International Case Studies for Hospitality, Tourism and Event Management Students and Trainees

Edited by:
Elizabeth Ineson
Matthew Hong Tai Yap
Valentin Niţă

editura
Tehnopress

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Volume 11
2020

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editura
Tehnopress
IAŞI – 2020

Published in Romania by

Editura TEHNOPRESS
Str. Pinului nr. 1A
700109 Iaşi
Tel./Fax: 0232 260092
Email: tehnopress@yahoo.com
http://www.tehnopress.ro
Edituräacreditată CNCSIS

ISBN 978-606-687-430-4

First published 2020

Cover from an original pastel drawing, 'Loch Maree, Wester Ross, Scotland' by John Ineson.

If there are any errors or omissions, please contact the publisher who will make suitable acknowledgement in the reprint.

Dedication

by

Jenifer Emery

Vice President of La Fondation and a founding member of the Board

to

The Right Hon. The Viscount Thurso

John, then Sinclair, started his apprenticeship in the hospitality world in 1972 as a management trainee in the reception at the Savoy Hotel. *Taken under the wing of its Chairman Hugh Wontner, in 1981 he became* ***Manager of the Lancaster Hotel*** *in Paris, which was part of the Savoy group of hotels, for five years. In 1985, John accepted the offer to become the founder* ***General Manager of the new Cliveden Hotel*** until 1991.

In 1992 he became ***CEO of Granfel Holdings and Champneys Group*** *until his election to Parliament in 2001, following in the footsteps of both his father and grandfather as the* ***Liberal MP for Caithness, Sutherland and Easter Ross.*** *He served as the* ***Lib-Dem Shadow Scotland Secretary*** *under Charles Kennedy. In 2014 he was sworn onto the Privy Council. John then returned to the House of Lords and in 2016 he became* ***Chairman of Visit Scotland*** *and the following year he was appointed* ***Lord Lieutenant of Caithness.***

John always had a parallel career in hospitality with his political one.
In 1988 he was elected a Trustee of the Savoy Educational Trust which had been set up in 1961 by four Directors of the Savoy Group as it later became. In 1994 he retired from the SET and became a ***Trustee of La Fondation****. After the death of Sir Hugh Wontner in 1992 John joined the Board of the Savoy Group. From then on he was an important influence in both positions using his courteous, calm, studied judgement on many occasions.*

In December 2019 John was elected President of La Fondation.

Disclaimer

Preface

Volume 11 comprises a further series of international case studies, focusing on problems and key issues related to hospitality, tourism and event management. They originate from, or are set, not only in Central and Eastern Europe, including Czech Republic, Hungary and Slovakia but also in Canada, Germany, New Zealand, Singapore, Spain, Switzerland, Taiwan, Thailand and the United Kingdom. The contributors, who represent 12 countries, have developed the cases based on their specialist knowledge and real-life experiences. The cases offer students, management trainees and managers opportunities to consider and to respond to realistic scenarios of varying and increasing complexity.

The introduction provides a brief overview of the case study and its possible role in teaching, and training, particularly in cross-disciplinary fields. To provide a suitable format, the cases have been divided into two sections: Part 1, non-revealed and Part 2, revealed. The cases in Part 2 require the students/trainees either to read prior to, or after, the class/training; they may also require some individual written work and there may be a requirement for further follow up activities or discussions.

The main topics covered are: waste management; restaurant management; human resource management; wedding management; service quality; service robots; managing interns; corporate social responsibility; total revenue management; volunteer training and development; European heritage days; community-based tourism; domestic tourism; sustainable tourism; sustainable development; tour operations; tourism innovations, airlines and business continuity planning.

The non-revealed case studies may be distributed as part of a teaching or training session, and responses may be prepared by the individuals, debated by groups of students, trainees or managers, or enacted using role play, to develop a joint solution; the cases focus on at least one curriculum area or department, for example: food and beverage; human resources; airline policies etc. Each non-revealed case either poses at least one question for consideration by students, trainees or managers and/or indicates one or more activities which might be undertaken within or outside the teaching/training session. Furthermore, the cases may require some preparatory work, in addition to follow-up reading, that the facilitator considers to be advantageous in advance of the discussion sessions.

The revealed case studies are more complex. They are inter/cross-disciplinary, encouraging consideration of issues and problems that focus on broader managerial, international and cultural perspectives. Some of the revealed cases are accompanied by reading or research suggestions which are recommended in order to respond to the questions and/or inform the participants so that they can conduct the follow-up activities which include: application of theories to practice; debates; desk research; analysing data; applying SWOT and PESTEL; recipe and menu planning; budgeting; marketing and promotion; planning and designing; location and interpretation of information; critiquing and evaluating information in the light of practical and written evidence; interpreting statistics; making sensible practical recommendations based on evidence; justifying actions with theory; online searching and research projects; groupwork; preparation of management guidelines and training information and presentations; development of strategies and action plans; and report writing.

The case questions and activities are designed to encourage and promote experiential learning, embracing a practical problem-solving approach to achieve the learning outcomes. They are of varying types, levels of difficulty from very simple to extremely complex, posed to promote activities such as brain-storming followed by practical and theoretical problem-solving. Part 3 includes a series of points to promote discussion or further consideration of the issues pertaining to each case.

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Acknowledgements

The editors would like to take this opportunity to thank:

- **La fondation pour la formation hôtelière,** in particular: **John Thurso; Jenifer Emery; Michel Rey; Victor Emery; Jurg Conzett;** and **Alistair Emery,** for their continued generous support for, and interest in, Central and Eastern European seminars, activities and projects;
- **Margaret Georgiou,** Executive Administrator to the Board, for her continued dedicated, extremely competent and very professional assistance;
- **Allison Cridland** for proof-reading the text, and
- **The contributors**, who with no prompting, provided on time a series of cases that present some very topical and interesting international issues for consideration and debate.

Introduction

by Graham Stone and Elizabeth M. Ineson

Cases provide a learning strategy through which students and trainees are required to consider, debate and offer possible solutions to the questions posed. They can apply their knowledge of a range of academic theories, and/or their work experiences, to identify, analyse and evaluate the problems involved. Such experiential learning is of value in developing in students and trainees informed and considered managerial decision-making within learning and training environments, where the importance of problem identification and problem-solving skills is emphasised. In turn, a variety of geographical, cultural and different legal contexts provide a framework within which a broad spectrum of learning outcomes can be achieved.

The Role of Case Studies

Case studies are summaries of real-life or simulated business situations, based on personal or "second-hand" experiences, observations, interviews, word-of-mouth information and/or desk/practical research. The cases might incorporate information from within an organisation, for example, past events, stories, critical incidents, etc. as well as external factors and influences. The cases included in this book are all based on, or developed from, real events. They enable management students and trainees to appreciate, comprehend, consider and resolve realistic departmental, inter-departmental and unit/Company problems and situations that may be encountered by guests, operatives, supervisors, managers and/or senior managers in hospitality, tourism and event management. Some of the cases also offer further opportunities to conduct research and to make management decisions and plans, as indicated by the additional activities.

It is emphasised that case studies are designed to make students and trainees aware that, in solving problems, there may not be a clear or single solution; they enable students to apply theories in a real-life context, and they provide insight into issues that can assist them in developing and refining their knowledge and understanding in addition to their analytical and problem-solving abilities. The cases selected for study, at any point in the academic course or training programme, should be appropriate to the abilities and experience of the students and/or trainees and, ideally assist in meeting the learning outcomes/training objectives.

