang, 2009). In order to display appropriate emotional labor effortlessly, travel agencies require tour guides to practice the required emotional display repetitively through role plays and skills training. Moreover, emotional display is found in standard service guides given to tour guides to follow.

When surface and deep acting require the service agent to express a desirable emotion deliberately, that is the management of feeling to comply with feeling rules (Hochschild, 1983); genuine acting is the spontaneous reaction without having to work out the required emotions. For example, people feel sad when seeing a tragedy happens. This type of emotional labor is termed as emotional harmony (Wong & Wang, 2009).

Tour Guides and Emotional Labor

Tour guides can be regarded as representatives of “emotional laborers” (Wong & Wang, 2009: 250) for their particular job nature such as frequent, long and intensive interactions with customers (Wong & Wang, 2009). They are required to display various emotions under different circumstances. To constantly display emotions that are not felt causes harm to the service employees that was called emotive dissonance by Hochschild (1983). This dissonance can lead to personal frustration and poor self esteem as tour guides believe the surface acting or deep acting is fraudulent. Deep acting may impair one’s sense of authentic self, leading to self alienation (Ashforth & Humphrey, 1993).

Besides interacting with customers, a tour guide needs to coordinate with staff of the suppliers such as hotels, airlines, restaurants and sightseeing spots to ensure the tour is smoothly run and customers have a pleasant tour experience. These interactions further intensify the requirements to perform emotional labor well in comparison with other service settings (Wong & Wang, 2009). In view of the importance of emotional labor in tour guides’
Performance and the lack of empirical research in this area, this study will fill the gap in the current literature of tour guides’ emotional labor.

Performance Roles of Tour Guides

There are different titles given to the occupation of leading a group of tourists such as tour guide, tour leader, courier etc and yet there is little consensus on their use (Holloway, 1981). According to the European Federation of Tourist Guide Association (EFTGA), a tour guide is someone who “guides groups or individual visitors from abroad or from the home country around the monuments, sites and museums of a city or region; to interpret in an inspiring and entertaining manner, in the language of the visitor’s choice, the cultural and natural heritage and environment” (Ap & Wong, 2001: 551). In this study, the title of tour guide and tour leader are used interchangeably, a tour guide or tour leader is someone responsible for delivering a tour experience (Weiler & Davis, 1993).

It is generally agreed that tour guides’ performance is critical to the success of a tour and the image of a company. Customers contribute the success of the tour to the tour guide instead of the tour company as he/she stays all the way with the group and helps solve the problems arising in the tour (Geva & Goldman, 1991). What are the roles of a tour guide then? How can they contribute to the success of a tour? In a group package tour, the roles of a tour guide include provision of security and protection, giving information, promoting group interaction, being a surrogate parent, a pathfinder and a mentor, a leader, a mediator and an entertainer (Cohen, 1985; Holloway, 1981). Pond (1993) summarized the role of the guide as a leader, an educator, an ambassador, a host and a facilitator. In a study about the tour guide’s role in a bus excursion, Holloway (1981) connoted a tour guide is an information giver and a source of knowledge, the guide needs to disseminate knowledge about the destination as well as information of the tourist sites and attractions to the tourists. Another vital role of tour guides is to introduce the culture of a host country to overseas tourists, acting as ambassadors for their home country (Holloway, 1981). Yu et al. (2001) commented that tour guides should possess good cultural knowledge as they have to help tourists understand local culture and customs accurately. As such, tour guides bear the role of a cultural mediator.

To maintain social cohesion in the group and encourage a joyful atmosphere, a tour guide plays a shepherding role and an entertainer role (Holloway, 1981). The role of entertainer, in Cohen’s (1985) term is animation, tour guides use humor and entertainment to maintain and build group morale. Quiroga (1990) proclaimed the capability of a tour guide in developing a proper group dynamics among the tour group is significant to influence the
customer satisfaction of the trip. However, some guides found the role of entertainer less satisfying and refused to do it. In order to successfully perform the roles, tour guides may use acting skills to involve the group emotionally (Holloway, 1981) and the tour itself is like a show. Once the tour guide starts his/her job, he/she is on stage and must maintain an idealized performance to demonstrate appropriate emotional display in fulfilling the customers’ expectations on tour. The concept of acting in service delivery has been widely discussed and supported in other studies (Ashforth & Humphrey, 1993; Chu & Murrmann, 2006; Guerrier & Adib, 2003; Wong & Wang, 2009). The service acting concept aligns with some underlying principles of emotional labor theory, therefore, it is proposed that emotional labor has impact on tour guides’ role performance.
This study aims to examine how perceived organizational support (POS), perceived supervisor support (PSS) and emotional labor (EL) influence tour guides’ role performance. The theoretical framework emphasizes the relationship among the four constructs under study. Three hypotheses contributing to the theoretical framework are formulated, based on a comprehensive literature review.

H1. POS has a positive effect on Tour Guides’ Role Performance
H2. PSS has a positive effect on Tour Guides’ Role Performance
H3. EL has a positive effect on Tour Guides’ Role Performance
METHODOLOGY

The major purpose of this research is to examine the relationships between perceived organizational support, perceived supervisor support, emotional labor and tour guides’ role performance. To achieve the research objectives, both quantitative and qualitative methods will be used. In the course of developing the instrument, a secondary objective is also addressed; that is, developing a Tour Guide Emotional Labor Scale (TGELs) to evaluate travel guides’ emotional labor in the future.

Research Methods

The research will be conducted in three phases. The first phase involves a qualitative approach to examine tour guides’ perception on the attributes of the four constructs. Focus group meetings will be conducted with tour guides to collect their viewpoints on the types of support that they seek from organizations and supervisors, as well as emotional displays that are required in their daily job. Open-ended questions will be used in interviews. A review of the literature together with the information collected from focus group meetings will be used to design a preliminary questionnaire. To ensure the attributes considered by tour guides as relevant to the constructs are properly recorded, the questionnaire will be given back to the interviewees who are asked to review the attributes of each construct and make changes to truly reflect their views. After consolidating all feedback, a revised questionnaire will be developed for pilot test.

The second phase involves a pilot test with 50 tour guides. Feedback from the pilot test will enable us to test the reliability and content validity of the survey instrument. After making necessary modifications to the questionnaire, the survey will be conducted.

The third phase will be a survey, tour guides are invited from major travel companies in Hong Kong to participate in the survey. The questionnaires are distributed to respondents through the Human Resources Department of respective travel companies. Convenience sampling method is adopted to secure a higher response rate.

Data Analysis

A principal component factor analysis followed by a varimax rotation will be applied on POS, PSS and emotional labor to determine whether any underlying dimensions or factors exist and to identify the set of items loading on each of these dimensions. Hair et al. (1998) suggested that items with loading value of .50 or greater should be considered to be practically significant. Cronbach’s alpha will be calculated to assess the internal reliability for
the variables retained in each dimension. In general, a value for Cronbach alpha .70 is considered to represent acceptable reliability (Manning and Muro, 2007).

A standard multiple regression will also be conducted to examine the correlation between tour guide’s role performance (the dependent variable) and POS, PSS and emotional labor (the independent variables). The regression equation is:

\[ Y = b_1X_1 + b_2X_2 + b_3X_3 + b_0 \]

The significant factors that remain in the equation and explain tour guide’s role performance are shown in order of importance based on beta coefficients. The higher the coefficient, the more the factor explains the tour guide’s role performance.
CONCLUSION

The travel industry in Hong Kong is very competitive. Travel products offered by different travel agencies are similar, for example, staying at the same hotel, taking the same flight, touring the same sightseeing spots. New products are imitated easily by other agencies, hence it is difficult to maintain a product differentiation. Many travel agencies reduce selling price to attract more patronage. However, in the long run, price cut is not sustainable and it hurts the bottom-line of the company. Mossberg (1995) suggested travel agencies attaining competitive advantages through delivering good customer service. In this respect, tour guides play a vital role, their service significantly affects customers’ overall impression and satisfaction with the tour services (Mossberg, 1995; Wong & Wang, 2009). Mossberg (1995) affirmed a company’s image, customer loyalty and word-of-mouth is affected by the service of a tour guide.

This study aims to provide empirical data on the effect of POS / PSS and emotional labor on tour guides’ role performance. The evidence will supplement the existing literature as well as to identify implications for travel agencies to improve their human resources management.
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THE EFFECT-MECHANISM AND OBSTACLES OF THE THIRD SECTOR ON HERITAGE RESOURCE MANAGEMENT

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Abstract
The exploitation and protection of heritage sites is always the concern of tourism research. In some way, the participation of the third sector is putting more and more emphasis on the focus. Firstly, the paper generalized the action and effect the third sector have stepped in the tourism industry and research areas with documental analysis and comparative study, and then through a case study of Jiuzhaigou, it analyzed several aspects the third sector had involved in heritage resource management in depth: the issues, ways, key technology and skills, results and obstacles with experts interview, comparative study and collection of literatures, thus bringing in a convincing argument of important role the third sector had on better heritage resource management; furthermore, a case study of Jiuzhaigou was brought in to further probe the effect the third sector on the theme with employee interview and questionnaire survey. It turned out that more and more ways and themes have been framed by the third sector to build a complete effect-mechanism, especially the leading-into of development ideas and key technology and skills, through which they have improved the quality of heritage resource management faster, the third sector will come about greater and greater coordination and management potentiality with obstacle release.

Keywords: the third sector, effect-mechanism, obstacles, heritage resource management

Definition
The concept of “the third sector” was introduced into China in 1990s; it differs from both the private and public sectors and is distinguished by organizations and groups that operate with a strong social commitment, which is a collection of NGOs and NPOs, which also goes by the name of the independent department, the non-profit department, the volunteer department and the altruism, among these “the third sector” is the most widespread.

Combine the external theory with the Chinese practical situation; we define “the third sector” as social organizations which are non-profit and have their own official organizational forms belong to non-government system, there are autonomous, voluntary, gemeinnuetzig and mutual beneficial.

Introduction
We divide the third sector in China into two parts, the international and internal. Firstly, internal departments have achieved full-grown improvement during the last twenty years since importance have been largely attached by government and various of volunteers and donators, they are playing a irreplaceable role in economy development and social affairs intercession. Whereas, they are also confronted with many threats such as absence of capital, professionals, creditworthiness, learning and communication mechanism, all of which is ascribed to the distemperedness of law and the non-standard of inner operation management and monitoring system. On the other hand, international third sectors going in our country, through funding, training, seminars and their own projects, the international third sector introduce the world's ideas, experience and methods into China to direct China's economic
and social development. Particularly, to provide financial assistance to the project, poverty relief, participate in environmental protection; help the development of domestic NGOs and so on, which also inevitably bringing about some negative effects we should pay attention, for example, NGOs with a certain political purposes may be illegal; the existence of friction when cooperating with government departments; the approach international NGOs pursuing social equity and justice is not suitable for China and so on.

In the field of tourism management and research, in the way of the third sector involve in is industry associations and research institute cooperation with academic and industries. After 20 years of construction and development, Tourism Industry Associations in China have made great achievements, members are consist of large tourism enterprises, domestic and international travel agencies, high-star hotels, world natural heritage site and famous tourist attractions, their assets scale and market share occupy a pivotal position of the whole tourism market, which makes tourism associations play a representative role in the industry, its function of communication between the government and enterprises and self-discipline behavior has become increasingly evident, but still, because of the slow transformation of government functions, the relevant legal construction is lagging behind, various functions of the sector is not in place etc., tourism industry associations are supposed to continuously improved. On the other hand, research institute cooperation with academic and industries mainly focus on training overall quality of students, so they make full use of universities, tourism enterprises, research institutes, government agencies, other universities and other social resources to frame a teaching mode of integrating knowledge, practical experience and competency, however this mode of cooperation have neglected the exchange between the partners and the benefits of the enterprises, which results in a seriously lean to theoretical results, the practice in industries benefit little.

The academic focus

The research focus on the third sector in China is summarized by the following ten aspects: development model of tourism, tourism planning, public service and management, tourism marketing, tourism industry management, the third sector, environmental education, regional tourism cooperation, tourism certification, volunteer tourism.

Researches concentrating on the third sector mainly referred to their development, problem and ideas from other third sector’s experience, Yu Weijie(2009) and Li Jingyang(2008) analyzed NGOs’ function on tourism development; Huang Lang(2009) researched china tourism associations’ development and innovation on macroscopy and microcosmic situation; Lin Longfei(2007) pointed out by rationalizing the relationship, strengthening the construction, specifying the goal and opening up the way, construction of the third sector should speed up; Zhai Xiangkun(2007) summarized what NGOs’ institutional arrangement have taught to tourism associations in Beijing; Zeng Minghua(2007) compared the experience of external tourism associations operation model.

Concerning to the third sector involvement in development model of Tourism, Yang Zhuquan( 2011) transformed and upgraded Drive Model Building of Ecotourism Industry with concern of the third sector; Wang Lili(2010), Liu Fafa(2006), Zhang Wei (2005), Gao Ke(2010) constructed the “triangle mechanism” among different stakeholders; Liu Jingyan(2008) figured out one of the way community participate in ecotourism is guided by NGO; Tan Shen(2010) concluded one of the way external cultural heritages are managed is
As to the third sector involvement in tourism planning, Liao Pei(2010) evaluated tourism planning based on stakeholder theory; Li Yongwen(2010) considered NGO played an important role in tourism planning’s quality and results.

About the third sector involvement in the public service and management, Liu Ying(2011) researched the third sector’s role on commonweal products supply on ecotourism; Li Qinglei(2010) constructed the "Supple Triangle" of national parks public products which involved in the third sector; Li Jianzhong(2009), Wang Jine(2009), Huang Yanling(2010) and Zhang Taicheng(2009) set the third sector as a new arrangement and mechanism in participating and solving the problem of the public service supply.

When considering the third sector involvement in tourism planning, Zhu Kongshan(2010) analyzed the function of the third sectors role on sale integrity; Lu Mingyong(2010) realized the cross, integration and complementary among the enterprise, government and non-governmental organizations to establish tourism image to match the price; Li Wanlian(2010) thought they played the good effects of online cooperative marketing with some relevant non-governmental organizations; Guo Jian(2009) analyzed the advantage and disadvantage of the NGOs’ role in rural tourism marketing; Yuan Yuqin(2009) analyzed the model of public marketing and expound promoting of public marketing strategy on festival and event tourism products; Li Keqiang(1995) researched NPOs’ role on city image construction.

When it comes to the tourism industry management, Zhu Sihai(2004) proposed the gaming model of the first, second, third sector of tourism management; Xu Lifan(2010) pointed out the function of NGOs are not brought into due to no specific profit-sharing, harmonized system and each does things in its own way; Lu Yanchun(2008) set up the framework of policy network on tourism risk management which is jointly governed by individuals, business, NGOs and government institutions; Lin Aiyu(2008) thought, basing on the analysis of central benefit relating to all stakeholders and discussion on the means realizing the central benefit so that all stakeholders can cooperate with each other to put the operational right transfer of tourism resources in order; Ronald Sanabria(2002) developed eco-tourism alliance’s way to protect biodiversity; Zhao Yueping(2010) pointed out SFA, TNC and UEWC organized the training courses to promote the management quality of conservation area; Wu Shuitian(2004) introduced Japanese tour guide volunteer organization’s idea to Guangdong’s tour guide industry; Zhou Lingqiang(2010), Liu Jiaoyue(2010) and Liu Jun(2009) figured out NGOs were still not mature enough in ecotourism certification.
As to the third sector’s function on environment education, You Haizhou (2010) and Wen Shouwen (2009) summarized their Environmental education on eco-tourism.

The third sector involvement in regional tourism cooperation are also impressive, Luo Jie (2009), Yang Mingyi (2008) and Ge Licheng (2006) formulated the three major sectors of regional tourism cooperation; Ge Licheng (2007) analyzed regional tourism cooperation about the key parts, realm and mechanism which involved in the third sector; Huang Ailian (2011) brought forward tourism joint marketing between China and Vietnam; Li Xinjian (2006) analyzed the third sector involvement in external tourism employment.

The third sector also contributed to tourism certification, Liu Yang (2005) researched NGOs’ attention on establish ecotourism criterion and evaluating indicator of natural reserves; Martha Honey (2002) summarized researchers establishing tourism industry criterion with 250 voluntary measures.

Another area related to the third sector is volunteer tourism, Gao Ke (2010) summarized the conception, variety and mechanism on volunteer travel; Zong Yuanyuan (2010) reviewed the community tourism research of Europe and America; Wang Jinwei (2010) reviewed external volunteer tourism; Rao Huaqing (2010) shared a lesson from Australia volunteer tourism organizations.

**External practice focus**

Currently, many NGOs, NPOs and associations have intervene tourism industry in China, they did multiple research and conduct various activities to offer business assistance and protect the environment, biodiversity and tourism attractions as we mentioned former, the following is a specific focus on what some external NGOs intervening into China have done.

Table 1 The external practice focus on the third sector in China

<table>
<thead>
<tr>
<th>Association</th>
<th>area</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNWTO</td>
<td>role</td>
<td>Establish monitor points of sustainable tourism in China, list Chinese as one of official languages, set up the ambassador of Asia tourism</td>
</tr>
<tr>
<td>UNWTO</td>
<td>Technology assist</td>
<td>Tourism planning of Sichuan, Shandong, Yunnan, Hainan, Gansu, Guizhou, hotel certification</td>
</tr>
<tr>
<td>UNWTO</td>
<td>Industry assist</td>
<td>Tourism destination development, resort marketing, tourism exploit, human resource management, training(teachers, managers), UNWTO education quality certification, cooperation of tourism network application;</td>
</tr>
<tr>
<td>UNWTO</td>
<td>Funds</td>
<td>Training, pro-poor tourism, tourism planning of Tibet;</td>
</tr>
<tr>
<td>UNWTO</td>
<td>Forum</td>
<td>International sustainable conference, eco-tourism seminar, tourism information technology seminar, tourism trends and forecast forum, Boao international tourism forum;</td>
</tr>
<tr>
<td>UNWTO</td>
<td>Technology communication</td>
<td>reciprocation</td>
</tr>
<tr>
<td>UNWTO</td>
<td>Publications</td>
<td>WTO News; Year book Of Tourism Statics—tics; Compendium Of Tourism Statistics;</td>
</tr>
<tr>
<td>WTTC</td>
<td>Tourism economy research</td>
<td>Specific statistics for tourism development in China</td>
</tr>
<tr>
<td>WTTC</td>
<td>Tourism policy</td>
<td>Annals report of tourism, general publications, proposition documents,</td>
</tr>
<tr>
<td>Research</td>
<td>TSA report of special country, current events report and view;</td>
<td></td>
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<tr>
<td>-------------------</td>
<td>---------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Generalization of tourism</td>
<td>Tourism development of China and the Hainan province;</td>
<td></td>
</tr>
<tr>
<td>WTTC forum</td>
<td>Promote Beijing and China, broaden the horizon and ideas of tourism exploiting of China;</td>
<td></td>
</tr>
<tr>
<td>“Tourism future” prize giving competition</td>
<td>Get the award of tourism destination protection in 2010, Mei Zhang was nominated as member of the judge panel;</td>
<td></td>
</tr>
<tr>
<td>Environmental protection</td>
<td>Cut the CO$_2$ output into half between 2005 and 2035, achieve the goal of decreasing the CO$_2$ output by 30%;</td>
<td></td>
</tr>
<tr>
<td>PATA</td>
<td>Tourism market research: Investigation of western China, conception planning of Changshan islands in Dalian, tourism industry report, publications;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tourism industry activities: Visit and expedition, annals forum of PATA, international forum of export tourism in China, tourism exhibition, Asia tourism forecast forum, tourism brands popularization promotion conference, international tourism trade fair, tourism reconstruction of Sichuan, tourism internet-marketing summit;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>award: Outstanding contribution of PATA, gold award of PATA;</td>
<td></td>
</tr>
<tr>
<td>ITMA</td>
<td>organization: Sub-committee, association website, association publications, association television</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tourism industry activities: Exchange and communication, annals conference, tourism economy development forum, international tourism product exhibition, investment inviting and summit of coping with financial crisis;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Business assist: All-purpose card project, cultural business, image promotion, consultation and training, value-added service, high-level public relations, social responsibility;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Business communication: Ambassador club, ITMA club, ITMA tour friends club;</td>
<td></td>
</tr>
<tr>
<td>ILIA</td>
<td>Cooperation organization: China leisure economy research center(locate in RENMIN University of China)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tourism industry activities: Leisure-economy development forum, international leisure industry summit in Spring, leisure tourism promotion annual meeting, international wetland tourism in Panjin;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>award: Title of “the best optimal international leisure city”, title of “demonstration area and permanent spot of international leisure industry;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Technology assist: Evaluation criterion of leisure city, leisure criterion of Chinese lake, leisure and health preserving criterion, leisure service industry criterion, leisure wetland criterion, leisure estate criterion;</td>
<td></td>
</tr>
<tr>
<td>ITSA</td>
<td>tourism industry activities: Annual meeting of exhibition, events and city tourism, annual academic meeting of leisure and social progress, international health preserving tourism summit in Wuyi;</td>
<td></td>
</tr>
<tr>
<td>UFTAA</td>
<td>China tourism association is one of its members, UFTAA’s aim is to strengthen the</td>
<td></td>
</tr>
</tbody>
</table>
communication and cooperation between international travel agencies and solve members’ issues.

WTT  Lunar travel in Shanghai is one of its members, WTT’s aim is to collate and spread tourism information and monitor its members’ business condition every three years.

IFWTO  Head office of China women travel agencies is one of its members and join its annual meeting seven times and inspections for 3 times, which have contribute to the mutual communication.

IH&RA  HHA, CHA, CTHA, HKPU are its four members in China, they open up mini-MBA for hospitality management leaders and gain more experience from the association.

ICAO  China acknowledges “the international civil aviation covenant” in Feb, 1974 and has China office in Montreal.

IASET  Encourage academic activities and support those research center to hold activities concerning to tourism education and research.

LHW  Keep members’ outstanding status and service, communicate, learn and advance from each other.

Methodology
Firstly, literature review is used to summarize the current research focus on the third sector involvement in China, in order to figure out what the researchers concern about the third sector involvement in China and where the limitations lie in.

Then, the comparative study is conducted to collect and compare what the external third sector have done in China and what benefit they have brought about, so we can find out which field we can cooperate with the external NGOs, so both sides can exert their maximum effectives.

Thirdly, a case study of Jiuzhaigou is delved into to research the situation and benefit the third sector have brought to Jiuzhaigou, which enable the case study be a leading example about how the third sector involve in the heritage resource management.

A case of the third sector involvement—Jiuzhaigou
1. A general outline of the third sector in Jiuzhaigou
The third sectors involved in Jiuzhaigou represent various types and contents; we can generalize them with quantities, types, distribution, contents, funders, funds and benefit.

<table>
<thead>
<tr>
<th>Type</th>
<th>Quantity</th>
<th>Distribution</th>
<th>Time</th>
<th>Content</th>
<th>Funder and funds</th>
<th>Benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research institutes</td>
<td>6</td>
<td>5 in Chengdu, 1 in Wuhan</td>
<td>1984-1992, 2001 till now</td>
<td>Debris blow management, environmental protection, pest and disease detection and prevention of animal weather</td>
<td>Sichuan government funded 700 million for debris blow management, weather bureau fund 0.5 million, others was collected by Jiuzhaigou administration</td>
<td>Construction of debris flows project, the formation of pest control technology, environment protection and development, many articles published</td>
</tr>
<tr>
<td>Uni</td>
<td>8</td>
<td>4 in 1992, 2000</td>
<td></td>
<td>Tourism Economic</td>
<td>Apart from a small</td>
<td>The establishment of</td>
</tr>
<tr>
<td>Non-profit organizations</td>
<td>6</td>
<td>Other sectors in Sichuan apart from WWF</td>
<td>WWF involvement in the 2005, activities focused on 2006, the other concentrated in the 2004-2006</td>
<td>Ecotourism planning and training (WWF), the quality of economic research biosphere reserves, biodiversity and environmental protection</td>
<td>Davis National Park, Croatia Plymouth funded 1700000, WWF funded around 40 million, funded 80 000 Man and the Biosphere, national co-financing 120 million, 50 million raised by Jiuzhaigou administration</td>
<td>Introduced the concept of eco-tourism and development, environmental protection theoretical research accomplishments</td>
</tr>
<tr>
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<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Public Institutions</td>
<td>10</td>
<td>All in Sichuan</td>
<td>the work that is ongoing since 1996</td>
<td>Environmental monitoring, pest and disease monitoring, forest fire prevention, geology and water circulation system, geographic information system, meteorological observation</td>
<td>Forestry funding 1.5 million, the rest was raised by Jiuzhaigou administration about 1.48 million</td>
<td>The establishment of various types of monitoring centers and information collection, summary report</td>
</tr>
</tbody>
</table>

From the above overview, our third sector in Jiuzhaigou can be summarized as follows:

(1), involved type: research institutions, non-profit organizations, universities, and public institutions;

(2), involved time: from 1984 till now, after a few 1984-1992-2002-2005-2007 stages, especially after 2002 all parts intensified involved activities, the number and types of institutions increase. Research institutions are the earliest intervention, non-profit organization have begun to intervene since 2004;

(3), involved distribution: In addition to international organizations, majority of the third sectors involved in Jiuzhaigou focused in Chengdu, which shows us the current territory of the third sectors haven’t involved in other regions;

(4), involved pattern: Jiuzhaigou Administration realized the important of scientific management, and the way of the third sector involvement gradually turned loose to establish
a formal co-operation organization by the various stakeholders, from project-based cooperation to set up research entities. For example, Sichuan University Center for Economic Development of Jiuzhai-Huanglong tourism, International Joint Lab, etc.;

(5), involved content: mainly related to research institute cooperation with academia and industries, environmental and cultural protection, scenic area development planning and management, specifically, mountain hazards research, pest control, natural ecological system, Water Resources Research, the source of the landscape scenery, history and current situation of national culture, human settlements research, planning and management of scenic spots, documentation, etc.

Among them, the involvement of different types emphasize from different content:

(1), funding sources and investment funds: At present, research institutions, universities and public institutions involved in investment funds are mostly raised by Jiuzhaigou administration, the Association funding are more independent, especially the WWF;

(2), results: the theory and practical results are both quite significant, practical results consist of Jiuzhaigou debris flow disaster prevention, pest control, natural resources and environmental protection, digital management system established eco-tourism development, tourists and area capacity management, etc.; the most notable is the debris flow disaster prevention and the introduction of the concept of eco-tourism and development.

Theoretical results, including 16 published papers, 7 reports articles and monographs, 13 special reports, two conference papers, 4 popular science books, 5 award etc.;

2. The impact and obstacle of the third sector involved into Jiuzhaigou management

We randomly selected 72 different levels of Jiuzhaigou managers, to investigate the perception, attitude and evaluation of the third sector involved in the management of Jiuzhaigou, through analysis and summary of findings, we draw conclusions of the impact and barriers of the third sector involved:

The survey completed 81 questionnaires, of which, 72 is valid questionnaires with 88.8% efficiency.

Firstly, investigation on Jiuzhaigou staff features consists of their gender, education, department, position, study abroad opportunities, the result shows that the gender distribution of staff is even; age is centralized in 19-40 years old, which accounting for 88.9%; education level are college or above, which accounting for more than 65.3%; employees have few opportunities to go abroad, which accounting for only 15.3%; respondents’ department distribution is also even; managers account for 12.5%, 50% of fist-line employees, all of the results represent that the survey data is objectivity and representativeness.

(1) The perception and evaluation of staff with the third sector involved

The perception and evaluation of staff with the third sector involved base on the perception of the major projects, including joint project with the Chengdu Branch of Chinese Academy of Sciences, Sichuan University, Yosemite National Park, the World Wildlife Fund project, the UNESCO, the Australian Youth Ambassadors Program and the Sino-German cooperation project of technical cooperation experts.

From the survey data, the highest awareness of staffs is the cooperative projects with Sichuan University (87.5%), followed by Yosemite National Park, the lowest is Sino-German cooperation project of technical cooperation experts.
Moreover, the staff participation in the third sector intervention in general is not high, the highest is cooperative projects with the Sichuan University (20.8%), and others are less than 15%.

(2) The specific benefit of the third sector involvement
The problem is investigated by three classified factors:

Table 3 Factors of evaluation on the specific benefit of the third sector involvement

<table>
<thead>
<tr>
<th>Evaluation of the project benefit</th>
<th>Evaluation of the specific event benefit</th>
<th>Evaluation of the overall benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disaster prevention</td>
<td>Energy reformation and management of environmental tour bus</td>
<td>Experience reference</td>
</tr>
<tr>
<td>Heritage investigation</td>
<td>Construction and improvement of entry visitor centre</td>
<td>Personnel training</td>
</tr>
<tr>
<td>Biodiversity conservation</td>
<td>Ecotourism planning and management notion</td>
<td>Promote management notion</td>
</tr>
<tr>
<td>Excavation and protection of folk culture</td>
<td>management notion and method of community tourism</td>
<td>Improve management methods</td>
</tr>
<tr>
<td>Sustainable tourism research</td>
<td>Construction of footway</td>
<td>Expand the channel of international marketing</td>
</tr>
<tr>
<td>Environmental monitoring</td>
<td>Construction of interpretation system</td>
<td>Reform management system</td>
</tr>
<tr>
<td></td>
<td>Construction of accommodation</td>
<td>Obtain financial support</td>
</tr>
</tbody>
</table>

- Staffs’ evaluation on the projects which the third sector involved

Six indicators are selected, each index has five dimensions, from the extent of no effect to the obvious effect, and here is the comparison of five indicators’ mean value:

Figure 1 Staffs’ evaluation on the projects which the third sector involved

Mean value of staffs’ evaluation on the projects which the third sector involved is above 2.5, the effectiveness of intervention is conspicuous;

The uppermost level is evaluation of the effectiveness of environmental monitoring,
followed by biodiversity conservation and disaster prevention, the related projects are the establishment of ecological and environmental protection monitoring station and prepare an annual report by the Centre, biodiversity and environment protection research and follow-up study of Aba scientific and technological exchanges center and Plymouth Davis National Park which have been awarded as “Science and Technology Progress”, and the 1984 debris flow disaster prevention works.

In term of benefit of heritage investigation and the effectiveness of sustainable tourism, the employee evaluation is not high, both the result are ineffective whose result only remain in the research area.

- Staffs’ evaluation on the specific event benefit—service and facility reformation

Eight indicators are selected, each index has five dimensions, from the extent of no effect to the obvious effect, and here is the comparison of eight indicators’ mean value:

Figure 2 Staffs’ evaluation on the specific event benefit—service and facilities reformation

The uppermost level is evaluation of compact connection with international organizations which has benefited from the third sector involvement, foreign institutions and organizations has worked a lot to make Staff realized that they maintain close contact with the international.

Following by is the third sector involved in the development of eco-tourism planning and the impact on the management notion, from the interview we also learned that the introduction of the concept of eco-tourism in Jiuzhaigou largely due to the involvement of third sector organizations, in particular the World Wide Fund for Nature (WWF) in the intervention.

Compared to implementation of the construction of other services and facilities, community tourism management notion and methods is relatively good.

Staffs’ evaluation on the service and facilities reformation is generally not high, including energy reformation and management of environmental tour bus, construction of interpretation system and construction of accommodation, which indicates that the third sector involved in the service and facilities reformation made little improvement.

- Staffs’ evaluation on the overall benefit

Eight indicators are selected, each index has five dimensions, from the extent of no effect to the obvious effect, and here is the comparison of eight indicators’ mean value:

Figure 3 Staffs’ evaluation on the overall benefit
Staffs’ evaluation on the overall benefit are relatively high, and the lowest values are 2.6, especially in promoting the image of Jiuzhaigou—up to 3.78, the employees think that the intervention of the third sector in enhancing the image of Jiuzhaigou is a great help.

Mean value of the benefits of financial support is the lowest, which can also be seen in the third sectors’ financial support to Jiuzhaigou, in addition to the strong support of WWF, the rest are almost raised by Jiuzhaigou administration.