From an academic perspective, case study research is more comprehensive than conducting research on one specific topic. In addressing the more advanced cases, students/trainees are encouraged to collect relevant and appropriate data from a variety of both academic and commercial sources, including the media, as appropriate. They are encouraged, not only to consider this information but also to employ divergent thinking, to brainstorm the case, followed by convergent decision-making to devise and justify the solution(s). Questions such as: 'How?' and 'Why?' need to be addressed in the context of the scenario, paying attention to the human element in terms of customer care and the fair and correct treatment of employees and peers. Such studies allow students and trainees to gain valuable work related, problem-solving and planning, managerial experience without losing money, upsetting customers and staff, or putting themselves or others into positions that might evoke embarrassment, pressure, anger or stress. From a practical perspective, students and trainees need to employ their work and life experiences to offer possible feasible, practical and, when appropriate, cost effective solutions.

Assessment

Case studies allow the assessment not only of knowledge and application but also of higher order skills comprising analysis, synthesis and evaluation. The forms of assessment employed depend on the learning outcomes to be measured, and are at the discretion of the teacher, trainer or facilitator. These may include: individual or group assessment; contribution to debates; written responses in the form of answers to questions; report writing; the development of strategic plans; workplace guidelines; production of training manuals etc.; and/or individual or group presentations. No time limits are set or even recommended for responding to/solving the cases, as these depend on the nature and type of the requested feedback, the specific nature of the assessment employed and the depth to which the issues are examined.

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Part 1

Non-revealed Case Studies

The Chinese Hotel Restaurant Managed by an Intern

by Ciao-Yi Cheng

Saches Hotel in China is very famous internationally. It is renowned for its luxurious facilities, gourmet food and world class service; each year, Saches offers opportunities for university students to complete their practical food and beverage training. The hotel boasts three different restaurants, one of which is for fine dining, a self-service international buffet experience and an à la carte Chinese. The whole dining area is on the same floor. Each restaurant should have one manager who is in full charge of its operation. This manager's role is to maintain standards, train the staff and exceed the guests' expectations in addition to dealing with any complaints and problems. If called upon, the manager may need to help out in another restaurant on a temporary basis.

However, in spite of its international reputation, Saches' occupancy rate is falling. The HR manager was told to reduce the number of full-time permanent staff. Therefore, she decided that the Chinese restaurant could be managed by Frank, a very competent local intern, who had worked part time in this restaurant for two years prior to the internship. Although, Frank was nominally the "manager" with all the associated responsibilities, he also needed to provide F&B service because they were short staffed. He had to greet the guests, take orders, fetch the food, clean and reset his tables and deal with the payments. As a result, although he was capable and confident, Frank was unable to fulfil the managerial role to the satisfaction of the guests so numerous complaints were received. His inability to cope was reflected in his report to the university.

Questions

1. What is your opinion of an intern being left in charge of a restaurant?
2. Do you consider such practice is acceptable in an international hotel? Why? Why not?
3. As the HR manager, how would you deal with customer complaints caused by a lack of employees?

Unfair Promotion in LORA Hotel

by Su-In Jeng

The GEYN group is owned by a European company with numerous different brands and two five star-rated international hotels worldwide; each brand provides similar facilities and services to global travellers. Because GEYN group's headquarters are based in Europe, most of the hotel executives are European, but the middle supervisors are usually locals. Helen was born and grew up in China; she considered herself very fortunate to be able to work in the LORA, a five-star city hotel within the GEYN group. Because of her high work efficiency, ability to speak several languages, excellent communication skills and being local, Helen was an ideal mentor and role model for local food and beverage service providers who held her in high respect. In addition to her communication skills and efficiency, Helen considered herself to be an outstanding supervisor, even better than her European counterparts; without formal recognition, she was often left alone to manage the restaurant staff and customers. She believed that her experience, skills and competences, complemented by her loyal and devoted contribution to the hotel's operation, would definitely put her in pole position for future managerial promotion; however, she was wrong!

Although she has five years of work experience, Helen still has the same job. Further, she has a collection of job evaluations to suggest she is the best supervisor and manager of the local people. Helen is very ambition but she cannot help suspecting that, even with her abilities and devotion to work, she has been overlooked for promotion in this international hotel because of her nationality.

Questions

1. If you were the HR Manager of the hotel, how would you deal with a request for promotion from Helen?
2. Do you think that nationality might be the only reason for hindering Helen's promotion? Justify your answer.
3. If you were Helen, would you continue to work for this company or would you look for another position? Why? Why not?

Robot Employee

by Ammarn Sodawan

In the 21st Century, new technologies came into play in the workplace and some of the developments took over roles from humans, for example, in the hospitality industry. The benefits of technological advances are clear to everyone in terms of access to effective services, convenience, speed, safety and price. Although the hospitality industry depends on human capital, the advent of Artificial Intelligence (AI) and automation could result in unemployment in the future. Ivanov and Webster (2017) noted that hospitality and tourism companies were beginning to use robots, AI and service automation such as chatbots, robots for deliveries and concierge duties, conveyer belts in restaurants, self-service ordering/information/check in/ check out kiosks etc.

In the spring of last year, Peter and Lucy planned to travel in Natrita, a country they had always wanted to visit at that time of the year to see the blossom trees in flower. Also, they were interested in technology. Natrita seemed to be the perfect choice for them as it was also reputed to have made great advances in AI, with automation and robots planned to be part of daily life in the future. The Natritians had created an automated service robot that was being piloted in Robot Hotel. The plan was to use robots to speed up service, and to simplify tasks and processes, whist maintaining high safety levels. Peter and Lucy looked forward to a relaxing, fascinating holiday with a minimum of human contact in Robot Hotel.

When they arrived at the hotel, there was no sign of a human being and they were greeted by service robots, who pointed to the check-in counter. Peter moved across in the direction indicated and came face-to-face with a robot receptionist who said 'Hello' then asked him to press a button and follow the instructions for the touch-screen check in process. Facial scanning was also employed for check in and a robotic luggage cart transported their luggage to the allocated room.

When they reached their allocated room, Peter pressed the button and facial scanning took place prior to the door opening. There were smart robots in room, smart speaker and a smart tablet to order food and drinks and for access to other desired hotel services. Peter asked the smart speaker to turn on the lights, air conditioning and television then they chose and ordered food and drinks for in-room delivery. The curtains in the room were activated by digital assistant from smart tablet.

It took 30 minutes for their food and drinks to arrive by autonomous vehicle. The telephone rang to inform them that their order was outside the room and they were asked to open the door and remove their order once the vehicle had entered the room. When Peter and Lucy requested other services and items, they found the smart robots and speaker could not understand all of their requests; they decided that robots could provide entertainment but perhaps they preferred human service.

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Questions

1. In what ways can robots contribute to the operation of a hotel?
2. What is your opinion of 'employing' robots in hotels?
3. Do you think that robots will ever replace hotel employees? Why? Why not?

The Management of an Internship Contract

by Cao Wei

Most universities offer opportunities for off-campus internships as part of a course of study. These real work experience opportunities are of great importance to students and are often crucial to their recruitment to a subsequent full time position. Interns are enabled to experience the operation of units and businesses in advance of their recruitment and so they can learn more about the industry in which they are interested. Through such opportunities, students are exposed to real life experiences, thus increasing their knowledge of industry practices and promoting their understanding of the benefits of working in, and the problems faced by, their chosen industry.

A five-star leisure resort hotel in Taiwan, renowned for its hospitality, is located on the edge of a lake in the mountains and is very popular with families. The verdant mountains, complemented by the deep blue waters of the lake, offer travellers a series of local walks with unforgettable views. The hotel presents a variety of internship opportunities for university students in a number of key guest service areas including, front desk, food and beverage, banqueting, housekeeping and marketing. This resort hotel has strong, long-standing links with a famous Taiwanese university. In order to recognise these links, the resort provides "Elite Project" internship contracts with three months of work placement in one of the above service areas being followed by an assessment. Once an intern has completed the assessment successfully, s/he may be rotated to a different area with a maximum of four area placements being possible during one academic year.

Last year, 10 interns were lucky enough to be selected for the Elite programme. All of these interns were eager to learn as much as possible about the whole operation of the resort hotel through the rotation system. Three months passed and they were not given any information about the assessment. One of the students, Carl, became concerned and asked the Human Resource Manager (HRM) for information about the implementation of the Elite Project. He was informed that the project was operational and then he was asked: 'Why do you want to rotate?' Carl's response was: 'When will the assessment be conducted?' He continued: 'I was informed by my university tutor that the purpose of the rotation in the Elite programme is to help interns to better understand the operation of the hotel and to learn more about the work opportunities in the company. As a student, I am responsible for myself and I would like to be assessed as soon as possible please.'

The HRM listened to Carl and he was told he would be informed about his assessment "when the time was right". Carl did not want to make another complaint in case it affected his final assessment. Unfortunately, he and his fellow students had to wait for another three months before they were informed about the first assessment. As the HRM's behaviour had violated the contract between the university and the hotel, the interns informed their academic supervisor about the problem. The supervisor responded immediately. She visited the hotel and spoke with the HRM who informed all of the students that they had satisfied the Elite programme practical requirement and they should prepare a presentation on their experience in the first department for the formal assessment, which would be held early in the next week. The interns were stressed as they considered that the notice was insufficient; however, all of them tried to do their best and met the deadline.

Only five of the 10 students passed the assessment successfully; two were allowed to rotate whilst all of the others were advised to continue at the same job role. Four months later, only the student with the best performance, Ella, was offered a rotation. The time to complete the final rotation was now limited but Ella was sure that she could become fully proficient in one month. Her supervisor said: "Who gave you the right to be rotated whenever you want?" Ella was unsure as to how to reply to this question and she felt very puzzled. Although the interns were participants in the Elite programme, Ella was unsure whether she had the right to propose a rotation. The views of the departmental supervisors were obvious. They regarded the Elite programme as disruptive to resources and manpower planning. If they could, they discouraged intern rotation; sometimes it was not even allowed once over the 12 months to cover for the shortage in departmental manpower and to reduce the need for training. It appeared that the interns could become victims of their contracts, especially if the end of year was approaching and there was no chance for them to rotate.

Questions

1. How do you think a hotel intern should be managed?
2. Who should be responsible for drawing up, approving and signing the contract of employment for an intern?

3. During the employment, what actions should be taken by each of the parties involved:

   (i) to ensure the contract is adhered to by all parties?

   (ii) to resolve any issues arising due to the contract being violated?

Volunteer Training and Development

by Sheng Zhang Yu

The World Universiade Games (WUG) was held in Taipei from August 19th to 30th, 2017. The games are an international comprehensive sports event for 17 to 28-year-old university athletes and they take place every two years. The number of participating countries and players is second only to the Olympic Games! Over the years, WUG has attracted in excess of 7,500 team members from more than 150 countries globally and participation of a local and national volunteer workforce is critical to the success of this competitive sporting event. The volunteers are encouraged to offer sincere and warm greetings and helpful services to guests from the different countries, ideally without language barriers, so creating a culturally diverse environment.

All WUG volunteers must first conform to event standards, be over 18 years of age and, in Taiwan, be fluent in either English or Chinese. All adults, including students, were invited to register as international volunteers in the 2017 Taipei WUG via the official website in one of the following categories: administrative; event; reception; culture; and service. Face-to-face or telephone interviews commenced three weeks after the application deadlines.

The Human Resources (HR) department of the 2017 Taipei WUG had the responsibility for recruiting and training 18,000 volunteers. Planning for recruitment and training volunteers commenced three years before the event. For a total of 159 events, 14,076 volunteers were recruited. Following recruitment briefing sessions, the campus was set up then marketing and promotional activities, meetings in schools and research conferences took place.

Volunteer training was conducted from October 2014 until May 2017. The training courses were divided into three levels: A, B, and C. Volunteers who completed the special training courses (Grade C) were qualified volunteers and those who completed the professional training (Grade B) and leadership training (Grade A) were eligible for registration as a volunteer cadre (team leader). Further to the training, a dedicated communication line and online information system were established alongside other related consulting services exclusively for volunteers.

In order to consolidate the volunteers' efforts effectively and to improve the quality of volunteer service, work and achievement standards were in line with special service rewards and disciplinary issues. In addition, volunteer service cadres were encouraged to stimulate the service attitude of volunteers to promote unity and teamwork assisted by a series of dynamic and static training courses and activities for volunteers. A volunteer Facebook fan page was created and it proved to be an ideal medium for one-way information release, two-way contact and multi-directional interaction. Volunteer service cadres were set up through group activities, organisation and training, so maintaining the kinetic energy of the WUG volunteers and implementing their mobilisation.

From a personal perspective, volunteering not only provides a sense of participation but it can also be perceived as an honour. The 2017 Taipei WUG established a comprehensive volunteer system for recruitment and individual/group/place training through which the volunteers' service abilities and professional knowledge were developed. This system, which established procedures for recruitment, remote interviewing, education and training and rewards, was the first international comprehensive training system for domestic sports events in Taiwan. Through the friendly and enthusiastic service of volunteers, international delegations experienced the "most beautiful scenery in Taiwan" (i.e. the Taiwanese people) that was passed down by word of mouth, leading to many beneficial international and cultural exchanges so marketing Taiwan around the world.

Website
Taipei 2017 WUG information https://2017.taipei/home#lg=1&slide=1

Questions

1. As an event HR manager, what key characteristics would you be seeking in recruiting volunteers?
2. How would you measure/assess these characteristics during the interview?

Corporate Social Responsibility and Legal or Illegal Practice

by Shu-Hsien Chang

Corporate social responsibility (CSR) is the "associations reflect the organisation's status and activities with respect to its perceived societal obligations" (Brown & Dacin, 1997, p. 68). The impact of CSR on society and the economy has been discussed and confirmed by many scholars to implement business practices that contribute positively to society through social and environmental development (Du, Bhattacharya & Sen, 2010). CSR contributes to a company's competitive advantage and performance (Carroll & Shabana, 2010; Lee & Park, 2009) by combining corporate growth with people's lives and conforming to the development of the company.

'Cost reduction' impacts on the implementation of CSR strategies across units, for example, through mass production and distribution. It is also a way to reduce the cost of human resources by automating manufactured production lines. In order to remain profitable, companies may have to increase the production capacity and sales quantity or reduce the cost of promotion/advertising or production methods. Regrettably, some companies go blindly through the process of reducing costs but neglect quality or make products that deviate from the promised standards, so the development of enterprises is impacted. When the cost reduction cannot be achieved, and it is impossible to reduce wage costs and resources through industrial migration, it is her/his insistence on CSR that tests the owner. Let us examine two incidents when neglecting CSR left the businesses with court cases and social condemnation.