Evaluation of the management system is also very low, relatively speaking, evaluation of promoting management notion and methods are much higher than the earlier one, we can figure that although the third sector involvement in enhancing management notion and methods have benefited a lot, benefit on improve the management system lag  due to some obstacles.

In addition, some of the staff believe that the third sector have promoted industrial diversification of the Jiuzhaigou, which have further contributed to the industrial transformation. Some employees spoke highly of expand marketing channels and Personnel training.

Integrating all the findings of staff’s evaluation on the third sector involvement benefit, and combine the general condition of the third sector in Jiuzhaigou, conclusions can be drawn as follows:

- The benefit of co-tourism notion lead-in and development, disaster prevention and a variety of debris flow monitoring center set-up are very conspicuous, which have directly impacted on the planning, management and sustainable tourism development in Jiuzhaigou.
- Both the evaluation of a project and the overall, mean values are all above the neutral, which tell us that staffs’ evaluation on the effectiveness of the third sector involvement are at a relatively high base.
- The third sector involvement currently focus on the image promoting of Jiuzhaigou and lead-in of tourism planning and management notion, that is to say, all of which are still in the theory and soft-effectiveness level, in practice, such as financial support, facilities system improvement, service management, have much less effect.

(3) The problem and expectation of the third sector involvement

The problem and expectation of the third sector involved is investigated by the following factors:

Table 4 Factors of evaluation on problem and expectation of the third sector involvement
Problem

- external organizations and exports are unfamiliar with local situation
- conflict due to cultural difference
- interior information leak
- cost increasing
- daily work schedule interference
- unequal work opportunity
- low-level experts with no benefit

Staff’s evaluation on the problem which the third sector involved

Seven indicators are selected, each index has five dimensions, from the extent of approval to the opposition, and here is the comparison of seven indicators’ mean value:

Figure 4 Staff’s evaluation on the problem which the third sector involvement

<table>
<thead>
<tr>
<th>Problem</th>
<th>Expectation</th>
</tr>
</thead>
<tbody>
<tr>
<td>external organizations and exports are unfamiliar with local situation</td>
<td>academic forum from external organizations and exports</td>
</tr>
<tr>
<td>conflict due to cultural difference</td>
<td>technical ability training from external organizations and exports</td>
</tr>
<tr>
<td>interior information leak</td>
<td>Research and guide on specific problems</td>
</tr>
<tr>
<td>cost increasing</td>
<td>Consult and guide with specific project</td>
</tr>
<tr>
<td>daily work schedule interference</td>
<td></td>
</tr>
<tr>
<td>unequal work opportunity</td>
<td></td>
</tr>
<tr>
<td>low-level experts with no benefit</td>
<td></td>
</tr>
</tbody>
</table>

Staff’s greatest complaint is pointed to unequal work opportunity, in former interview, we found training opportunities the third sector have offered are very few, which have led to the uneven, another situation the daily work have been denied since they intervene with the work of the third sector, in consequence, they have less achievement on work owing to no result with the intervention.

Secondly, the staff strongly agreed that external organizations and exports are unfamiliar with local situation, which may affect the effectiveness of intervention.

Staff believe that the issue of cultural differences is also relatively large, which has become a big obstacle of cooperation.

Generally speaking, staffs approved situations of most of the problem, except for low-level experts with no benefit.

In addition, some staff put great emphasis on a problem that correspond to the third sector research and the practical application is very poor, which led to little effect.

Staff’s evaluation on the expectation which the third sector involved

Four patterns are selected, each index has five dimensions, from the extent of approval to the opposition, and here is the comparison of four patterns’ mean value:
Figure 5 Staffs’ evaluation on the expectation which the third sector involvement

Staffs strongly agree that the ideal pattern of the third sector involvement is technical ability training from external organizations and exports, which indicate that staffs attach great importance to the way to improve their job skills.

Academic forum from external exports and guide on specific problems got even approval.

Foreign experts or organizations in the academic seminars and technical guidance report, the staff agreed with almost the same degree.

Mean value on consult on specific project is relatively low, which tell us that consultant is not approved by staffs.

(4) Summary of obstacles of the third sector involvement

The third sector involvement brings in huge success, at the same time, in management and operation practice, there are still some obstacles, and the following is a summary of obstacles based on the interview and survey:

- Research institute cooperation with academic and industries: Differences in cooperation ideas

  Companies, universities and research institutes are different types of organizations, their missions and objectives are essentially different. Firstly, as to the choice of projects, researchers tend to select the projects which have certain academic level and bring them awards; companies target to projects which can bring them market demand potentiality. The situation led to a large number of scientific achievements are difficult to promote due to lack of market demand, all forms of scientific and technological achievements Fair are also ineffective; on the other hand, the technology needs of business and difficult to be met. Secondly, as to the standards in the completion of the project, research institutions insisted that a successful prototype is enough, however the business requirement is mass production, furthermore, research on prototype do not seriously consider the costs and techniques, which led to mass production is still considerable risky.

- Area of environmental and cultural protection: Cultural differences

  Most of the third sector involved in environmental and cultural protection is international organizations, specially the World Wildlife Fund (WWF). Because of the cultural differences between countries, obstacle of cooperation the management is obvious, international organizations don’t quite understand some of our government polices and management style, which is hard to conclude an agreement.

- Scenic planning and management: Barriers of scientific research result
transformation, technology chain and industrial chain is out of touch

This part is also caused by different cooperation ideas of academic institutes and enterprises, which need to highlight. academic institutions innovation chain is: reporting issue - Laboratory research - results identification - writing papers and winning - job promotion - housing, wages and benefits; on the other hand, enterprises absorb scientific and technological achievements with market-oriented, who concern primarily with the market-based and economic benefit of the product, which require outstanding, systematic and customized technology, but what academic institutions provide are limited to prototype, which result in lack of effective supply of scientific and technological achievements, Supply and demand is out of line: on one hand, companies is confronting with a serious shortage of science and technology resources, on the other hand, scientific and technological resources are seriously wasted, a large number of scientific and technological achievements is idle.

The problem is obviously manifested in Jiuzhaigou. Staffs’ evaluation on the third sector involvement in biodiversity and culture of Jiuzhaigou and protection of the excavation is still much lower even through various research institutions and colleges have devoted much energy and time on it.

Another reason is that technology innovation chain and industrial chain are separated in decision-making stage. In China, research decision is made by the academic institutions, companies who don’t participate in scientific research wish the results be applied in industry, will inevitably bring about barriers of scientific research result transformation.

Survey data also shows the problem, in 13 interviewees concerning to the expectation of the third sector intervention, 4 employees highlighted the successful application of research results into practice.

- Improper internal interests allocation blocks interior information acquisition

The first and the third sector to ensure a coordinated internal management in order to promote cooperation in a more consistent, but due to the internal interests of Jiuzhaigou many problems caused by improper distribution, the most obvious is the internal data access blocked. In addition, interpersonal disharmony is also a problem, due to the lower levels and poor communication between departments, leading to the third sector involved in some of the work resulting after some unnecessary obstacles.

- Funds constraints and horizontal university research expenditure less than normal proportion of research funding

Currently, most of the research funds are raised by Jiuzhaigou administration, source and channel of funds is relatively sole, which is risky, more and more difficult to solve the high investment and high risk issues of high-tech development. As the need for competition and corporate self-interest properties, business-led research cooperation concerning to the sharing of resources and results is more and more difficult, lack of mutual cooperation and resource integration problems are more and more prominent.

In addition, most of research institutions and universities are still located in Chengdu who are still small authorities, which causes their lack of financial resources, given the abundant natural and cultural resources in Jiuzhaigou, the site can attract research institutions and institutions to fund projects in the name of national research, which can greatly reduce the financial constraints and obstacles.
Barriers to interpersonal communication and coordination

The third sector involve in Jiuzhaigou may affect the schedule of daily work and increase its labor and material costs, resulting in unequal opportunities for employees, in consequence, work initiatives is frustrated, which resulting in interpersonal communication and coordination problems.

Technical obstacles

The problem is due to the third sector itself, the third sector involvement may be lack of understanding of the object, or their professional level is not enough.

Conclusion

From the analysis of the third sector involvement into Jiuzhaigou, we can figure that the third sector involved in heritage tourism become increasingly diverse, the ability to coordination of resources conservation and tourism development become stronger, But on the whole, theoretical results are greater than the practical results, at the same time, some obstacles frustrate their inability to achieve the anticipated result. From the Jiuzhaigou, we can better implement the cooperation with the third sector, at the same time, with gradually eliminating the obstacles the third sector involved in tourism destinations; it is believed that we can achieve much better cohesion within the three sectors.

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A Comparative Study on Higher Education in Tourism Management between Mainland China and Europe

-A case study of Beijing International Studies University in Mainland China and NHTV BREDA APPLIED SCIENCE UNIVERSITY in Europe

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ABSTRACT

With the rapid development of tourism in Mainland China, the cooperation on tourism between Europe and the PRC has increased dramatically. At the same time, more attention is paid to higher education in tourism management. Due to different education backgrounds and national development levels, there are differences between tourism management education between Mainland China and Europe. In order to cultivate and produce better qualified individuals to further tourism development and step up further cooperation between the Asia-Pacific and Europe, education in tourism management in these 2 regions should be clearly understood. This is highly essential to the future of the industry.

The authors have hence gained significant insight into the inner workings of the tourism-management education system in Beijing International Studies University. Based upon a large quantity of objective and detailed information, this paper analyzes the distinctive features in higher education in tourism management between Mainland China and Europe, by comparing various aspects of the two systems. Such as; the purpose of education, various training modes and methods, curriculum details, among other characteristics. The reasons for selecting both BISU and NHTV were that they were both representative of a learning institute for tourism management in their respective countries. Apart from differences, some similarities were also found between these two universities.

Hence, this paper aims to explore suitable modes of practical and applied development for tourism-management education, and provides suggestions and advice for the specific development of higher education in tourism-management for the Asia-Pacific region and Europe.

Key Words: tourism higher education; competitive study; Mainland China; Europe

1 Female, 1986, 07, Postgraduate of Beijing International Studies University School of Tourism Management.
2 Female, 1986, 02, Postgraduate of Beijing International Studies University School of Tourism Management.
1. RESEARCH BACKGROUND

With China's rapid and steady economic progress, China's tourism industry has also experienced a growth transformation. “For industry development, education shall be the priority.”

In 2010, the author of this paper visited the Netherlands and did field surveys there as a member of the academic delegation of the Research Institute of Tourism Department of BISU and had a face to face communication with the persons in charge of international cooperation and the experts from the Academy of Tourism of NHTV BREDA APPLIED SCIENCE UNIVERSITY. On the basis of referring the relevant documents, we will make an analysis comparison of the similarities and differences in this paper at the aspect of training mode of the tourism management postgraduates between Mainland China and the Netherlands by selecting two representative universities.

This paper also draws the strong points of one to offset the others’ weakness and explores the developing direction of top level tourism management talents in order to train more professional management personnel who have not only proficient industry knowledge but also international perspective and strategic vision for providing a strong follow-up force for booming the tourism industry.

2. COMPARATIVE ANALYZE

2.1 General Situation on Higher Education in Tourism Management Between Mainland China And Europe

(1) General Situation in Mainland China

Our tourism management master's training began in 1990, though a little lies behind but develops with a rapid progress. By 2008, 114 colleges and universities of China's 26 provinces and autonomous regions have the right to grant master's degree of tourism management with a total of 120 professionals and 387 research directions.

According to the catalogue of doctor’s Degree and Postgraduate professional subjects issued by the Academic Degree Commission of the State Council, Tourism management (Code:120203, Second-rank discipline) is under the catalogue of Business Administration (Primary Disciplines) which belongs to Management main catalogue (Code:12).

In summary, tourism management education can be classified into the following Four institution, that is, Institute of Management, Institute of History and Humanity, Institute of Geography and Institute of Tourism.

In this paper, we will take *Beijing International Studies University* (hereinafter referred to as BISU) as an example to analyze which management model is Institute of Tourism.

(2) General Situation on Higher Education in Tourism Management in the Netherlands, Europe

The Netherlands is one of the European countries with strong economy, higher education level and sufficient scientific research funding, It has already formed a formal, comprehensive, suitable education system based on the quality of academic education according to today's social development.

Among them, there are two types of education model. One is comprehensive
university (universiteiten), referred to as U type, which focus on academic research

Another is for higher professional education university (hogescholen), referred to as Class H, part of the University of Applied Science and Technology, focusing on areas of applied arts and science, and industry work which is more closely to the practice combination.

Due to the nature of tourism management disciplines, professional postgraduate courses only be established in the University of Class H in the Netherlands.

The Netherlands has a lot of tourism-related professional schools, specific schools and higher education courses can be found out on the website of NESO China organized by the Netherlands Association for International Exchange Offices.

NHTV BREDA APPLIED SCIENCE UNIVERSITY (NHTV), we referred in this paper, its predecessor was established in 1966, with the name the Dutch College of tourism and leisure. Now offers a series of professional undergraduate degree programs including travel, leisure, hotels, transportation, logistics and urban planning. Now NHTV provides two researching courses, that is, Tourism Destination Management (TDM) and European Tourism Management(ETM).

2.2 Comparative Study on Higher Education in Tourism Management between BISU Mainland China and NHTV Europe

(1) Background of BISU

Tourism Management education of BISU started in 1979, for postgraduates, in 1998. After more than ten years of development, BISU tourism management graduate education has gained a good reputation both home and abroad

At present, there are two institutes of tourism management for postgraduate education, that is, Institute of Tourism Management and Research Institute of Tourism Department; and four research directions, that is, research for tourism economy and development strategy, management of tourism enterprises, tourism marketing research and tourism planning and development.

Until now, the number of postgraduates whose major is tourism is more than 400.

In 2010, BISU got the access to the professional Master of Tourism Management (MTA) enrollment eligibility. This project is different from the previously mentioned research master's degree; MTA pays more attention to the cultivation of professional practice. And main focus is from the view of employment and practice. There will be six programs: hotel management, travel agency management, tourist attraction management, event management, public management of tourism and new industrial of tourism. The project has started the first batch of admissions in 2011.

(2) Background of NHTV

NHTV BREDA APPLIED SCIENCE UNIVERSITY is one of the earliest universities which established Institute of Tourism and Leisure Management in Europe. With 45 years development, NHTV has laid solid foundation in discipline-building and teaching model. At the same time, NHTV BREDA APPLIED SCIENCE UNIVERSITY is also the first applied science university which obtained Ted Qual certification issued by the World Tourism Organization (UNWTO), this certification
represents full recognition of the quality of high-level tourism and leisure education. NHTV has more than 6,000 students from 50 countries around the world and is the key member of the World Tourism Organization (UNWTO) Board of Education. In 2007, recreation and leisure management and international hotel management program of NHTV obtained international certification and awards of UNWTO. In addition, NHTV BREDA APPLIED SCIENCE UNIVERSITY maintains long-term friendly and cooperative relations with the United States, Britain, Australia, Germany, France, Spain and Sweden in the field of academic exchange and student exchange.

There are two programs of tourism management in NHTV BREDA APPLIED SCIENCE UNIVERSITY, (ETM and TDM). Among them, the master program in European Tourism Management (ETM) is a unique study program with respect to content as well as presentation. The program is organized and taught simultaneously by seven leading European tourism institutes from the UK, Germany, Sweden, Spain, Portugal and France. The program is part of the Tourism Masters Framework of Bournemouth University and leads to the degree of Master of Arts from this British University. The mixture of different nationalities within the staff and student grouping provides a rich resource and facilitates the simulation of the kind of international environment within which we expect our output to work. The course work is specifically designed to draw upon the students as a valuable resource, their varied experiences, national and cultural backgrounds and perspectives.

(3) Comparison on overall teaching principle

Teaching principle for BISU is to cultivate graduates with moral, intellectual, physical and aesthetic development, with compound knowledge of modern tourism management and profound English language ability, can do contribution for the capital and national economic construction and social development. For MTA, the principle is to cultivate Travel Industry Leader of tomorrow.

Teaching principle for NHTV BREDA APPLIED SCIENCE UNIVERSITY is Openness, curiosity, innovation ability, courage to follow one’s intuition and thinking out of the box! You learn to collaborate and communicate in an international environment other than your managing ability.
(4) Comparison on overall education program model

Table 1 *Comparison on education program model*

<table>
<thead>
<tr>
<th></th>
<th>BEIJING INTERNATIONAL STUDIES UNIVERSITY</th>
<th>NHTV BREDA APPLIED SCIENCE UNIVERSITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ENROLLMENT</strong></td>
<td>Pass the National Graduates Entrance Exam</td>
<td>IETS $\geq 6.5$ relevant academic background, telephone interview</td>
</tr>
<tr>
<td><strong>PERIOD</strong></td>
<td>Academic master (3 year); MTA (2 year)</td>
<td>Lecture-based master (1 year)</td>
</tr>
<tr>
<td><strong>CREDITS</strong></td>
<td>Academic master: Public compulsory courses (8 credits), Public optional courses (2 credits), First-level discipline general courses (2 credits), Second-level discipline general courses (6 credits), Professional compulsory courses (8 credits), Professional optional courses (10 credits)</td>
<td>Phase 1: 4 compulsory courses (60 Credits) Phase 2: 4 compulsory courses (60 Credits) Phase 3: dissertation (60 Credits) Credit here for BRITISH STANDARD</td>
</tr>
<tr>
<td><strong>PROFESSORS</strong></td>
<td>Tutors, part-time professors (for instance, CEOs from enterprises or relevant specialists in certain research area)</td>
<td>International professor team: professors with different academic background, for instance, culture, tourism, management, philosophy and etc. Students should find out their own academic interest and contact professors in the relevant research field.</td>
</tr>
<tr>
<td><strong>COURSE MATERIALS</strong></td>
<td>Including compulsory materials, optional materials and references. Generally, materials are those classics, magazines or</td>
<td>English teaching courses without certain reading materials, generally determined by professors</td>
</tr>
<tr>
<td>COURSE MATERIALS</td>
<td>Including compulsory materials, optional materials and references. Generally, materials are those classics, magazines or up-to-date papers.</td>
<td>English teaching courses without certain reading materials, generally determined by professors</td>
</tr>
<tr>
<td>------------------</td>
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<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>EXAMS</td>
<td>Scores composed by 40% class assignment and 60% final exam, generally class assignments are teamwork or research report</td>
<td>Individual or teamwork assignment, class discussion and paper assignment</td>
</tr>
<tr>
<td>DISSERTATION</td>
<td>Starting from the fifth semester in October, graduates spend at least one and a half year to do the dissertation. With more than 20,000 words and permissions of tutors, graduates can apply to attend the oral defense and receive the Master’s Degree.</td>
<td>Staring from the second phase in February, the dissertation must contain reviews and research method introduction; Writing with no mother tongue. With more than 20,000 words and permissions of professors graduates can receive the Master’s Degree without oral defense.</td>
</tr>
</tbody>
</table>
(5) Comparison on Curriculum Structure

Based the following table, we can find out that BISU owns a wide range of curriculum. Rooted in the traditional Chinese culture; BISU encourages students to enlarge international horizon and to explore creative ideas both from theories to practice.

Circled relevant research areas, the curriculum of NHTV BREDA APPLIED SCIENCE UNIVERSITY are all tourism core theories which emphasize appliance and professional.

<table>
<thead>
<tr>
<th>BEIJING INTERNATIONAL STUDIES UNIVERSITY</th>
<th>NHTV BREDA APPLIED SCIENCE UNIVERSITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public Compulsory Courses</strong></td>
<td><strong>European Tourism Management (ETM)</strong></td>
</tr>
<tr>
<td>1. Marxist theory (Selected reading of Marxism works Theory and Practice of Scientific Socialism)</td>
<td>1. Tourism Principles and Practice</td>
</tr>
<tr>
<td>2. The Second Foreign Language</td>
<td>2. Business Strategy and Finance</td>
</tr>
<tr>
<td>1. Selected reading of sinology classics</td>
<td>3. European Tourism, Polices Planning &amp; Development</td>
</tr>
<tr>
<td>2. Traditional Chinese thought &amp;its modern value</td>
<td>4. Foreign Languages (French, Spanish, German or Dutch)</td>
</tr>
<tr>
<td>3. Lectures on culture &amp; diplomacy of world powers</td>
<td></td>
</tr>
<tr>
<td>4. The history &amp; situation of western thoughts</td>
<td></td>
</tr>
<tr>
<td><strong>Public Optional Courses</strong></td>
<td><strong>Tourism Destination Management (TDM) (compulsory)</strong></td>
</tr>
<tr>
<td><strong>First-level General course</strong></td>
<td><strong>Phase 2 ( Sept to Feb):</strong></td>
</tr>
<tr>
<td>Theory and Practice of Management</td>
<td>1. Destination Stakeholder Analysis</td>
</tr>
<tr>
<td><strong>Second-level General course</strong></td>
<td>2. Destination Cultural Analysis</td>
</tr>
<tr>
<td></td>
<td>5. Tourism Destination Marketing</td>
</tr>
<tr>
<td>First-level General course</td>
<td>Theory and Practice of Management</td>
</tr>
<tr>
<td>---------------------------</td>
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</tr>
</tbody>
</table>
| Second-level General course | 1. Studying Methods in Social Science (econometrics)  
2. Basic Theory Study on Tourism Science  
Intermediate Microeconomics Theory |
| Major Compulsory Courses | 1. Theory and Practice of Tourist Economy  
2. Study on Tourism Policies & Regulations  
3. Tourism Marketing  
4. Building & Management of Tourism Destination  
5. Theory and Practice of Tourism Planning |
| Major optional | Leisure City of China  
Sales Promotion and Advertisement in Tourism  
General Theory of Tourism Planning and Designing  
Tourism Anthropology |
| Tourism Destination | Phase 2 (Sept to Feb):  
1. Destination Stakeholder Analysis |
| Guest Lectures | Richard Buttler:  
Tourism Destination Life Cycle Theory  
Brian Wheeler:  
Philosophy of Tourism  
Paul Peter: |
3. CHARACTER ANALYZE

3.1 Character of BISU

(1) Advantage of relying on industry

Once attached to the National Tourism Administration of China, BISU has training a large number tourism professionals of the tourism management field, including chairman and general manager, group leader and senior management of Multinational and local tourism enterprises, the leadership of government departments and etc. The alumni network is not only the rich teaching resources, but also to build a good platform for career development for the growth of students. For instance, cooperation with the Government's practice base, Beijing, Hebei province Ji County, Shanxi province, Taiyuan country, and several provinces Tourism Administration. Also has internship cooperation with large tourism enterprises and transnational hotel, that is, Beijing Tourism Group, CITS (China International Travel Service) and CYTS Group (China Youth Travel Service), Intercontinental Hotels and etc.

(2) Progressive Internationalization of Education

On one side, Most full-time instructors have relevant experience studying abroad, even some teachers could teach specialized courses in English. For international cooperation, BISU has already signed cooperative agreement with some famous university in tourism management field, for example, Cornell University (United States), the University of Queensland (Australia), Waikato University (New Zealand), Hotel Management School in Lausanne (Switzerland), Hong Kong Polytechnic University and etc.

And from time to time, BISU invites experts and professors in the field of tourism to discuss the forefront issues or give lectures for postgraduate students, in order to develop thinking and follow the academic research frontiers.

On the other side, with the related financial support, BISU also actively expands international platform by selecting and funding graduate academic achievers to go abroad to communicate and expand horizons.

(3) Platform for Dialogue and Exchange of Academic Ideas

BISU founded Beijing International Studies University Journal and 187 volumes have been issued. This journal has established a "contending" academic discussion platform for the graduate to expand academic horizons, to attach in-depth attention to cutting-edge issues and to analyze the internal logic behind the incident. This journal issued nationwide and attracts the tourism industry's attention and praise.

In addition, China's tourism "Beijing dialogue" discussions and exchange platform for high-end tourism was founded by BISU in 2003. "Dialogue" invites politicians, academics, industry figures or events witnesses face to face dialogue with domestic and international tourism experts and postgraduates, in order to Strengthen the industry in-depth thinking. “Beijing Dialogue” has been successfully held the seventh and has establish a "Tourism dialogue" brand.

3.2 Character of NHTV BREDA APPLIED SCIENCE UNIVERSITY

(1) International Enrollment
NHTV BREDA APPLIED SCIENCE UNIVERSITY has achieved the EU multi-national educational resource sharing and cooperation. International admissions and courses taught in English have attracted students from countries in Europe, and around the world.

Tourism Management (ETM) is a unique study program with respect to content as well as presentation. The program is organized and taught simultaneously by seven leading European tourism institutes from the UK, Germany, Sweden, Spain, Portugal and France. The program is part of the Tourism Masters Framework of Bournemouth University and leads to the degree of Master of Arts from this British University. The mixture of different nationalities within the staff and student grouping provides a rich resource and facilitates the simulation of the kind of international environment within which we expect our output to work. The course work is specifically designed to draw upon the students as a valuable resource, their varied experiences, national and cultural backgrounds and perspectives.

In the second period of TDM program, the professor will take students to 3 different tourism destinations (city, bench and attractions) to do a 3-month investigation. The advantage of this arrangement for students is enabled them with in-depth understanding of the field operations of the actual destination, and lay a good foundation for the thesis and future career planning.

(2) Alumni Network

NHTV BREDA APPLIED SCIENCE UNIVERSITY has establish a better contact and communication networks for alumni. For instance, TDM set up TDM Alumni page at LinkedIn homepage and ETM also builds a connection at [www.NHTV BREDA APPLIED SCIENCE UNIVERSITY.nl/etmassociation](http://www.NHTV BREDA APPLIED SCIENCE UNIVERSITY.nl/etmassociation). These homepages effectively connect candidates for admission and NHTVers, in addition, alumni can bring latest industry information and career needs to the network to share and etc. In short, NHTV wants as much as possible to unity in the alumni together to create opportunities for its students.

(3) Sufficient Library

The library of NHTV BREDA APPLIED SCIENCE UNIVERSITY is regarded as more comprehensive travel professional resources. NHTV library owns tourism-related books more than 5,000, kinds of journals nearly 500 and more than 40 online databases for professors and students. More information refers to [www.nhtv.nl/library](http://www.nhtv.nl/library).

Based on the above, the two universities create their own characteristics in different ways. The Netherlands focuses on the application of communication skills of students, China’s demand excellent theoretical knowledge of students.

4. DEVELOPING TREND

4.1 Characterizing Students’ Training to Sub-Rail Training Mode of the Academic Master and Professional Master.

We can refer to the division of N class (Academic) and H class (professional) of the Netherlands University, classifying the training mode and teaching according the students’ ability so that we can link training and employment. MTA (Master of
Tourism Management), launched in 2010, is an effective attempt to promote the professional master's degree in China.

4.2 Strengthening International Cooperation and Building Cross-border Mobile Platforms.

With the spread of globalization, the increase in cross-border tourism projects, tourism courses, the internationalization of the graduates’ range of employment and the implementation of exchange programs of the tourism education, the establishment of cross-border tourism cooperation institutions has become necessary.

For instance, the European Association for Tourism and Leisure Education, which was established in 1996, would develop and promote intra-European cross-border cooperation for tourism teaching resources, doing research of tourism and leisure education in the transnational perspective and ultimately Europeanized tourism and leisure education.

On the one hand, based on our own situation, we start from the region we are from, gradually infiltrate into other continents, promote transnational exchanges of high level tourism management personnel and form optimization and sharing of the tourism management educational resources, realizing the mutual benefits and collective wins.

On the other hand, strengthening inter-school visits, actively participating in international meetings, promoting exchange and interaction, we ensure the international perspective of our research and the synchronization of the international frontier.

4.3 Strengthening communication and cooperation with the world tourism organization, realizing mutual benefit and creating a better future

The trend of the international tourism education and research shows that international tourism organizations will gradually increase the promotion of tourism education and research. In order to study and explore various theories, methods and means of promoting international tourism development and speed up the education and training of the international tourism personnel, many tourism research, education and other international organizations (such as the International Tourism Sciences, International Tourism Council, the International Association of Scientific Experts in Tourism, etc.) increase the intensity of tourism education and research. Many research results generated by the development have a significant impact on the development of international tourism. The organizations actively promote the global tourism education and training, continuing to provide high quality tourism teaching materials and high level of tourism teachers, helping and giving guidance to other countries in the respect of the tourism education, training and research, so that they can promote the tourism human resources development of various countries and meet the tourism development demand for high quality tourism personnel from various countries.

To make a conclusion, by comparing the training fact of the postgraduate students between the two universities, we can explore the direction of higher
education development of tourism management postgraduates, and groom a large number of compound talents who have not only an international perspective, but also the industry background for China’s rapid tourism development.

References:

A Mixed Study of Residents Perceptions on Tourism  
——Case Study of Beijing Hutong

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Abstract

The study of tourism impacts on residents’ perceptions and attitudes is one of the main parts of tourism impact study. There are many researches on the perception of residents, the majority of which are qualitative or quantitative research methods. The writers set Beijing Hutong as the research object, try to make comprehensive use of a mixture of quantitative and qualitative research methods. Through the analysis of questionnaires and recorded interviews and compared with the analysis findings in 2007, the paper will bring to light the residents’ perceptions of Beijing Hutong, then made some suggestions on the Tourism Management Organization.

1. INTRODUCTION

Shi Cha Hai Hutong is the largest and best preserved historic district with simple and unique architectural style and antique cultural surroundings, which is renowned home and abroad. Comprising small streets and alley ways, they link homes of varying sizes through a maze of lanes, which shows the traditional custom life in Beijing. Tourism development is generally thought to have commenced in 1994 with the formation of the Beijing Hutong Tour Agency by Xu Yong, a photographer familiar with the area. As a tour image in Shi Cha Hai, “Beijing Hutong tour” reveals the history, culture, people’s life combined with natural landscape effectively.

It might be recognition that the resident’s perception and attitude on tourism may become a major research resource. Residents in the scenic spot witness the changing course which has been brought by tourism, whose cognitive attitude would significantly become an important planning and policy factor in operating, marketing and developing the current or future tourist item.(AP, 1992)

This paper describes the research sites and research background both home and abroad, compared with the last findings in 2007, this paper aims at attaining new finding on resident perceptions toward tourism, as well as the factors affecting resident perceptions through questionnaires and recorded interviews. According to relevant analysis, we also submit our suggestions about the resident perceptions on Tour impact.

2. LITERATURE REVIEW

We usually characterize the residents as the existing main research subject for resident perceptions on tourism, researches concerned have been done since 1960s. It has been argued by Pizam (1978) that the social impact resulting from tourist activities has played a negative role in the resident perception on tourism. In the paper of Mathieson and Wall (1982), three
classes of tourism impact have been discerned, namely economy impact, social impact and environmental impact. UM and Cormpno(1987) noted that place attachment as a crucial factor for perception, accompanied by the finding that residents with long duration of residents may be more likely to inclined to social and cultural effect from tourism activities. Pagdin(1995) also came to a conclusion that demographic characters, surroundings, distance from origin to destination, policy all functioned residents perceptions. Mercer(1997) suggested that economy effect on tourism may be comparatively temporary, but it brought about significant long-term profits on wealth distribution. In additional, social and cultural effect on tourism has drawn lots of attentions, Bexscculides(2002) indicated tourism activities may lead to vibrant cultural effects, however, the resident perception on tourism has been mixed. Tosun(2002) held that residents maintained positive attitude toward the economy effect, both positive and negative attitudes are still being felt in accordance with particular condition. Gu&Ryan(2008) examined the relationship between resident attitude on tourism development and place attachment by means of psychological theory and cognitive modeling.

Domestic research on resident perception on tourism is still in its early stage. There are more qualitative papers than quantitative ones, theoretical ones than data analysis ones, which left large gap to be filled. Lu Lin(1996) discussed how the tourism influenced the destination by setting Wan Nan scenic area for example. Dai Fang and Bao Jigang(1996) postulated that tourism development contribute to the progress of resident over English learning. Liu Zhaoping(1999) posted a structural frame of the social and cultural effect by integrating deductive method with general law. Wang Xianli(1999) analyzed the social tourism effect in the Changbai Mountain Biosphere Reserve. A cluster analysis study therefore be justified on the grounds noted by Su Qin (2004) that domestic residents are more of a supporter to tourism than foreign residents through making investments in Xidi village, Zhouzhuang and Jiuhua Mountain scenic areas. Xiong Jianping, Liu Chengliang and Yan Qi(2007)argued that what the residents attained from tourism are more than what they have spent on it by researching Shiliuhong village in the suburb of Wu Han province.