Case 1

On September 4, 2014, the Taiwan Food and Drug Administration (FDA, See https://www.fda.gov.tw/ENG/index.aspx) revealed that Company C had acquired used waste and swill oil, recovered from kitchens and, in Factory L, 67% of lard was mixed with 33% of the inferior oil to produce an 'all-in-one' oil product, named black heart oil. The production process involved extracting an oily, thin paste from the kitchen waste and producing hydrophobic cooking oil from the mixture by filtration, precipitation and fractionation. The latter employs decolourisation of inferior, expired and corrupted animal skin, meat, and internal organs to produce the cooking oil, which subsequently was sold as edible oil. The production cost is less than $0.5 per litre but the product was sold to restaurants for $3 per litre, so the waste cooking oil was recycled, sold locally and also exported as edible oil.

Although most domestic drinking water is obtained from dissolved ice fields, rainwater, groundwater, lakes or rivers, water that is used in factories may be processed differently. Sometimes recycled water from sewage pipes and underground water channels is filtered and purified to produce drinking water to which beneficial minerals and fluoride may be added as was the case with Factory L. The head of Company C argued in court that modern refining technology was sufficient to filter impurities and toxic substances from the manufacturing process, so the oil was sourced and produced without criminal intent.

Case 2

Restaurant D, which served high class dim sum, enjoyed a good reputation both at home and abroad. In addition to being loved by domestic people, foreign tourists want to eat here at least once! Recently, the owner of Restaurant D realised it would be necessary to increase the prices of the menu items that contained sword shrimp due to the rising cost of the ingredients. The restaurant had always emphasised its use of high quality ingredients to attract consumers; as the market price of the sword shrimp had risen, it would be necessary to increase the price of certain menu items to maintain quality. If the described ingredients were to be used, consumers had to be willing to pay higher prices. Although the principle of business-to- consumer integrity was challenged, did it excuse raising or maintaining the price and the quality? The owner took a decision to maintain the price of the items that had contained sword shrimp.

Subsequently, some guests complained, claiming that the taste of certain dishes had changed for the worse. The owner had not changed the description on the menu but had substituted a cheaper shrimp for the sword shrimp. Consumers said that the taste was much worse than the original taste, so the food lovers complained and exposed Restaurant D on social media. They claimed that second-class ingredients had been used without informing the consumers or lowering the price. The impact on the reputation of the company was huge.

The imbalance between supply and demand, combined with cost reduction, can lead to a decline in quality. Some business operators who are dependent on marine resources, which have become depleted due to over-fishing and are affected by pollution caused by the destruction of the ecological environment may have to face survival problems. The question is raised: Should the owners take the risk of defrauding consumers given the very serious consequences they might face?

Discussion

Increasingly, consumers faced with products that are not as described no longer complain to shops or restaurants but turn directly to media and consumer protection mechanisms. Through technological improvements, the products of the above cases may not be harmful to the body in a short period of time (such as Case 1). Even if they have no effect on health (such as Case 2), there is an intention to deceive consumers which is unacceptable for legal and emotional reasons. Companies whose products do not meet consumer expectations risk ruining their reputation which they may have taken years to build up; in fact, illegal and fraudulent behaviour that does not meet consumer expectations is an important consideration in terms of CSR.

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Questions

1. Should cost of a product be prioritised over quality? Exemplify your response
2. How might suppliers of high quality products maintain CSR when inferior products are flooding the market?
3. To what extent do you believe: (i) the actions taken by consumers; and (ii) the government's consumer protection mechanism are manifestations of CSR?

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Oversized or Undersized?

by Sheree Anne O'Neill

Jane was booked on a domestic flight from Wellington to Auckland (New Zealand) and had a checked baggage allowance of 15kg. She weighed her checked baggage at home and the reading was 13kg. When Jane arrived at the airport terminal she weighed her checked baggage on one of the two airline's weighing scales, which were positioned at the entrance to the check-in queue. The scales showed the baggage was overweight by 1kg. Jane thought this discrepancy was very strange so she tried the second set of scales which showed her baggage was underweight by 2kg. She then proceeded to the check-in counter and placed the suitcase on the scales. The scales read 2kg overweight. Jane was informed by the airline's customer service representative that she would incur a $30 excess baggage fee and asked how she would she like to pay the fee. Jane explained to the representative that the airline's three scales at the airport all gave different readings and it seemed unreasonable that she had to pay this fee. The representative did not seem at all interested in Jane's explanation and, in a stern manner; she told Jane that if she had a complaint, she should contact the airline through their website. Jane duly paid the $30 by credit card as she did not want to miss her flight.

When Jane returned home to Auckland, she made a complaint via the airline's website through the live chat option. She relayed her experience with the three weighing scales at Wellington airport to the customer service representative and received the following reply: 'I will pass on your comments to our management team so that they can take a look at it for you'.

A month later Jane had still not received a reply from the airline. Once again she accessed the airline's live chat page where a customer service representative opened up the original complaint using Jane's booking reference. Jane asked the customer service representative why she had not received a reply as it was now a month since she had made the initial complaint. The representative responded: 'There was no response as your initial complaint was taken as feedback only'. Jane asked the representative if the airline would refund the $30 excess baggage fee due to all three of their scales at Wellington's airport showing different readings. The representative responded: 'All of our weighing scales are calibrated. You have exceeded your checked baggage allowance and the fee you have incurred is not something we can refund'. The representative continued: 'If you have insurance you can check if you are able to make a claim'. Jane thought this comment was unusual as she had never heard of excess baggage being covered in an insurance policy. She checked her travel insurance policy and there was no cover for excess baggage. Jane was left feeling very disappointed with the entire customer service experience and vowed never to fly with the airline again.

Activities

1. Identify and discuss the key areas of unacceptable customer service practice that took place in the above scenario.
2. Discuss how this situation might be resolved in a professional and satisfactory manner.

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Part 2

Revealed Case Studies

Expensive Wedding in Taiwan

by Qian-Rong Liu

For many people, their wedding is the biggest event in their lives. There are many forms which the wedding can take, to some extent influenced by national customs. In Taiwan, for example, it is expected that the wedding will be a major event, planned well in advance, with great attention to detail so it is likely to be expensive. In contrast with some cultures, the groom's and not the bride's family usually take responsibility for paying for the bride's wedding dress, the ceremony and the reception. Let us consider some ways in which the Taiwanese might plan a wedding ceremony, not forgetting the cost element.

Traditionally, Taiwanese people observe the concept of "food first", so they might greet one another by saying: "Have you eaten?" instead of "How are you doing?", especially in rural areas. Therefore, from 1970 to 2010, the most important part of a wedding was considered to be the food. Most of the budget was spent on food of high quality and the 'best' chef. It was not uncommon for guests to sit in tents or directly on the streets, eating family style at round tables set for 10 people who shared different dishes; any left-overs were taken home in 'doggie bags'. However, due to cultural integration and increasing wealth some families opt for western-style weddings, which are increasing in popularity. Most newlyweds now choose to hold the wedding reception in a banqueting hall or hotel instead of outdoors.

In addition to the most important element of "food", the westernisation of weddings in Taiwan has changed the programme of events. Brides now walk down the aisle with a wedding bouquet and the guests even play games during the event. Wedding organisers now seek ideal indoor venues with bands, entertainment etc. In particular, the photographs of the bride in her wedding gown are indispensable and professional wedding photographers are extremely expensive. Furthermore, a traditional engagement ceremony is expected with the purchase of a dowry of gold ornaments for the couple. Nowadays, the total cost of a wedding in Taiwan can be phenomenal!

Eason and Betty, both of whom worked in the movie industry, had been a couple for over three years so they knew each other very well. One day, during a work trip to New Zealand, Eason proposed to Betty in a very romantic location and Betty accepted. On their return to Taiwan, they began to plan for their big day. They realised that there was a major management task ahead of them in terms of planning and budgeting, also bearing in mind tradition and keeping their families and the guests happy.

First of all, the date of the wedding was decided, and they agreed to hold the wedding in a banqueting hall or a hotel instead of having an outdoor party. According to tradition, they needed to check the peasant calendar to find suitable days associated with good fortune then determine the availability of possible venues for the reception. They chose a date that was six months ahead but, on checking the availability, they found that the highest grade hotels had been booked almost one year in advance; therefore, their choice of venue was quite limited. They wanted to marry in Taipei, the capital city of Taiwan, however, the prices quoted for a reception there were based on the number of tables, ranging from about US$480 to US$960 per table (for 10 guests). If they relocated to another city, it could be cheaper. Eason and Betty lived south of Taipei so, after reviewing and discussing the options, including the food offering, environment, service and location, they settled on a small ballroom located near to their homes at a cost of only US$320 per table; they needed 45 tables. The main thing they had to sacrifice by not holding the reception in the hotel in Taipei was the luxurious environment; their choice also had a reputation for excellent service. Eason reminded Betty that their wedding guests would be putting gifts of money into a red envelope to bless the couple; this money is used traditionally to offset the cost of the wedding.

After choosing the wedding venue, Eason and Betty began to chat about the finer details. As their parents were contributing to the cost of their wedding, they were consulted at this stage. Everyone agreed that there should be a wedding host and a band. A friend introduced them to a host who worked with a keyboard player and a saxophone player and charged US$960 in total, including the hire of the audio equipment. In addition, the flower arrangements and bouquets cost US$580 and US$440 was paid to the bridal makeup artist and hair stylist. They were amazed that, in addition to the cost of the wedding dress, venue, food and drinks, they would have to budget US$1,980 in total. They realised that careful financial control was needed in order to keep within their budget.

In contrast with many cultures, on average, it is common to spend millions of Taiwanese dollars (NT$1,000,000≈US$32,000) for a wedding in Taiwan. Of course, at the bottom of the scale, a wedding can cost as little as US$6,500 depending on the details and the size of the guests' red envelope contributions.

Questions and Activities

1. What is your view on the cost of weddings in Taiwan?
2. How would you set about planning a wedding?
3. When discussing wedding plans with the prospective bride and groom, what issues does a wedding manager need to clarify?
4. Select a location then choose three potential venues that advertise wedding packages online. Compare the costs and content of the packages. Critically evaluate your findings.

Business Case: The Application of Total Hotel Revenue Management

by Detlev Remy and Wolf Magnus Gerstkamp

The concept of total hotel revenue management (THRM) is not really a new one; it has been discussed for almost 10 years (for example, Ivanov & Zhechev, 2012; Kimes, 2017; Noone, McGuire & Rohlfs, 2011). It is also interesting to note that academia and industry practitioners are using a variety of different terms such as customer-centric revenue management (RM) and profit management although it appears that the concept per se may not have been conceptualised fully (Vinod, 2008; Zheng & Forgacs, 2016). The idea behind the THRM concept is two-fold. First, it is about spreading out RM practice to other revenue-generating departments within the hotel industry such as gastronomy, spa and function space (cf.. Kimes, 2001), in order to increase its contribution to the bottom line in addition to creating synergistic effects for the business. Second, the concept aims to focus on the totality of RM practice towards profit and customer value (cf. Kimes, 2008; Noone, Enz & Glassmire, 2017).

That said, RM still seems to be practised in the existing way which is mainly transaction-based, adopting a rather short-term perspective which takes into consideration changing demand patterns and, to a certain extent, consumer behaviour (cf. Buckhiester, 2019; Erdem & Yiong, 2016). Rather surprisingly, only few hotel brands claim to have applied THRM to date. By investigating reasons for the non-application of THRM, researchers (e.g. Kimes, 2017, Noone et.al, 2017) found a lack of revenue managers with the right skillsets, technological challenges and organisational aspects (for example, Dunn, 2019). Buckhiester (2019) concurred with these findings and added financial barriers, claiming that accounting and reporting systems do not support Total Revenue Management (TRM) applications. With regard to technology, she maintained it's all about lack of integration (system and data) in addition to lack of functionality of interfaces, respectively data quality. Finally, Buckhiester (2019) perceived change-management as a barrier to THRM adoption; in other words a reluctance to change a given practice.

Adam White is the owner of the family-run Hotel Bellevue in one of the larger cities in the North of Germany. The hotel offers 240 guest rooms spanning three different categories. It is located in the city centre and attracts both business and leisure guests; it has a quite substantial amount of group business too. Apart from two different restaurants on the hotel premises, the Bellevue also provides other facilities such as banqueting and function space. The guests are mainly from Europe and the United States of America with some domestic business too. Although the hotel operates a distribution strategy with a mix of direct and non-direct channels, the majority of bookings come from one major online travel agent (OTA).

Adam runs the hotel with some family members and staff; two of his sisters work with him, one of whom is in charge of sales and marketing whilst the other is in charge of operations. Due to the hotel's size and the volume of revenue there are three main departments in total, comprising rooms division (including front office), gastronomy (including banqueting and function space) and back office.

Adam has received fairly comprehensive training in RM. A few years ago, he attended a certified RM workshop; therefore, he deploys RM practice in his hotel with a keen interest. Based on this experience, he has developed good knowledge of RM practice and, specifically, he is aware of the latest developments in RM. Having visited a number of hotels in different countries and spoken with the hotel owners about the TRM concept, Adam has decided to go ahead with his idea to apply TRM in his hotel. He has identified two areas of specific interest with respect to this application, namely gastronomy per se, banqueting and function space.

Initially, Adam called his heads of department to inform them about his plan to apply RM to gastronomy, banqueting and function space. Adam outlined in detail the process required, the perceived benefits and also some of the challenges to be expected. The proposed process, chosen to suit The Bellevue Hotel, was to focus mainly on data collection, identification of system requirements and adjustments and to establish new pricing points. Adam considered the potential benefits to be increased profit margins as well as synergistic effects across the hotel, for example, sharing forecasts. Moreover, Adam outlined possible challenges such as lack of revenue personnel with experience and qualifications, technological challenges and the organisational culture. By identifying these challenges, and discussing these with his team, Adam has hoped to strengthen their commitment to his new endeavour.

Subsequently, the new TRM application was rolled out to the departments of gastronomy and banqueting. The heads of department enjoyed an external three-day RM training with a special focus on food and beverage RM and function-space RM. Within the training they learned the necessary steps to implement TRM alongside necessary processes such as data collection and analysis, the identification of training needs and the requisite time and financial investments. Thereafter, both heads of department returned to their respective teams to brief and train them accordingly.

After six months Adam called an evaluation meeting to monitor and to discuss the progress so far. The director of gastronomy reported her efforts to apply RM which included data collection, staff training and adjustments of price points, mainly demand-based ones. Similarly, the director of banqueting reported her efforts regarding the function space. Unfortunately, the numbers did not indicate any substantial increase of profit margins and, to make it worse, guests' feedback was rather bad; in particular, they complained about a lack of transparency in pricing, so they felt they were being treated unfairly.

Adam then approached the employees in each department to elicit their opinions on the impact of the new RM application, but he still could not figure out why it was not yielding the anticipated rewards. He then contacted his previous leadership professor at his old university to discuss the situation. The academic confirmed that appropriate internal change processes had been implemented and followed. According to Hayes (2018), the main pillars that should be followed in a change process are: academic skills; workplace skills; and interpersonal skills, all of which lead to effective workplace performance.