Given the literature reviews above, resident perception is affected by demographic characters along with social, economy and cultural condition. Obviously, demographic characters are the most outstanding one, which lays a solid theoretical foundation for this article.

3. RESEARCH METHOD

3.1 The mixed research method

This article applied both qualitative and quantitative research method, this research is mainly based on questionnaires and interviews, majority of the data and information come from the questionnaires aimed at attaining the relevant findings on resident perception on tourism.

The qualitative research is in the light of the “Grounded theory”, studied by Strauss & Corbin (1990).The theory would rather aimed at inventing new theory in accordance with what had been investigated than the inference from the existing theories. By distributing questionnaires and interviewing, the members of Hutong research panel went to Shichahai in December,2010.A convenience sample total of 23 Beijing residents were interviewed there,
including retired worker, store operators, white collars, whose average age ranged from 20 to 65 years old.

Interviews have shown the scope of theoretical saturation, therefore, we stop collecting the information. In order to sort out the information and data, we numbered each interviewee, and the number of male are M1, M2, ……, Mx; female are F1, F2, ……, Fx. The procedure to analyze the data is as follows: firstly, we numbered the specific interview to grasp the basic understanding on resident perception. Secondly, analysis should be tested in order to attain the consistency with the actual interview. Besides, data analysis findings should be compared with the finding made by Gu & Ryan so as to pick out the similarity and difference, which can reflect the current situation on tourism. Last but not least, we made reasonable suggestions which will be helpful of Hutong tourism development.

In the quantitative research, questionnaires designed by Gu & Ryan comprised three parts. The first was the main part of the survey and listed a series of statements. Degree of agreement with the statements were elicited through the use of a seven-point Likert-type scale with 1 being the lowest score (‘very strongly disagree’) to 7 (‘very strongly agree’) with a non response option being provided. Examination of line diagrams indicated widespread use of the full range of options and in this case there did not appear to be a reluctance to use the ‘extreme scores of ‘1’ and ‘7’. There was little evidence of any specific response set that is operating. The items sought comments about congestion, changing retail patterns, likelihood of petty crime, income generation, attitudes toward the management of tourism and the nature of the tourists themselves, and reactions to the changes induced by tourism. The second section of the questionnaire permitted open-ended responses to questions and invited any additional comments. The third was the filter to assess the nature of their relationship with the Hutong. Only those who are residents or otherwise have a close relationship with the Hutong were included in the study. The response rate of our questionnaires is 100%. This article using the quantitative method aimed at finding the economy, social and cultural effect induced by tourism as well as resident attitude and perception on tourism and administration policy. The reliability between the demographic character and resident perception on tourism is also our main study goal.

With reference to the reliability, Cronbach’s α was 0.85, thereby indicating external reliability in the data, different split half reliability measures were in excess of 0.6, which indicated internal reliability.

3.2 Findings of qualitative research

3.2.1 Data coding

In this article, we turned the audio format into the text format, cut down some redundant words, got it refined so as to stand out five crucial factors in the theme, namely Hutong residents’ perceptions on tourism economy impact, environmental impact, social life impact, government administration, as well as the residents’ attitude on tourism development. Following is the table reflecting how we coded data.
Table 1: Coding scheme.

<table>
<thead>
<tr>
<th>Coded themes</th>
<th>Code</th>
<th>Code meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>General code</td>
<td></td>
<td>General code in all texts</td>
</tr>
<tr>
<td>BD</td>
<td></td>
<td>Whether it is local residents</td>
</tr>
<tr>
<td>CY</td>
<td></td>
<td>Whether involved in tourism activities</td>
</tr>
<tr>
<td>EI</td>
<td></td>
<td>Hutong tourism has a positive impact on the economy</td>
</tr>
<tr>
<td>EC</td>
<td></td>
<td>Travel makes the cost of living increase</td>
</tr>
<tr>
<td>ER</td>
<td></td>
<td>Tourism increased levels of income</td>
</tr>
<tr>
<td>Perceptions on environmental impact</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HB</td>
<td></td>
<td>Environment became more clean and tidy</td>
</tr>
<tr>
<td>HC</td>
<td></td>
<td>Congestion</td>
</tr>
<tr>
<td>Perceptions on social impact</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SC</td>
<td></td>
<td>Promote cultural activities</td>
</tr>
<tr>
<td>SIL</td>
<td></td>
<td>cause inconvenience</td>
</tr>
<tr>
<td>SIS</td>
<td></td>
<td>Affected law and order</td>
</tr>
<tr>
<td>Government's performance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GNE</td>
<td></td>
<td>Government does not play a relevant role</td>
</tr>
<tr>
<td>GGF</td>
<td></td>
<td>Management became more standardized during the Olympic Games</td>
</tr>
<tr>
<td>Residents’ attitude on tourism development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ASTD</td>
<td></td>
<td>Personal support the development of tourism</td>
</tr>
<tr>
<td>AHW</td>
<td></td>
<td>Hutong is a valuable asset</td>
</tr>
<tr>
<td>ASCQ</td>
<td></td>
<td>Support for the demolition</td>
</tr>
<tr>
<td>AHC</td>
<td></td>
<td>Whether Hutong has characteristics</td>
</tr>
<tr>
<td>AGA</td>
<td></td>
<td>Tourists have good attitude</td>
</tr>
</tbody>
</table>

3.2.2 Date analysis

After coding data, we sorted out the text to master a basic understanding of the residents perception. The following form showed the results of data display and data coding.

Table 2: An encrypted text through the reduction.

<table>
<thead>
<tr>
<th>Topic: Interview with the residents of the Hutong</th>
</tr>
</thead>
<tbody>
<tr>
<td>Code</td>
</tr>
<tr>
<td>-------------------------------------------</td>
</tr>
<tr>
<td>HB/HC/EC/AHC</td>
</tr>
<tr>
<td>EC</td>
</tr>
<tr>
<td>CY</td>
</tr>
<tr>
<td>BD</td>
</tr>
<tr>
<td>SIL</td>
</tr>
<tr>
<td>Name</td>
</tr>
<tr>
<td>------</td>
</tr>
<tr>
<td>ER</td>
</tr>
<tr>
<td>CY</td>
</tr>
<tr>
<td>GGF</td>
</tr>
<tr>
<td>GNE</td>
</tr>
<tr>
<td>ASTD/SIF</td>
</tr>
<tr>
<td>SIF</td>
</tr>
</tbody>
</table>

### 3.2.3 Analysis conclusion

By the way of processing the information mentioned above, 23 available texts were attained, after analyzing, relevant responses and recognition on residents perceptions are as follows:

Hutong residents’ perception on tourism economy impact did not feature strongly. Four residents held a negative attitude towards the statement “Tourism brings about economy benefits”, when 6 were asked for their opinions. Few people thought tourism can make them winner but influence the macro tourism market. As most residents were not the tour operators, so tourism has nothing to do with them.

With respect to the tourism environmental impact, resident paid more attention to their perception on it. Environmental degradation and traffic congestion were referred to. Seven residents supposed tourism improved their surroundings, however, limited to the activity intensive areas. With reference to the areas far from scenic spot, the environmental problem still exists. All in all, residents held a negative attitude on the tourism environment impact.

As to impact of daily life, resident perception on it did not feature strongly, either. With the statement “if tourism affect their daily life, such as the safety issue or the daily life convenience issue.” The attitude toward it has been mixed. Some people said tourism made troubles in their daily life, while others thought it had nothing to do with them because of no relations. Therefore, whether residents have a contact with tourists is of importance to their feelings.

Majority of residents argued that relevant tourism administration neglected their feelings or suggestions. Though government took measures to reconstruct this area before or after the Olympic Games, it limited to environment and sanitation. So the government should improve its policy to make progress.

Reference to attitude on tourism development, most residents agreed that Hutong is a precious wealth we should take good care of. However, the residents living far away from the commercial circle areas were not supportive of tourism development, majority of whom has been living there for more than dozens of areas. In a word, not greater support is attained on tourism development.
3.3 Questionnaires survey

On Hutong research as early as 2007 began, this research is the continuous row about Beijing Hutong on the basis of the last research study. Due to the research is far away from the 2008 Olympic Games time, in the design of the questionnaire we remove the question about effects of hutong tourism brought by the Olympics and other big events, which is just mentioned in the interview process. At the same time, after the analysis of the text of the interview and forecasts of perception of Shi Chai Hai residents, further analysis about the collected questionnaire should be made, and tested the analysis whether same to result of the interviews or not. In longitudinal comparison with 2007 results, we can get the residents’ perception of difference.

3.3.1 Data Collection

At the November and December 2010, the post graduates of Hutong team from Beijing International Studies University investigated residents near the scenic region of Shi Cha Hai. In the process of investigation, there was a total of 121 hutong residents visited, which engaged in the tourism business activities, and 121 questionnaires completed. Most of investigator lives in and around Shi Cha Hai Hutong, the others were also living other places in Beijing. that is, investigators have a close family or business relationships with Hutong.

3.3.2 Data

A convenience sample total of 121 Beijing residents were interviewed in the Hutong. Majority of whom were normally resident in the Shi Cha Hai Hutong, the remaining respondents were all residents of Beijing, and had close family or business associations with the Hutong. Of the sample, 48.2% were male, 61.1% were between the ages of 19 to 50 years old. With reference to income levels, 53.9% described themselves as possessing ‘average income’, 8.7% stated they had ‘above average income’, 30.4% stated they had ‘below average income’, while remainder stated they had quite low income. Residents were asked how long they had been resident in the Hutong. The mean number was 30 years, the maximum being 60 years, the standard deviation was 20.7 years. Most of them have been living there for a long time. Thanks to their support, we have a successful investigation.

<table>
<thead>
<tr>
<th>Social background items</th>
<th>Frequency</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>men</td>
<td>48.2%</td>
<td>0.502</td>
</tr>
<tr>
<td>women</td>
<td>51.8%</td>
<td></td>
</tr>
<tr>
<td>Age(years)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18 and below</td>
<td>2.5%</td>
<td>2.097</td>
</tr>
<tr>
<td>19-25</td>
<td>21.2%</td>
<td></td>
</tr>
<tr>
<td>26-35</td>
<td>26.3%</td>
<td></td>
</tr>
<tr>
<td>36-45</td>
<td>13.6%</td>
<td></td>
</tr>
<tr>
<td>46-50</td>
<td>11.9%</td>
<td></td>
</tr>
<tr>
<td>51-55</td>
<td>5.1%</td>
<td></td>
</tr>
<tr>
<td>56-60</td>
<td>11.0%</td>
<td></td>
</tr>
</tbody>
</table>
### 3.3.3 data analysis

In order to analyze the data conveniently, we got the items in the questionnaires classified, those items reflecting the similar issues were put into a column. Therefore, the mean score of the items would be the judge which measured the comprehensive perception. The specific data analyses are as follows:

1) Perceptions on economy impact

The table following is the analysis result:

<table>
<thead>
<tr>
<th>Item</th>
<th>N</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>F</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourism has created job opportunities in the Hutong</td>
<td>120</td>
<td>4.47</td>
<td>2.196</td>
<td>2.328</td>
<td>0.022</td>
</tr>
<tr>
<td>The tourism industry is good for the hutong’s economy</td>
<td>117</td>
<td>5.16</td>
<td>1.875</td>
<td>0.494</td>
<td>0.125</td>
</tr>
<tr>
<td>My income has increased with the introduction of tourism</td>
<td>120</td>
<td>3.48</td>
<td>2.204</td>
<td>0.969</td>
<td>0.343</td>
</tr>
</tbody>
</table>
The benefits of tourism get distributed widely through the Hutong

<table>
<thead>
<tr>
<th>N</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>F</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>116</td>
<td>3.82</td>
<td>2.145</td>
<td>0.005</td>
</tr>
</tbody>
</table>

From table 4, we can see that all the items scores less with only one item “tourism can benefit economy” scoring above 5, the support rate has been excess of 70%, and the t-tests show significant difference, with implication that the interviewees agreed with this item. As to the remaining items, residents held the neutral attitude. But the comprehensive mean score is 4.24, above the average score. It seems to contradict the findings which residents held a negative attitude on tourism economy impact, but from the table above, residents perception on economy impact did not feature strongly, in other words, there is enough room for government to renovate relevant policies.

2) Perceptions on environmental impact

By reliability testing, we reduced two items, the final data analyses are as follows: Residents scored whether the single item of perception on environmental impact or the comprehensive items on it at over 5, with implication that residents recognized the negative environmental effect, which is consistent with the findings investigated. Therefore, the government should make greater efforts to rich the gap, then seeking the balance between tourism development and environmental protection.

<table>
<thead>
<tr>
<th>N</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>F</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>112</td>
<td>4.2478</td>
<td>1.52328</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 5: Results of perceptions on environmental impact

<table>
<thead>
<tr>
<th>N</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>F</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>117</td>
<td>5.21</td>
<td>1.998</td>
<td>1.111</td>
<td>0.205</td>
</tr>
<tr>
<td>117</td>
<td>5.03</td>
<td>1.852</td>
<td>0.200</td>
<td>0.034</td>
</tr>
</tbody>
</table>
3) Perceptions on social impact

There are more than 12 items regarding social perception, it is unnecessary to list them in a form. From the findings, the comprehensive score of social perception is over 5, the maximum is but 4.49. The t-tests show that only “There will be problems of traffic congestion and accidents if more tourists come to the Hutong” has significant difference. As for the particular items, there are not many differences between supporting rate and opposing rate, which verified the interview findings that perceptions on social impact did not feature strongly.

4) Residents’ attitude on tourism development

The opinions of developing tourism have been mixed, the supporting rate of the item “Hutong is special, so we have to protect it.” is near 90%. Meanwhile, over 70 percent of interviewees stated that the visitors were friendly (mean score is over . But scoring levels of statement “residents approve of the visitors stay overnight ”is just 3.12, with the implication that residents reject visitors intervention with their life. With regard to the items of developing tourism, the interviewees held a neutral position.

5) Perceptions on policy

There are 6 items of perceptions on policy. No obvious perceptions on policy could be found. The supporting rate is relatively high concerning the item “It is a good thing for government invest in tourism” and “tourism department should develop the depth tourism” (score over 5, rate over 60 percent). The remaining items have the score below 4. It inferred that the decision the government made can not satisfy the residents.

3.3.4 Effect on resident perception induced by individual factors and demographic characters

By using ANOVA, we were seeking the relationship between the gender, age, income and resident years aimed at testing if obvious perception exists in accordance with different people.

Gender is generally a determinant of attitude with t-tests showing significant difference only in one item “it is good for government to invest in tourism. Women scored this item at 4.19, while man 4.36, which implied residents encouraged the tourism development with greater supporters among women than men.

With regard to age, by using ANOVA, all items have no significant difference, which implied age did not play a decisive role in resident perception on tourism. The reason for that is few resident had occupation of tourism.

With reference to income, 6 items have significant differences. The income played a crucial role in residents’ perception. Other factors including education and working experience attributed to the different resident perceptions. For example, as for the item “tourism can improve residents life”, residents with different incomes scored different values, the score above average is 5.56, the average score is 4.07, the remaining is 3.11, which implied
residents with high income have a positive attitude towards tourism. In addition, income directly affected the people perception on government administration. People scored the value from 2.38 to 4.6. But for the item, “without visitors, the place would be better”, residents with low income held a neutral attitude, while residents with high held the opposite attitude.

Of all the samples, turning to the duration of residency, the variable appears to explain difference in attitudes toward tourism. Residents with 30-40 years of residency held a negative attitude on the statement “tourism can increase employment opportunities”, residents with less than 10 years of resident support the statement. There are statistical differences on perception towards one item “I would not go to the original shop because of visitors coming”, the mean score has exceeded 5.6. For the similar items, no statistical differences exist.