Adam believed that he and his team had fulfilled most of the requirements of the change process. *Academic skills* were developed during the training and learning of the RM developments and implementation involving all the internal stakeholders in the organisation. He correctly provided training to all the departmental heads and they followed very well what they had learned which led to good implementation of the *workplace skills*; mainly important in this context are commercial awareness and planning (cf. Hayes, 2018). When they discussed the *interpersonal skills'* aspect, Adam discovered that he had met most of the criteria which are important when implementing change management. He was *effectively communicating* with his team and they fully understood the new directions and implementation of the RM system; they were eager to follow his lead. Adam was *helping and facilitating* the co-workers during this challenging time, *leading* the changes effectively, *motivating* all departmental heads to follow the implementation. He continued to be approachable, participative and empathetic in his dealings with his team.

Unfortunately, Adam and his team realised that although they had managed the changes internally well, they had not appreciated the need to develop a plan to communicate the possible impact of the new implementation on the guests. Yukl (2013) indicated that during the change processes, all elements that are subject to change have to be defined clearly and planned properly during the implementation phase. Due to the fact that Adam had not identified the need to train and educate the guests, the performance outcomes were ineffective (cf. Hayes, 2018). Sadly, his careful plans and the efforts of the team resulted in an inadequate performance overall and, consequently, numerous frustrated guests.

It is very important to engage with customers, especially during the process of change management in an organisation which might impact on their experiences. An optimal customer relationship management system needs to be developed and implemented including employees (internal customers), customers and technology (Zablah, Bellenger & Johnston, 2004). Adam and his departmental heads focused too much on the business aspects – employees and technology – while missing out the needs and wants of the guests and how to explain future changes, especially to loyal customers. Therefore, Adam decided to continue with further training programmes focusing on customer relationship management and optimised communication practices to support full implementation of the new RM culture.

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Activities

First examine the pertinent issues based on the references above then:

1. Determine the challenges in terms of switching the RM strategy to THRM.
2. Critically reflect on the requisite leadership approach to implement the necessary changes.
3. Make practical recommendations for applying THRM.
4. Discuss possible implications of focusing ‘too much, too quickly’ on THRM practice.
5. Suggest and justify which customer relationship management approaches should be implemented or developed in order to maximise the success of THRM.

European Heritage Days

by Libêna Jarolímková

Introduction

European Heritage Days (EHD) are important international cultural and social events that increase the historic awareness and understanding of international cultural heritage, putting them into a local, regional and/or national context. *"European Heritage Days provide access to thousands of rarely opened sites and unique events to over 20 million people every year"* (Europa Nostra, 2019). The present case study is based on a concrete challenge encountered by the EHD guarantor in the Czech Republic in recent years as there has been a decline in the interest of historic monument owners to participate in the EHD programme; this reluctance has led, in turn, to a decline in the number of monuments open for visitors in the Czech Republic (Internal Statistics of SHS ČMS, 2020).

During the course of the case study, students and trainees will become familiar with real situational analysis by identifying pertinent issues, finding root causes of the problems and then proposing solutions. They will need to consider the requisite motivational tools for managerial positions. The case study also poses questions regarding willingness to support projects for public benefit, and personal as well as civic engagement. Lastly, the case study aims to motivate students to participate actively in EHD.

European Heritage Days

EHD is a joint programme by the Council of Europe and European Commission. (European Heritage Days, n.d.). It is an 'all-European' project which aims to inspire informal awareness of the roots of national identities and the protection of the cultural bequest of our ancestors. (Internal Statistics of SHS ČMS, 2020). The EHD logo is displayed in Figure 1.

Figure 1. Logo EHD (Sdružení historických sídel Čech, Moravy a Slezska, 2019b)

The Council of Europe launched the EHD initiative in 1985 (Council of Europe, 2020a). The pan-European nature of this project contributes to bringing citizens together and highlighting the European dimension of cultural heritage in the 50 signatory States of the European Cultural Convention. (Council of Europe, 2020b). One of the significant EHD characteristics is the international aspect. Each year, the EHD launch happens in a different country. EHD are a great opportunity to deepen mutual understanding and strengthen cultural exchange as well as meeting representatives of partner cities and monuments (Vitvarová, 2018).

The aims of EHD (Council of Europe, 2020a; European Commission, 2019; Sdružení historických sídel Čech, Moravy a Slezska, 2019a) are to:

- stimulate interest in Europe's cultural heritage
- create a climate in which the appreciation of the rich mosaic of European cultures is stimulated
- raise the residents' awareness of their local heritage
- raise and enhance the awareness of European citizens to the richness and cultural diversity of Europe
- inform the public and the political authorities about the need to protect cultural heritage against new threats
- improve information about other cultures
- encourage intercultural dialogue
- support an open and free view of culture, which has an effect not only on economic development, but also on the sustainable development of human society.

EHD take place annually, most often during the second weekend of September when the doors of monuments usually not accessible to the public are opened, mostly free of charge. The event is not focused merely on sites which have the status of historical monuments, such as castles, palaces and cathedrals, but also on private and public buildings (town halls, courts of law, schools, residential houses, etc.), to which access is normally barred or limited (Sdružení historických sídel Čech, Moravy a Slezska, 2019a); however, a declining interest of European historic monument owners to participate in the EHD programme, including the Czech Republic, is evident.

The scope of EHD is not to grant free access automatically to as many heritage sites as possible. They are special events, which present new connections, successful actions to benefit the sites and ways in which citizens can become involved in the preservation of their cultural heritage; it broadens the horizon of pupils and students. For this reason, accompanying events and an animated programme are an important part of EHD. EHD are supposed to be organised in such a way, that they become a phenomenon that supports and develops sustainable tourism that is such that the monuments are preserved without damage. EHD present opportunities for making cultural heritage accessible in new ways; they should be understood as an important tool for societal development (Vitvarová, 2018).

Each year, many events are organised around specific cultural themes, for example: baroque heritage; garden architecture; and culinary traditions. Different EHD programmes, focusing on towns, villages and/or monuments, are devised and offered to local inhabitants as well as tourists; they may include exclusive tour routes, distinctive concerts and unique exhibitions. Over 70,000 events were organised in 2019 in order to help raise awareness of the value of the common heritage of Europe and the need for its conservation for present and future generations. The motto of EHD 2019 was "Arts and Entertainment". (Council of Europe, 2020b)

European Heritage Days in the Czech Republic, 2019

The Czech Republic joined the EHD activity in 1991 as the first Central and Eastern European member country. The main guarantor of the organisation of the EHD in the Czech Republic is the Association of Historical Settlements in Bohemia, Moravia and Silesia. (http://historie.shscms.cz/ehd/en/ehd-in-cr-737.html). During their inaugural year, 40 historical towns participated in the event; they offered visits to circa 300 monuments. The number of participants increased rapidly from 1991-2012 and the maximum participation was in 2013 during which 661 events took place and 1127 monuments (Internal statistics of SHS ČMS, 2020) were opened. EHD have developed into an important social, cultural and tourism activity, which is implementing the all-European goals in the Czech Republic. Sadly, since 2014, the historical site owners have displayed a declining interest in EHD participation; fewer monuments have been opened for public viewing and there are fewer accompanying events as well (see Table 1).

Table 1

Evolution of Historical Site Participation in EHD in the Czech Republic from 2013-2019

Year	Monuments	Events
2013	1127	661
2014	1053	427
2015	1018	407
2016	936	337
2017	866	307
2018	868	309
2019	823	301

Note. Data source from Internal statistics of SHS ČMS (2020) compiled by Author.

Conclusion

The promotion of EHD has been kept at a consistent level and conditions for historical sites to participate have not been modified since 2013. Despite the decrease in participating sites, the number of visitors to the open sites shows year on year increase in all regions of the Czech Republic. (Internal statistics of SHS ČMS, 2020). Lower number of participating monuments is therefore not a reaction to decreased demand.

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Questions and Activities

Begin with the recommended reading

1. What might be the reasons for decreased interest of site owners/managers in participating in EHD? List the possible root causes, examine them and analyse them further, then propose solutions to tackle the challenge.
2. How is it possible to motivate managers of historical sites to participate in the EHD programme?
3. Research the situation regarding participation in your country or a European country of your choice and present your findings to the group.

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National State Support for Domestic Tourism

by Daniela Matušíková

Tourism, as a lucrative industry, plays an important economic role for many countries worldwide. Therefore it is prudent and necessary for attention to be paid to the political environment within the national tourism system. In general, the theory of tourism points out that, at national level, this political environment focuses its activities on legislation, the creation of state bodies of tourism, the development of standards governing tourism and of vocational education for tourism as well as various forms of state support of tourism development (cf. Elizabeth, 2009; Gúčik, 2010; Kaspar, 1995).

Legislative environment defines the legal standards and the rules of conduct, each of which is a component of the national tourism system. These standards and rules may be positive or restrictive and include, in particular: tax laws; laws regulating the status and business relationships of entrepreneurs and business activities; laws governing civil - legal relations and consumer protection etc. In the case of the Slovak Republic, the Ministry fulfils the following tasks in tourism: a) creates conditions for the development of tourism as a state priority; b) develops, implements and monitors the state tourism development policy; c) elaborates a national concept of tourism development and is responsible for its implementation; and (d) provides the necessary incentives and assistance for private sector investment in tourism (Tourism Promotion Act no. 91/2010).

Law no.91 was implemented on March 3rd 2010; it regulates the support of tourism in the Slovak Republic, prescribing the rights and obligations of persons and legal entities operating in tourism and overseeing the creation of conceptual documents and financing of tourism development. One of the main aims of this law is to support tourism activities aimed at increasing the number of domestic and foreign visitors, extending their stay in the territory of the Slovak Republic and increasing their contribution to the economy (Tourism Promotion Act no. 91/2010). To support domestic tourism, the law was extended by a recreational voucher element from January 1st 2019 (Tourism Support Act no. 347/2018).

Recreational (Holiday) Vouchers

The idea of recreational vouchers was accepted by the parliament and added to Act. no. 91/2010 in 2019 as a form of domestic tourism support. The employer has an obligation to provide a recreational 'voucher' in response to a request from an employee. Employers produce their own form for completion by the employee who has to provide details of his/her proposed trip, including the location, accommodation, name of accompanying persons and cost (See www.rekreacnepoukazy.sk). An employee with a full-time contract, who works for a company with more than 49 employees and has worked there for at least 24 months, can benefit from 55% of the total cost which is set at a maximum of €500; therefore, the maximum contribution in vouchers from the employer is €275. Each employee can find accommodation of his/her own choice, in line with the amount s/he is willing to pay. The 'vouchers' are valid exclusively within the Slovak Republic; they are not valid in any other countries. The employee must stay for a minimum of two nights in the chosen facility but may use the remaining funds on the voucher for catering services or other services related to recreation (See www.rekreacnepoukazy.sk).

Employees can use a voucher to pay for family members including: a spouse; children; or a partner, if they live in one household. If the total cost of the accommodation is below €500, the employer will reimburse a maximum of 55% of the total. For example: if the stay costs €300, the employee pays €135 and the employer reimburses €165 (65%). The employee must document (keep and give to employer) the invoice from the accommodation establishment.(See www.rekreacnepoukazy.sk) in order to be reimbursed.

To summarise Act. No. 347/2018, the vouchers:

- are seen as a tool for supporting tourism development
- are a form of reward or incentive
- are issued by limited providers according to special conditions
- can be used exclusively in the Slovak Republic and only for service provision
- are issued to an individual and are not transferable
- are used exclusively for the reimbursement of eligible expenses under a special regulation
- are only valid until the end of the calendar year in which they are issued

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Website

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Questions and Activities

1. What are the functions of the political environment within the tourism system?
2. Who are the main authorities in this political environment?
3. In what ways does domestic tourism contribute to the economy of a country?
4. Research other countries that provide recreational vouchers. Compare and contrast the similarities and differences in such holiday voucher provision.
5. How is domestic tourism supported by your country? Present your findings to the group.
6. Research and identify any ways in which domestic tourism is encouraged/supported economically by other countries.

From Sustainable Tourism to Tourism for Sustainable Development: Challenges to Tourism's contribution to Sustainable Development Goals

by Yaiza López-Sánchez and Juan Ignacio Pulido-Fernández

In 2000, nearly 200 leaders from around the world adopted the Millennium Declaration (Resolution 55/2) and committed themselves to achieving a set of eight Millennium Development Goals (MDGs) over a period of 15 years. An agenda was designed with eight priority objectives, designed to increase the quality of life of millions of people through actions related to reducing hunger and poverty, improving health and education, promoting gender equality and combating diseases and climate change whilst fostering a global partnership for development (United Nations, 2000).

In 2015 the MDGs expired and the global community gathered once more to create and agree a global sustainable development agenda that outlined and structured sustainable developments until 2030 (United Nations, 2019). The 70th session of the United Nations (UN) General Assembly adopted the 2030 Agenda for Sustainable Development, along with 17 Sustainable Development Goals (SDGs) and 169 targets related to poverty, inequality, climate, environmental degradation, prosperity, and peace and justice. The SDGs are the cornerstones of the UN 2030 Agenda for Sustainable Development (Gössling & Hall, 2019; United Nations, 2019). SDGs exceed the MDGs in scale, scope and ambition, seeking to eliminate rather than reduce global poverty (Bramwell, Higham, Lane & Miller, 2017).

The SDGs understand sustainable development as a globally integrated challenge and tourism can contribute, directly or indirectly, to all these objectives. Tourism is a crucial element to achieve sustainable development. It is a massive industry, and many countries rely on it for their economies. More precisely, the 2018 international tourist arrivals were 5% greater than in 2017, reaching the 1.4 billion mark. The travel and tourism industry is directly or indirectly responsible for 1 in 10 jobs and generates 10.4 per cent of the global GDP (UNWTO, 2019; World Travel and Tourism Council, 2018). It has, therefore, a decisive role to play in the progressive realisation of the 2030 Agenda because it is undeniable that the tourism industry has a profound and wide-ranging impact not only on societies per se but also on their economies and the environment.

As one of the world's largest industries, tourism should address sustainability issues head on. There is certainly a great deal of rhetoric on the virtues and promise of tourism as a tool for sustainable development and, on a global scale, there is substantial evidence to show that many companies, governments and other local, national and international organisations have taken positive steps towards sustainability. However, it is important to question whether the tourism industry has oversold its sustainable potential, because it is claimed that economic growth trumps environmental limits, so sustainability remains elusive (Ehrenfeld, 2005).