3.3.5 Longitudinal comparison of resident perception

Compared with the findings in 2007, the results of this survey are as follows:

Firstly, more than 75 percent of residents support the statement “Hutong is a special wealth, so that we should protect it.” residents scored this item at mean value of 6. Former investigation in 2007 possessed the value of 6.24, however, there are no obvious difference. Though the score on demolition of Hutong increases from 2.88 to 3.52, the supportive rate was exceeding 50 percent, the reason for which may part of residents would like to move out because of the change of Hutong. The operation error is no excluded. Residents recognized Hutong is cleaner because of Hutong tour, with scoring this item at 4.2, tourism can improve the life with the value 3.87, and tourism is a way for the protection of Hutong” with the value of 4.01. Generally speaking, there are no obvious differences between the two investigation.

Secondly, traffic and parking problems are still the major factors on the negative effect arising from tourism. Compared with the former situation (score 6.63), the condition now eased. At the same time, residents valued the item “tourists bring a lot of troubles to daily life” at from 4.94 in 2007 to 3.85 now. Improvement of relevant measures being taken may be the major reason. With regard to the statement “residents can not lead their life regularly because of tourism”, 13.2 percent of residents agreed it, the former one in 2007 39% residents held the same opinion.

Last, there are few items reflecting the significant influence arising from individual factors. The duration residency could affect employment while it could not in the 2007 investigation. With time flying, tourism developments have play an active role in the increase of employment to some extent.

4. CONCLUSION AND SUGGESTIONS

We can come to conclusions by interviewing and distributing questionnaires. Hutong residents perception on economy impact did not feature strongly, especially, residents were not satisfied with the benefits arising from Huong tourism. Hutong residents held negative attitude on environmental impact, the mean value they scored is 5, which has relationship with the activities they took part in. There are no obvious perceptions on the social impact, along with most residents stating they supported tourism development, for the financial benefit they got. The residents living far away from the tour centre resent the tourism for few
benefits they attained. Hutong residents are not satisfied with the government policy, and did not join their tourism planning.

In a word, there is no significant difference of the perception effect because of vibrant individual properties.

1) Turning to gender, age and duration residency, these variables appear to explain no differences in attitudes toward residents’ perception on tourism. We think, gender, as well as the age is not the crucial factors, which may resulted from its early development, the scenic was on the consolidated stage, residents dealt with it in a rational way. As regard to the duration of residency, 63.2 percent of residents possessed more than 10 years of residency, they experienced the development and consolidated stage, which led to no difference in residency toward the perception on tourism. In addition, the education background, occupation would affect the perception.

2) With regard to income, this variable appears to explain difference in attitudes towards the tourism impact, especially the economy impact. The reasons are as follows: residents with different income held different view that high income would increase quality of life, while residents with low income would not have the deeper feeling about it. Quality of life may also link with other factors as the residents’ characters, their understanding. Meanwhile, most interviewees have experienced the demolition of Hutong, which led to no difference in income on perception.

Compared with the findings in 2007, currently, the residents are less supportive of the tourism development, less depend on Hutong. At the same time, the macro policy passed by government strengthened the administration and improved the traffic.

In accordance with the analysis finding, along with relevant literatures, we made suggestions on how the government can improve residents’ perception.

1) The government should plan to offer tourism planning opportunities for residents. The formation of tourism planning should abide by the residents’ willing, without the residents’ support, the policies could not be implemented effectively. If we don’t take the difference between Hutong tour and tour into account the residents who joined the plan could not make contribution to their further development.

2) We should encourage residents to develop the tour products and understand the process of profits allocating. The prior consideration of residents is their material benefits, then the protection of social culture and environment followed. Therefore, the governments are responsible for offering opportunities to residents including the work of tour decision, planning and development as well as administration. Reporting the allocating principle of profits is necessary.

3) Education and training about the tourist knowledge is indispensable. Governments and tour administrations can train the residents regularly, education show, tour festival can be the choice. By training, residents would be more aware of their duty and responsibility on protecting their community and felt proud of themselves as one member of Hutong residents.

4) Government should strengthen their administration. Relevant departments should take actions to cope with the traffic and congestion problems, further improve the infrastructures. The government should advocate residents administering themselves. For the residents doing business, preferential policies should be introduced so as to increase profits as
well as establish a good Hutong tour image.

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Chinese fast food business status and strategy
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ABSTRACT
China's food culture is extensive and profound, world-famous. But in the process of
development of Chinese fast food in 20 years, continuous development and growth of fast
food companies is rare, a large number of fast food enterprises was eliminated in the
development process. Looking back at Western-style restaurants in China's development, to
the second quarter of 2010, KFC in China more than 30 provinces and autonomous regions of
more than 500 cities in over 3,000 stores, McDonald's also about to break through 2000,
enterprises continue to grow in the smooth. Although the domestic share of fast food 90%
above are occupied by Chinese fast food, but relative to the success of McDonald's,
Kentucky Fried chicken and other Western-style fast food enterprises, Chinese-style fast food
enterprises in terms of turnover, company size or brand awareness, management are unable to
compete with them.

Food not only has a long history in China, and variety of species, their products have
a competitive advantage. But there are many problems in the Chinese fast food business,
resulting in China's fast-food enterprises bigger and stronger, catch up with world-class
fast-food enterprises. This paper through an introduction to Chinese fast food, analysis of
their situation, pointed out the problems, combined with a Chinese fast food issues described
in the case of business failure. Through the analysis of development prospect of the fast food
industry as a whole, combined with problems in the enterprises themselves, pointed out that
its future development strategy for the Chinese fast food industry. Hope this paper can to
Chinese fast food enterprise have certain significance.

Keywords: Chinese fast food, management status, existing problems, industry and
development strategy

1. INTRODUCTION

1.1 Background articles
Fast food is to provide our consumers with daily life needs a cultural diet, is in line
with the fast pace of life and the rapid development of the food industry, with making and
selling fast, edible convenient, quality characteristics of standardized, low prices. Fast
food-both Chinese and Western, reflects the different characteristics of food culture and
customs. With the pace of life becoming faster and faster, fast food is becoming an integral
part of people's lives. China's 1.3 billion populations, catering market is huge. According to
the Commerce Department statistics show that Chinese food and beverage market turnover in
2010 reached 2 trillion Yuan, which fast food industry shares 45% per cent of turnover, has
exceeded $ 555.8 billion, but there are a considerable number of Western-style fast-food
industry contribution. Western-style fast food in 20 years to enter the Chinese market has
been steady steps forward. Despite the 90% domestic product of more than fast food share
has been occupied by Chinese fast food, but the Western fast food are occupies a dominant
position, one talking about fast food, consumers think of is the Western-style fast food.
In the extensive and profound Chinese dining culture, are not applied to fast food done well products are missing, such as dumplings, noodles, steamed bread, and so on. But Chinese fast food to the continuous development and expansion of their own, bigger and stronger is very small. In contrast, in the development of Western-style fast food industry has steadily grown. How the current situation of Chinese fast food? How the characteristics of its own? What problems exist in the development of Chinese fast food in? Western fast food in China of a successful marketing strategy is what? What are the implications of the fast food industry in China? What problems and improvement strategy Chinese fast food industry is facing? These questions are worth study.

1.2 Purpose and significance

Through the study of the fast food industry in China, pointing out its problems in the development process. Study on Western-style of the successful operation of the fast food industry, summarized its successful marketing strategy. Combined with problems in the fast food business in China and Western-style fast-food industry successful business strategy, proposed development strategy of China's fast-food industry. Hope this article can have on the development of Chinese fast food industry in a certain reference and inspiration.

1.3 theories

SWOT model

SWOT analysis of the strengths, weaknesses, opportunities and threats by comprehensive evaluation and analysis concluded, and then adjust enterprise resources and enterprise policy, the company's strategy and the company's internal resources, external environment combine to achieve business goals.

Brand Marketing Strategy

Brand marketing refers to the enterprise by leveraging consumer brand, create brand value, eventually branded effective marketing strategies and processes. Brands are not only enterprises, identification of the products, services, more of a reflecting comprehensive strength and management level of enterprise intangible assets, has a vital role and role in business. For the purposes of a business, only use brand, action brand, to win the market. The fast food industry development in China's own brand is an inevitable trend of development.

Marketing mix strategy

Marketing mix strategy of four factors is often referred to as 4p, namely: Product, Price, Place, and Promotion.
Products: product is developed for the target market of tangible material goods and a variety of related service continuum. Specifically, products include the core product, form three levels of the product and add-on products.

Price: coordination of prices of certain products needs to be adapted in order to better sales. It can be said that if prices are not customer recognition, marketing of combined efforts were in vain, so the pricing should be careful. Of course, prices also need to generate satisfactory profit level.

Place: also known as distribution, refer to enable their products to target markets to reach target customers in a variety of channels and activities.

Promotion: promotion mix is an enterprise using a variety of information dissemination activities of carriers to communicate with the target market, including advertising, personal selling, sales promotion and public relations, and so on.

2 Chinese fast food industries

2.1 The meaning of the fast food industry

Due to its rapid development and wide influence, fast food in the development of more than 50 years, people begin to define the meaning of the fast food, but so far has not been a generally accepted definition.

Western fast food has its own definition. Which the development of Chinese fast food
in the platform for the fast food is defined as: to provide consumers with daily basic living needs of popular restaurants. United States in the Encyclopedia of Food Science and Technology. 1992 are defined as: by providing popular fast-food meals distribution of food for immediate consumption. United States academics Price think that the fast food containing material product of the following four characteristics: ① high ease of corrosion. ② low delivery time. ③ Packing carelessly dispose sex ④ low prices. Price view that it is important to consider all four factors, the only way, to observe the difference between fast food and other restaurant products, namely, \( F_d = f(R_m, T, D, P) \). Where \( F_d \) represents fast food products, \( R_m \) represents relatively low price, \( T \) represents products of low delivery service time, \( D \) represents the product of free disposal of packaging, \( P \) represents the product of highly perishable.

2.2 The history of Chinese fast food industry

The fast food industry in China started relatively late. April 1987 United States Kentucky Fried Chicken fast-food chain in China settled in, the modern concept of fast food was introduced to China, opened prelude to rapid development of modern Chinese fast food. After years of development, the fast food industry in China is rapidly developing, expanding market share, already occupy the fast food restaurant market share for 45%, but Chinese-style fast food in competition with Western-style fast food industry has been in a disadvantaged position. The development course of Chinese fast food is as follows:

Growing

In the early 1990 of the 20th century, supported by the original Ministry of domestic trade advocacy, on December 28, 1989, the first modern Chinese-style fast food-Shanghai "ronghua chicken" officially unveiled on April 15, 1995, the first fast food ‘Red Sorghum’ in Henan opening. Immediately after, Beijing Quan Ju De Roast Duck, Tianjin Goubuli buns, Beijing Dong Lai Shun and so on, a number of emerging fast-food chain groups have been set up. Emerging Chinese-style fast food enterprises are mostly modeled on the standardization of McDonald’s, KFC, industrialization, chains, and tried to keep up with international standards.

Systolic

As the "Red Sorghum" and "glory chicken" and some other brilliant Chinese-style fast food enterprises lost the competitiveness, they declined for a long period. At this stage, as modern Chinese fast food of blindly learning a Western fast-food franchise, did not grasp the nature of their business – standardization and mechanization, leading to overall contraction of these fast food groups.

Re-start of

Entering the 21st century, modern Chinese fast food after several years of reflection and adjustment, began the "venture" project. Now, there have been a large number of outstanding modern Chinese-style fast food enterprises, such as real, Jiangsu aunt dumplings, Lihua fast food. Although the number of Chinese-style fast food enterprises continues to grow, at the same time there have been a number of outstanding enterprises, but not many well-known modern fast food brand name loud.

| Table 1: Hundred enterprises of China's catering industry - fast-food (2010) |
Sources: China Cuisine Association released data compilation.

With the development of China's social and economic stability and people's living standards improve; fast food market demand will be further enhanced, broader prospects of development of the fast food industry in China. With the increasingly speeding up the process of industrialization, urbanization and modernization, development facing unprecedented fast food a good time.

2.3 Characteristics of Chinese fast food

Variety

China has rich variety of fast food, noodles, wonton, dumplings, rice, pancakes, both with national characteristics, such as food, only rice and wheat as the main raw material production of fast food, there are thousands, and consumer groups in different regions have different tastes. A wide variety of Chinese fast food sufficient to meet the different needs of different areas.

Nutritionally balanced

Relative to the Western-style fast food products of high in calories, Chinese-style fast food nutrition are more balanced, paying more attention to the importance of diet on health. Using the traditional method of cooking, more beneficial to human health.

More in line with the eating habits of Chinese people

Characteristics of Chinese fast food rooted in culture and the local diet, to better fulfill people's eating habits. Chinese fast food to China's food culture of comparative accurate grasp and match the Chinese taste.

3 Current Status of Chinese fast food and the problems

3.1 Management Status of Chinese fast food industry analysis

3.1.1 SWOT Analysis of Chinese fast food industry

In this section we will use the SWOT strategy analysis model for comprehensive
analysis of Chinese fast food industry, to have a comprehensive understanding of our opportunities, challenges, advantages and disadvantages facing the Chinese fast food industry.

1 Advantages of Chinese fast food (s)
The advantage of Chinese fast food specifically has following several aspects: 1) rich Chinese fast food varieties. 2) Tastes diversified. 3) The price is low. 4) Nutrient mix reasonable.

2 Disadvantages of Chinese fast food industry (w)
Chinese fast food cannot even catch up with Western-style fast food more than Western fast food due to its own problems, our analysis will focus on the next section, this section briefly summarize of Chinese fast food at a disadvantage. 1) Low levels of food production standardization; 2) level of service was low; 3) poorly management; 4) low quality employees; 5) position problems.

3 Chinese fast food industry opportunities (O)
Due to the rapid development of Chinese restaurants and large potential markets, fast food industry will usher in a rare development opportunity in China. As the socio-economic development and people's standard of living continues to improve, people's pace of life, and social needs of fast is growing. In addition, Chinese fast food industry in terms of management concepts, management methods is catching up with Western-style fast food. Through study, mimic and draw application, on the management of Chinese fast food industry has made considerable progress, many problems about poor management will be solved..

4 Chinese fast food industry in the face of threats (T).
Chinese fast food industry is facing the greatest threat is the continued extension of the development of Western-style fast food enterprises. After half a century of development, Western-style fast food management is already perfect in it, in the development of China is making steady progress. Moreover, Western-style fast food enterprises market position clearly to foster stability in children and adolescents as the main consumption groups. Western style fast food enterprises on the management mode of chain management or franchise stores are mostly in this business model, and they have good brand benefits, large business networks, stood the test of the market and impact. Western-style fast food is slowly transforming the Chinese food culture is also slowly into the Chinese food culture, variety of adjustment, the development of Chinese varieties introduced enhancements and nutritional content, embodies the "based in China, into daily life" thinking.

3.1.2 Comparison of Chinese and Western fast food

<table>
<thead>
<tr>
<th>Sense of competition</th>
<th>Western</th>
<th>Chinese</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of service</td>
<td>high</td>
<td>low</td>
</tr>
<tr>
<td>Mode of operation</td>
<td>Main chain</td>
<td>Monomer-based</td>
</tr>
</tbody>
</table>

Compare of Major respects above shows few advantages and obvious inferiority Therefore, the Chinese-style fast food should complement each other in a Western-style fast-food challenge, narrow the gap.
3.2 Problems in the Management of Chinese Fast Food Analysis

There exist many problems in the management of Chinese fast food industry, these problems caused the enterprise cannot withstand the market test during the development process, gradually be eliminated by the market. Below, we make further analysis of Chinese fast food problems in the industry.

3.2.1 Low degree of standardization and regulation

Low standardization and normalization of China chain enterprises of "weakness" as the limit the development of Chinese fast food industry "bottleneck" factor. Due to the lack of scientific quantization of Chinese fast food varieties, form a unified standard and specification, variety and quality of Chinese-style fast food is difficult to adapt to the fast food on the standardization of strict demands, which would be difficult to form a brand, customer's low rate of second glance. Management, operators of Chinese style fast food enterprises is generally not very high professional quality, lack of professional management of knowledge and quality; in terms of service standardization, standardization of many Chinese-style fast food enterprises lack of perfect service system and the staff on the implementation of service standardization system is very inadequate.

3.2.2 Brand awareness is poor; do not attach importance to develop their own corporate culture

Brand is to achieve a differentiated strategy, a consumer product and Enterprise loyalty, gets the key to competitive advantage. Brands contain rich content; culture is the soul of brand. Key elements of the corporate culture include business goals, vision, mission, values, business environment, core ideas and values at the heart of them. Construction of enterprise culture can help businesses achieve self control, enhanced enterprise cohesion, target incentive and positive to urge role to play. Catering industry itself is a cultural connotation of the industry, should focus on their business culture, constantly shaping your brand image. Chinese fast food industry, very few registered brand; in brand positioning, brand image, on the brand core value, there is no specific strategic planning nor in the formation of brand strategic planning under the guidance of the entire corporate image planning and programs. Management of these issues in the final analysis are the fast food industry in China without adequate attention to the importance of brands, have yet to see brand and corporate culture of these intangible assets for business benefit.

3.2.3 On its own is no clear market positioning

Clear market positioning, identify market opportunities in favor of enterprises in time will help enterprises increase economic efficiency, is conducive to enterprise development and timely adjust marketing strategies, and improve market competitiveness. Many Chinese-style fast food enterprises without finding a position, without clear their service objects, not to establish their specific target market, thereby hindering their development. Clear market positioning, making Western-style fast food enterprises to understand the needs of the target market, and according to market changes in a timely manner to adjust marketing strategies and methods, to concentrate on one or several market segments for marketing activities to better meet the needs of the target market of consumers, so as to make their products and services become the first choice of target customers, competition in a dominant position in Chinese and Western fast food.

3.2.4 Corporate chain of Chinese fast food problems
Due to the Chinese fast food chain management started relatively late, insufficient experience, there are many problems in the development, mainly: 1) low levels of chain management standardization. Awareness of the many Chinese-style fast food enterprises on chain operation in China is still on the unity of superficial, did not achieve unity of procurement, distribution, decision-making, management, therefore it is difficult to really bring the chain of the competitive advantage of low costs, low prices. 2) Chain professionals want. Chinese fast food chain to franchisee does not have strict requirements, lack of training for store staff; join education degree generally low, resulting in very professional chain talent shortage. 3) Chain management form a single, it is difficult to form scale. Some Chinese companies tend to take the direct chain of fast food, needs a lot of money in this way, dot opened slowly, thus restricting the chain of economies of scale.

3.2.5 Poorly managed

Management behind Chinese restaurants have a certain relationship with the country's economic environment, more important is that scales of Chinese fast food shop are small, operators’ quality is often low, and they do not want to spend a lot of money to hire a professional management talent, soft power to manage are lack of focus.

3.3 Case ronghua evolution of chicken

On December 28, 1991, ronghua chicken fast food company was founded, company slogan "Let me Chinese", to carry forward the goods, vigorously develop the culinary culture of the motherland, and the United States a friendly competition to KFC, gradually increasing to develop their own" for the purpose, to the KFC challenge. Just established of head two years, company to its for Chinese taste and than KFC more cheap of price, was has consumer of welcomes, day highest turnover 119,000 Yuan, monthly turnover up 1.5 million Yuan, two years Trojan turnover up 15 million Yuan, workers two year development to near 300 people, benefit best of Huangpu shop, a years on has more than 3 million Yuan of profit, was called "China first meal".

Ronghua chicken became very popular in China, Beijing, Tianjin, Shenzhen and other cities have issued to ronghua chicken located in local invitation, Singapore, Czech businessmen also hope that the ronghua chicken flying out of the country, let the culinary culture of the Chinese nation in the exotic fruit. However, as time goes on, "ronghua chicken" in the KFC contest gradually falling into the wind, by 2000, as the "ronghua chicken" withdrawn from the Department of fast food shops, "ronghua chicken" get out of the capital for a period of 6 years of career, mark was a less successful close, in his war with KFC run away in confusion.

Contrast to ronghua chicken, in 2000, KFC opened 85 new stores in 23 cities in China, and officially announced in Beijing that year in China's chain breaking through the 400 for the first time.

Case study

"Ronghua chicken" development is the typical representative of the numerous cases of the fast food industry in China. From it, we can see the advantages of Chinese fast food in local development, but we also must see that Chinese-style fast food stores have many problems in the development process. This, combined with the above analysis, we analysis the issues in the development process of"ronghua chicken".

1 problem in standardization, standardization
ronghua chicken made image design "five unification", that is "unified facade signs prepared formula processing unified, work clothes, services, and manage unified, publicity caliber reunification", but in fact, these are just a "slogan" things, and do not have the credit details.

2 Poor environmental conditions
In ronghua chicken fast food restaurants, people see the dark pavement, look dull attendants. Looking back at KFC, they provide customers with a clean and elegant dining environment, dining in it is a kind of enjoyment.

3 Lack of staff training
At first, at the high speed of development, there was no time to carefully training their staff, and it also no employee training systematic code requirements.

4 Blind expansions, chain operation and the problems existing in
Ronghua chicken in began development the future was excellent, on blind of expansion own of shops, on joined with no after strictly of filter; itself also did not formatted a full of management specification, products making process, shop select process, mature of chain operating mode has not been established of case Xia, on in South opened own of shops, makes of shop open of more, more adverse Yu own of development.

5 Poor management
If ronghua chicken can introduce Western-style fast food industry's top talent people on planning and managing their own development, and make steady progress, that ronghua chicken may also be as KFC does keep on growing steadily, even more than Kentucky, certainly not so quickly defeated. These issues, in the final analysis is a management problem, is the Enterprise Manager on the management of ignoring, lack of deep understanding of management on the importance of the enterprise. Many of the above problems can be attributed to management problems. From the above analysis we can see, ronghua chicken failure is inevitable. Chinese fast food industry should learn a lesson from it and seriously look at their situation, avoid failure of the old road.

4 China's food industry prospects analysis and the development strategy should be taken

4.1 China's food industry prospects analysis

4.1.1 Fast-food overall development trends - trend gradually clear
First, we have complete understanding on the basis of modern fast food.
In the fast-food enterprises and relevant departments to learn from the start, in trial and error accumulation, advances in frustration, has paid a great deal of hardship and effort, initially formed a fast food concept, characteristics and development of China's modernization, complete product structure, market position, management, operation and related departments of basic exploration and rational knowledge.
Second, formed a developing idea of modern fast food.
To target the standardization, factories, and standardization, to large scale chain for ways, with scientific management as the basis, in all aspects of support, with the continuous expansion and development, has created favorable conditions for the development of modern fast food industry.
Finally, forming a number of popular and recognized in the market of fast-food enterprises.
With the fast food industry development and establishment of modern fast food model, representatives of the cities of the country have emerged some of the typical enterprise. Shanghai xinya bun, Beijing malan noodles, Chongqing CSC, Shenzhen pasta, northeast dumplings, Guilin rice noodles, Zhengzhou huimian and so on. Fast food enterprise development and growth of around and effectively demonstrates China's fast-food industry in particular prospects of Chinese fast food and hope.

4.1.2 Consumer demand is strong and market potential is tremendous

At present, the fast food industry has become the social development and basic needs in the life of the people, be a support for sustainable development of catering industry important strength and new economic growth point.

With the steady development of China's economy, the per capita income of urban residents increased, for the pursuit of quality of life of residents and ease rising expenses. Due to the acceleration of the pace of life, diet changes and other factors of the influence the resulting objective demand for the socialization of food consumption. Currently the fast-food market space larger, prospects, have great potential and opportunities, has become the Asia-Pacific region's third-largest fast-food outlets, which overseas fast food companies have entered the China market is one of the reasons.

4.1.3 The fast-food chain operation will become mainstream mode

In recent years, chain enterprises such as Real Kung Fu fast food and little sheep walked quite secure, has become "grew up in the first installment of chain enterprises in China". Among them, after 15 years of development Real Kung Fu fast food chain, from a fast food restaurant originally only had dozens of square, to the development of direct store size of 400. Real was with expanding the share of direct store, in control of "management" "unified decision" strategic advantage, shaping the company's good reputation, is also at the trade show head gel foot, award-winning success. Survey data show that in 2008, the real results achieved an increase of 50%, rice sales exceeded 50 million for the year, hit up 30% more than good results.

4.2 Chinese food should take developing strategy

4.2.1 Standardization strategy

Standardization is the inevitable result of industrialization. Fast food product quality standardization and the production process of standardization, standardization of services, and even brand standardization, is the determined pursuit of fast-food industry. Because standardization means efficiency, means quality assured, it occupies the consumer a great deal of mental space; it is significant to the fast food industry.

Standardization of Chinese fast food industry from the following aspects:
Standardization of production. Careful study of Chinese fast food products production processes selection of raw material standardization; set standardization of production processes to employees, cooking quantitative, use modern production equipment, guarantee product quality and taste.

Environmental and service standardization. Chain of shops on arrangement of shops to implement uniform standards, for health requirements and the employee's service to institutionalize, strengthen the training of staff, on health and employee services, carry out inspections, supervision, and assessment of store management quality on a regular basis.

Establish of a regional distribution center, unified procurement of raw materials. Fast
food enterprises should set up regional distribution centers, and trustworthy suppliers signing long-term purchasing contracts, at the same time to test the access for the products, to ensure that enterprises can meet the required standards of raw materials.

4.2.2 Brand strategy - pay attention to build their brands, shaping their own enterprise culture

No brand, no market, let alone go international. The face of international development trend, we must increase the brand strategy to promote and improve the level of competitiveness and industry development. In order to shape the brand, we should make efforts to improve our corporate culture, internal management, food quality, methods of operation, image creation and enterprise strength, strengthening the enterprise's own accumulation and perfection.

Chinese fast food enterprise should build their own brand from following aspects: clear to outlines out core value of brand, and always to adhere to this core value, enterprise of all value activities are to around brand core value and expand. in brand image aspects, enterprise should have carefully design of brand image, and can leave people profound impression; on publicity aspects, attention advertising publicity, secondary for other the aspects of publicity, as public publicity; in brand varieties, and Enterprise positioning and development mode aspects has distinct of personality and characteristics, to formation demand market of value and gravity, formation Enterprise brand of Foundation, occupy market of location.

4.2.3 Talent strategy -- attention to enterprise talents

Talent is the foundation of enterprise development, Western-style fast food enterprises treat their employees as a part of the business assets, and Chinese-style fast food managers should enhance the staff's attention, emphasizing the cultivation of talents.

4.2.4 Improve their business philosophy, to strengthen enterprise management

A lot of problems of Chinese-style fast food enterprises are caused by the poor management, especially when the enterprise has been expanding. Chinese-style fast food should not only enhance the cultivation of self management talent, and should also spare no effort employee professional fast food professionals to make plan for business. Corporate leaders should have sufficient understanding of the enterprise management in concept.

To sum up, future development cannot be achieved overnight; it needs Chinese fast-food industry to explore, to practice. What do people eat in the future? How to eat? Where do they eat? All must be taken into account, must form corresponding product supply, service mode, security mode, and so on. The fast food industry in China ought to increase investment in science and technology in product development, advanced production line of development, realization of Chinese-style dish industrialized production of finished and semi-finished products, continuously raise the level of industrialization in fast food, quickly establish modern product for the Chinese consumer habits system and supply modes.

5. CONCLUSION

Chinese fast food industry after twenty years of development, continued to grow and develop from scratch, but with Western-style fast-food companies are not comparable. Many influential soon after the decline of business success or the development of the road gets narrower, difficult. Thinking carefully the development of Chinese fast food industry in general should take the problems and development strategy in itself is very practical
significance.

This article briefly describes concept of fast food, give the overall market summary of fast-food industry in China, comprehensive analysis Chinese fast food industry for has, by on Chinese fast food for in-depth of SWOT analysis, and West fast food of comparison analysis, focus pointed out that has Chinese fast food industry operating in the exists of problem, and "ronghua chicken" fast food has success and failure of case further interpretation has Enterprise China fast food industry of problem is located. Next, through the prospect of Chinese fast food industry, not only confirmed the huge potential of Chinese fast food, strengthened confidence in the development of Chinese style fast food. Finally, it pointed out that the Chinese fast food industry's development strategy should be adopted.

Chinese fast food now and Western fast food there are still some gaps, especially in terms of soft power and management, gap is very large. Chinese fast food industry only recognizes its shortcomings, drawing on Western-style fast food industry successfully fulfilled, constantly enlarging their own, to have a place on the Chinese fast food market in the future. Hope this article can be felt in the development of Chinese style fast food enterprises have a guiding role.

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A Discussion and Summarize on the People Oriented Planning Philosophy of Tourism
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ABSTRACT
As we have often said, tourism planning should be people-oriented, so what is the definition of "people-oriented" planning philosophy of tourism? And what should we do to accomplish it in tourism planning? In terms of the above aspects, this paper will discuss and summarize the people-oriented philosophy in tourism planning by concept discussing and measures giving, for the purpose of better implementation of the people oriented planning philosophy of tourism and the accomplishment of people-oriented goals.

Key words: tourism planning; humanism; people oriented

Since the 1960s, with the development of mass tourism, the instructive function of tourism planning with regard to the exploitation of tourism resources and its contribution to the healthy development of the tourism industry have been widely acknowledged. Meanwhile, the guiding ideology, or value orientation of tourism planning has experienced a transformation from being mainly concerned with economic performance to one that also pays special attention to social and environmental benefits. In recent years, the people-oriented philosophy has been more and more frequently applied and there is an increasing discussion about this planning philosophy. However, there still lacks a systematic study on this issue, which makes it necessary to further analyze and summarize on this problem.

The Concept of People-oriented Philosophy in Tourism Planning

In terms of the concept of people-oriented philosophy of tourism planning, many tourism scholars have contributed some related discussion. According to Lin Feng (2007), people-oriented philosophy in tourism products designing requires being people-oriented, abiding by the physical and psychological laws of human and meeting the first principle of human aesthetic, learning, communication, recreation, leisure and lifestyle needs. It is also pointed out that the value orientation in the people-oriented tourism planning is reflected in the planning of tourism destination, and making the tourism destination in line with the wishes of the customers (Li Guoping, Li Yuan & Ye Wen, 2002). Therefore, I believe that people-oriented philosophy of tourism planning can be stated as: follow people's physical and psychological laws, through the tourism planning, make the tourism industry meet human needs, so as to make the tourism destination in line with the wishes of the customers. People-oriented philosophy of tourism planning should include the following:

"People-oriented" and "humanism" principle in tourism planning

When discuss the "people-oriented" principle in tourism planning, many
scholars often treat "humanism" as the "people-oriented" principle, in fact, "humanism" is more often used. However, the "humanism" is the concept of Western philosophy, and "people-oriented" we proposed is quite different. "Man" in the humanism is an abstract person, "man" in the people-oriented philosophy is real, specific people, which not only focus on the way of these real, specific people to achieve comprehensive development, but also pay attention to people and nature relations and human relations and coordination between the two relations (Chen Xinagyi, 2005). Similarly, tourism development is not only to the satisfaction of human needs and the realization of comprehensive development, but also should take into account the relationship between man and nature, interpersonal relations. Therefore, I believe that the "people-oriented philosophy" is more appropriate, and more comprehensive, we can not treat "people-oriented" principle as "humanism" principle.

The meaning of "people" in "people-oriented" of tourism planning

Under the influence of marketing, tourism planning in the past focused on people-oriented, often referred to tourist-oriented. Tourism planning emphasizes the market needs of the customers, attaches great importance to investigating the needs of tourists and the satisfaction of travelers, and performs well on "tourist-oriented." Although tourists are the main part of tourist activities, but tourism is made up of tourists, tourism enterprises, tourism, residents and government. Tourism planning is not only to better meet the various needs of tourists in the tourist activities, but also to the healthy development of the tourism industry, and to meet the various needs of the local tourist industry, while benefiting local residents. Thus, tourism planning should put tourists, the local tourist industry, local residents first.

To what end for the "people" in "people-oriented" of tourism planning

The various stakeholders in the tourism industry have different requirements, so the focus of their concern is different. Therefore, for the different stakeholders, people-oriented philosophy must be different.

Tourists are the main part of tourism activities. In addition to meet the physiological, safety and other basic needs, the aesthetic, knowledge, participation and other high need is also need to be met. With the coming of experience tourism, tourists focus more on the pursuit of their own development, self-realization, and tourism become a way of life experience. Thus, tourism planning should be oriented to tourists and fully meet these needs of tourists.

Local Residents are most affected by the local tourism industry, the economic effects, social effects and environmental effects and the impact on local residents from the tourism development are very profound. Local Residents can benefit the process of tourism development, but may also become victims from the negative effects. Therefore, to put local residents first in tourism planning, we must strive to make local residents benefit from the tourism development.

Tourism practitioners work and live in the tourism destination. They are looking for a good working environment and living environment. Therefore, to put
tourism practitioners first in tourism planning, we should strive for them to create a
good working and living environment, and meet their needs both in work and life.

People-oriented philosophy in tourism Planning should always be concerned
about the relationship between man and nature, and interpersonal relations, or to say
the relationship between tourism development and natural ecological environment,
and all stakeholders. Through the processing of the two relationships, we can achieve
harmony between man and nature, and the harmony between people.

**Approach of "People-oriented" Philosophy in Tourism Planning**

Since tourism activities are a system, and tourism planning is about the
planning of the system, which involves a very wide range of content, including
tourism market analysis, evaluation of tourism resources, tourism product
development, spatial structure design, layout and security system and other aspects.
This article will explain how to meet all the needs of the participants of the tourism
activities, and discuss how to achieve people-oriented philosophy in tourism planning
by the enumeration of different measures in tourism planning.

**Tourist-oriented**

With the influence of "customer first" concept, tourism planning has been
paying more attention to the needs of tourist market by investigation and analysis,
and design to meet the various needs of tourists, to attract potential tourists and to
promote consumption. People-oriented philosophy is bound to demand-oriented, so as
to meet the needs of tourists comprehensively and fully.

Maslow advocates that human needs are different, and human motivation
evolved from low to high and human needs can be divided into physiological needs,
security needs, social needs, respected needs and self-actualization needs. Tourism
demand is a high-level demand, tourism activities are basic human needs, after which
are met or almost met, it becomes a kind of social behavior. Tourism activities is
driven by meeting the high-level needs, which belongs to the scope of spirit
demand[1], while the smooth progressing of tourism activities is based on the met
needs. During the process of tourism planning, always with the hierarchy of needs
theory as a guide, tourism planners should focus on meeting the needs of tourists, and
should pay attention to the following aspects:

1. Combine the investigation and evaluation of tourism resources with the
   survey and analysis of tourism source market, meet the needs of tourists of different
   national characteristics, local characteristics and cultural connotations, and carry out
   investigations and evaluation of tourism resources. Take the actual or potential
   demand of tourists rather than tourism planners’ imagined needs as the basis of
tourism planning. Zhao Ningxi (1998) suggests that while determining the nature of
tourism, we should combine the characteristics of the potential tourists; in resource
evaluation, with the eyes of tourists, we should review tourism resources and
   capability of products conversion, in the planning of project implementation and
circuit design, we should strive to make the program comply with laws of tourists’
   mental activity. For example, in 2009, after a wide range of research about tourist
source market and edging tourism resources of the province, Shandong Province integrated the Confucian culture (contains cultures and values about adult ceremony educational activities), the Yellow River civilization, Mountain Tai Spirit, Red Classic, and other cultural resources, and designed an itinerary of “a five-day trip of Chinese adult ceremony in Shandong” (leading products of the Shandong Training Tourism) (Qu Lei, 2009, July 29), which became a favorite among consumers, and was a great success.

2. Tourism products in the tourism planning, or the development of tourist attractions, should pay attention to the needs of tourists of different levels, and different ways to meet, while make clear and reasonable direction for tourism planning.

   Different tourists have different travel needs. Tourism products’ development should, according to tourism, vacation, experience, etc. design to meet the needs of tourists of different level to participate.

   On the other hand, as mentioned, to meet the basic needs is the premise of successful tourism activities; a high level of demand satisfaction is the driving force of tourism activities. Therefore, tourism planning should be of a clear and reasonable direction, which means proper efforts should be placed on how to meet the low-level needs of tourists, more effort will be placed on high-level tourism demand.

   In real tourist development, the development status of tourism resources, facilities, products and services, and the needs of these elements from the tourists, have a conflict. With the coming of experience tourism era, the needs of tourists will have the following development trends, that is, the demand of tourists will develop from the pursuit of tourism resources, facilities and quality of tourism services to the pursuit of in-depth tourism and the high level travel experience. The current development situation is the fact of the great dependence on natural and cultural tourism resources, and a lack of development in tourism facilities, services and tourism experience. It is this contradiction that makes travel planning must focus more on the high-level tourism demand.

3. Focus on tourism demand analysis, have a dialectical view of basic travel demand and the high-level demands. Tourism has increasingly become a pursuit of life style of tourists, so in the tourist activities, from the relationship between basic needs and the high-level needs, a lot of tourists needs are dialectical. There are many basic travel demands, through the tourism planning and tourism product development, which can be transformed into high-level tourism demand. Tourist-oriented planners must pay great attention to this phenomenon in the process of meeting the needs of tourists. For example, eating in the tourist destination can be seen as the basic physical needs of tourists, but, if a tourist destination has more special food, enough to form a food culture, then, that food experience is no longer a basic tourism demand, it becomes a high level tourism demand. Similarly, the tourist traffic tools are either a basic travel demand, but it can also become a kind of special experience and a high-level tourism demand. We can plan properly in the right place to the distinctive traffic methods, such as the coach in traditional cultural places, sheepskin rafts on the Yellow River etc.
4. Complying with the social ethics and moral principles first, and then to meet the needs of tourists. Tourism planners are often constrained by the tourism planning commissioners, sometimes to the full realization of the interests of investors, regardless of the principles of social ethics and moral constraints, they may design some vulgar, harmful tourism products to meet the needs of some tourists and attract tourists. The tourist-oriented tourism planning is to meet the health benefit of tourists to their physical and mental development, and to achieve the pleasure of spiritual values, and to facilitate their creation and recreation, so as to achieve the comprehensive development of tourists. Therefore, tourist-oriented tourism planning should be within the framework of ethical and moral principles, design tourism places and tourist products both conducive to the development of physical and mental health and conducive to social harmony civilization and progress.

**The local residents-oriented**

The client of tourism planning is often the relevant government departments and tourism investors, and therefore, in the preparation of tourism planning, planners are often bounded by these requirements and constraints, the public interest in tourism planning had become the economic interests and local interests of those clients. Tourism planners’ target, compared with the interests of the local government and investors, to a large extent is to meet the needs of residents, which makes it an issue of the value orientation of the tourism planning. The people-oriented philosophy in tourism planning bases on the residents, and tourism planners should meet the requirements of travelers, investors and the government, and put more, not less efforts on residents.

1. Residents-oriented, make residents benefit first
   
   Tourism development promoting economic development has become a consensus, the development of tourism should make residents benefit, fully enjoy the economic success of tourism development.

   (1) Through tourism development to achieve poverty alleviation, promote poverty alleviation in underdeveloped areas

   For the areas less developed but particularly rich in tourism resources, tourism development can speed up local economic and industrial structure adjustment. In poverty alleviation tourism plan, in order to adhere to the tourist-oriented residents, we must allow community residents to participate in the development of the tourism industry so that they truly benefit from tourism development.

   (2) With the potential tourism employment, extend tourism employment effects

   As to residents-oriented tourism planning, first, to establish the "priority of employment for local residents " principle in the human resources planning, through cultural education and job training to enhance local people's cultural level and professional quality so as to achieve the goal of residents’ tourism employment, make local residents willing to engage in tourism employment; second, in the tourism product (attractions) development, through the improvement of tourism products, rich content of tourism products (Jiang Haiping, 2007) to innovate the content of tourism
products, so that residents can extensively involve in the tourist goods (tourist household items, handicraft and tourist souvenirs, etc.) production to profit from the economy.

2. Residents-oriented, make local residents benefit from cultural tourism

The tourism development, especially the tourism development of cultural resource-rich tourism areas, rely mainly on local cultural resources, but also produce negative impacts to the local culture. Residents-oriented tourism planning should give full play to the advantages of local culture, reduce the negative impact of tourism development on the local culture, so as to make local residents benefit from cultural tourism.

   (1) Make residents the main part of tourism development, give full play to the cultural advantages

   The production, life and culture of the tourism destination is an important tourist attraction, and is the most active tourism factor in tourist destinations (Zou Tongqian, Gao Zhong & Gao Linsheng, 2008). In tourism planning, residents-oriented is to put local residents and communities as the main object of development, emphasizing maintenance of the original life of the residents, opposed to the idea of building the tourist destination into a dull museum (Wu Bihu & Zhang Wei, 2003) and through community participation, give full play to the cultural advantages.

   (2) Maintain the authenticity of local culture, respect for cultural sovereignty of residents in tourism destinations

   Tourism planning should make the services and performance of local residents become a natural expression of life, not deliberately change the lives of the residents and cultural practices for the modernization of tourist services and make the lives of local residents become untruthful market-oriented means of tourism development, in the meantime, it should take great care to reduce or avoid weakened or assimilated culture phenomenon by the influx of a large number of tourists, only by doing this can we maintain the cultural pride of the local residents and to stimulate the cultural pride and cultural identity.

3. Residents-oriented should ensure the convenience of residents in their daily lives

   Residents are the main part of tourism development, and they live in the tourism destinations: on the one hand, the daily lives of residents base on the various infrastructures; on the other hand, their recreational entertainment base more on the nearest local tourist resources and facilities. Therefore:

   (1) Local residents-oriented tourism planning requires tourism development integrated into the community building of tourism destination, through the tourism planning, improve local infrastructure construction, so that it can meet the needs of tourists, but also does not affect the use of local residents to facilitate the daily lives of the residents.

   (2) Give discounts to local residents, make a reasonable discount allocation of sightseeing, entertainment, recreation and other tourism resources to residents, so as to ensure the residents’ rights of preferential use of local tourism resources.
Tourism practitioners-oriented in the tourism destination

Tourism practitioners, broadly speaking, include both the staff workers of tourism enterprises including the senior managers, and the tourism industry investors (developers) and government departments of tourism authorities. Tourism practitioners discussed in this article mainly refers to the staff of tourism enterprises. The main purpose of the past tourism human resource planning is to ensure the human resource supply of the tourism industry by development and management of human resources, so as to protect and promote the tourism development. The people-oriented philosophy in tourism planning requires practitioners-oriented, concerns not only their contribution to the tourism development, and attaches great importance to tourism practitioners and their own development needs in work and life satisfaction.

Practitioners-oriented tourism planning requires:

1. Safeguard the rights of tourism practitioners

   In the current tourism development, tourism enterprises is the main part of tourism market, in order to maximize profits and achieve higher economic efficiency, there may be a range of opportunistic behaviors in tourism enterprises, and the government authorities with an aim of increasing tourism revenue, will find ways to profit from the tourism practitioners. So the interests of tourism practitioners are often damaged, their rights are not protected. For example, the current interests of China’s tour guides are experiencing a lot of security problems, like the non-standardized labor contracts, treatment of tourism enterprises to tour guides are not guaranteed, tour guides working in some small and medium sized travel agencies have a low wage and their enterprises do not pay social security payments for them, or even share the tour costs with the travel agencies, some local government organizations use pro forma assessment (tuition only, no training), so that tour guides have problems of low income, which makes some immoral tour guides collude with Tourist shopping consumption enterprise to gain the extra income from tourists. All those are not unrelated. In tourism planning, tourism should pay attention to specific problems in recent years. The planning of guide service center solved partly this problem, but still need more effective measures from tourism planners.

2. Emphasis on humanitarian management to the tourism destination

   Tourism planning should adapt humanitarian management to the tourism destination. On the one hand, mobilize the enthusiasm of managers and grassroots staff, create a good working environment for them and make their work an appealing life style to their satisfaction. For example, many private tourist hotels are subject to some problems like, high work intensity, long working hours and no rest and vacation rights and so on. Government should attach importance to the issue of human resources and the right of tourism practitioners to maintain effective oversight and guidance. While tourism enterprises are making the human resources planning, they should also pay attention to the protection of employees’ rights, so that they work in the tourism business as their favorite life style.

3. Focus on the training and career development of tourism practitioners

   Staff turnover in tourism enterprises is relatively common, that is mainly because that tourism is labor-intensive industries, the front-line service employees
account for the majority of the tourism practitioners, their room for improvement is limited to a small range. The second is that tourism lack of high technology, high capacity personnel, due to insufficient training of existing tourism professionals, their career development issues are not seriously considered. Human resources planning of tourism adhere to the principal of practitioners-oriented, we must focus on their training and professional development so as to improve their business quality and continue to train their professional development and achieve their career development needs. This is the only way to ensure the supply of human resources in tourism.

**Reasonably handling the relationship between man and nature and human relations**

Tourism planners should be people-oriented, and should make the relationship between man and nature and human relations throughout the whole tourism planning. The ultimate goal of tourism planning is for economic, social and environmental effects, and the harmony of man and nature, and the harmony between people.

1. Tourism planners should achieve the equilibrium values
   Tourism planners during the development of tourism planning are influenced by the government, developers, tourists, residents of local communities, all the four subjects put forward their own perspectives for their own interests, so tourism planners’ value orientation swings between the four (Li Guoping, Li Yuan & Ye Wen, 2002). But at the same time, tourism planning is for the overall development and the public interest, therefore, in order to achieve the harmonious relations between the different shareholders when tourism planners are making tourism planning, it is necessary for them to achieve the balance of those values, their value orientation should be a trade-off but not biased one between stakeholders.

2. Enhance the humanitarian concept of different tourism stakeholders(Wang Chunlei & Zhou Xiao, 2003)
   Only with the humanitarian concept in all tourism stakeholders, can we realize the harmony between man and nature, and the harmony between people.
   (1) Enhance the humanitarian concept of tourists
   Tourists’ humanitarian concepts means during the tourism process, the tourists on the one hand, should respect the natural environment, attach importance to the rights of having a wonderful environment of the residents; on the other hand, respect the local residents, condescend the “self-arrogant” attitude and seek the harmonious relationship with local residents. Therefore, the State Council (2009) made great efforts to promote a civilized and healthy way in the whole society to promote health tourism, culture tourism and green tourism, and respect nature, respect the local culture, respect services, resist the adverse atmosphere and abandon uncivilized behaviors.

   (2) Enhance humanitarian concepts of the tourism business
   On the one hand, enhance the concept of respect for nature in tourism enterprises to make their production process more in line with the requirements of sustainable development during the process of tourism development, pay attention to the protection of the natural environment, protect natural resources and cultural
heritage; on the other hand, enhance the concept of tourist-oriented and employee-oriented, both provide tourists quality products and services, and the enterprise's employees a conducive working and living environment for growth.

(3) Enhance the humanitarian concept of local residents

Residents is the main population in tourism destination, residents’ protection concept on the natural environment and cultural resources and their attitude towards the development of tourism have a profound impact on the harmonious relationship between man and nature, and the harmony between people. Enhancing the humanitarian concept of local residents need we rationally deal with the development of tourism and reasonable protection of the natural environment and cultural resources, respect for the tourists.

3. Create a reasonable distribution mechanism of benefits, pursue the harmonious development of tourism

People-oriented philosophy in tourism planning should make a reasonable distribution between the various stakeholders during tourism development, only by doing this can we achieve the harmonious relations between the two. As is stated by Shen Zuxiang (2006), we should maintain the vertical cultural harmony between the "traditional" and "Contemporary Development " of the social culture of tourism destinations, maintain the harmony between the right of cultural consumption for tourists and the right to development for local residents, keep the harmonious relationship between tourism profit impulse of the local residents and regional cultural heritage protection and contemporary development of the ethic culture. This provides us an effective method to establish the reasonable distribution mechanism of benefits between different shareholders.

Through what we discussed above, we make a detailed discussion about the concept, significance and measures of people-oriented philosophy in Tourism Planning, we hope that by establishing the theoretical framework of people-oriented philosophy in tourism planning, we can provide a clear and feasible guidelines for the practice of tourism planning to better achieve their planning objectives.

References