Table 1

The 17 SDGs and Indicative Themes relating to Sustainable Tourism

Sustainable Development Goals (SDGs)	**Related tourism themes (*Indicative examples only*)**
Goal 1. No Poverty End poverty in all its forms everywhere	Critiques of the green economy. Hegemony/gender/oppression/domination/fascism Poverty alleviation through tourism and its critique
Goal 2. Zero Hunger End hunger, achieve food security and improved nutrition and promote sustainable agriculture	Sustainable food systems. Agritourism Permaculture and food movements. Food-based microenterprises Culinary epistemologies for sustainability
Goal 3. Good Health and Well-being Ensure healthy lives and promote well-being for all at all ages	Community development Social capital Tourism and quality of life Tourism as a tool for positive aging
Goal 4. Quality Education Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Critical pedagogy and neoliberalism Collaborative research methods for transformation The role of critical thinking in transforming tourism education International training and education The Global Sustainable Tourism Council (GSTC) Multi-lateral training programmes Educational tourism as a tool for inclusivity
Goal 5. Gender Equality Achieve gender equality and empower all women and girls	Social complexity, social inequities, structural labours of care and leisure, racialized, gendered, and classed perspectives Multilateral/non-governmental/industry/academic structures of power. Ecofeminism and feminist ecology
Goal 6. Clean Water and Sanitation Ensure availability and sustainable management of water and sanitation for all	Considerations of the quadruple bottom line Water and resource use in tourism Water rights and hegemony in tourism
Goal 7. Affordable and Clean Energy Ensure access to affordable, reliable, sustainable, and modern energy for all	Energy use in tourism. Sustainable transport Low carbon energy transitions
Goal 8. Decent Work and Economic Growth Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent	Considerations of economic growth and degrowth Eco-colonialism and eco-imperialism. Indigenous owned and operated tourism business. Assumptions of

work for all	economic growth Leisure and the rights for rest and reflection Workers' rights. Universal basic wage. Social tourism
Goal 9. Industry, Innovation, and Infrastructure Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation	Innovations for sustainability Sustainable energies The use of virtual technologies in hospitality and tourism Social entrepreneurship
Goal 10. Reduce Inequalities Reduce inequality within and among countries	Ethics and bio-cultural conservation: ecosystems/biodiversity/culture/heritage White/Western privilege Marginalized communities Rights of LBGTQ+ and tourism
Goal 11. Sustainable Cities and Communities Make cities and human settlements inclusive, safe, resilient, and sustainable	Linking urban and rural tourism Tourism systems in the urban context Futurism. Humanizing cities
Goal 12. Responsible Consumption and Production Ensure sustainable consumption and production patterns	Critiques of the green economy Considerations of economic growth and degrowth Conscious consumerism. Localization. Slow tourism Participation. Certification
Goal 13. Climate Action Take urgent action to combat climate change and its impacts	Climate actions and activism. Paris COP21 Agreement Climate change and structures of power Climate change and aviation. Mobility rights and impacts Indigenous activism for positive futures
Goal 14. Life Below Water Conserve and sustainably use the oceans, seas, and marine resources for sustainable development	Tourism and marine protected areas (MPAs) Marine mammals and tourism Tourism and the blue economy
Goal 15. Life on Land Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and biodiversity loss	Tourism and protected areas (PAs) Linking tourism and conservation The politics of conservation and environmental justice Indigenous cosmologies
Goal 16. Peace, Justice, and Strong Institutions Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels	Tourism as a conduit for peace Peace building/poverty alleviation/livelihood development/gender equality Cultural interpretations of sustainability Indigenous approaches to interdependence Islamic perspectives on tourism
Goal 17. Partnerships for the Goals Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	Tools that facilitate inclusive and participatory multi-stakeholder dialogue Global Sustainable Tourism Council (GSTC) United Nations World Tourism Organization (UNWO) Greenwashing/certifications/accreditations Roles of NGOs as advocates for justice in tourism

Source: Boluk, Cavaliere & Higgins-Desbiolles (2017)

With reference to Table 1, specifically, tourism appears in Goals 8, 12 and 14, which are respectively related to inclusive and sustainable economic development, sustainable consumption and production and the sustainable use of oceans and marine resources (UNWTO 2019). However, a number of other stakeholders, NGOs and watchdog groups emphasise that tourism is a cross-cutting theme that needs to be recognised within the context of all of the goals. Even though tourism is referred to directly in only three SDGs, the information above highlights how it has an important role to play in all aspects of the 2030 Agenda for Sustainable Development. In fact, some authors provide an interesting approach to the issue and expose, with indicative examples, how tourism can, and should, be part of all SDGs (United Nations, 2019).

Also, it may be questioned whether 'sustainable tourism' should no longer be a side-line objective of the global tourism industry. It is argued that neither niche products, such as 'green tourism', 'slow tourism', 'community tourism' or 'nature-based tourism', nor well-meaning CSR initiatives address the pressing global challenges ahead adequately. The introduction of Agenda 2030 and the SDGs call for a more critical assessment of how the entire tourism industry impacts our environment and societies.

To measure the degree of compliance with the SDGs, the annual report prepared by the Network of Solutions for Sustainable Development (SDSN) evaluates all countries in relation to their degree of compliance with the 17 SDGs (For further information see https://www.unsdsn.org/). However, it is necessary to analyse the possibilities for, and limits of, tourism as a factor in achieving the UN SDG agenda before 2030 and to discuss and debate both challenges to tourism's contribution to the SDGs. Furthermore, ways in which tourism can deliver on its potential to be more inclusive, equitable and sustainable, in line with the values embedded in the Global Goals, require consideration.

To put theory into practice, some authors (for example, Azcárate et al., 2019) have proposed a series of 'tourism sustainability indicators', aligned with the UN's evaluation system, which are based on compliance with 17 SDGs. These 'tourism sustainability indicators' are intended as a tool to boost the application of the 17 SDGs among governments, the private sector and civil society in their relationships with tourism. Its purpose is to offer criteria that allow evaluation of the efforts that the tourism sector is making to incorporate the SDGs. It is an expandable and improvable first approach that can be seen as a starting point for the tourism industry. At the same time, it can serve as a guide for a self-assessment and reflection, which facilitate the identification of the weak points of a destination, with the aim of identifying lines of future action. The evaluation offered by the 'tourism sustainability indicators' regarding compliance with the OGS in the tourism field is undoubtedly a base that helps to build tourism projects and activities that are committed to a future that must be sustainable, but is it enough to ensure commitment?

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Questions and Activities

Read selectively from the above references and refer to the following articles and websites in order to respond to the questions below.

1. What are the main differences between the MDGs and the SDGs? What role does the tourism industry play -and has played- on both agendas?
2. List some examples in which policies that promote sustainable tourism can go hand in hand with the pursuit of economic and social objectives.

3. Indicators are tools for tourism actors to voluntarily measure their progress in compliance with the SDGs, but, do you think it is enough to ensure real progress? Why? Why not?
4. In your opinion, is administrative and legislative involvement necessary to advance this project?
5. Does the consumer (or tourist) have the power to influence the success of the SDGs? Justify your answer.
6. In your opinion, what role do tourists play in achieving the SDGs? To what extent is the role of the consumer powerful and defining? Justify your answer.

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https://www.biospheretourism.com

Importance of Innovations in Tourism

by Daniela Matušíková and Anna Šenková

According to several authors, for example Alsos, Eide and Madsen (2014), the tourism sector is presently undergoing extensive change because of a transition to more experience-based products (Sundbo & Orfila-Sintes, 2007) and because of strong market growth (Lordkipanidze, Brezet & Backman, 2005). This transformation places increasing demands on tourism firms to innovate. Product life spans are becoming shorter, requiring firms to introduce new and better products more frequently. The capacity for firms to change, develop new products and adapt to market changes is therefore crucial to company and industry performance.

'Innovation and new service development are important strategic features to assure growth and sustainable wealth for every industry, but in particular for those industries where markets are saturated and clients choose products and services from all over the world, such as is the case in tourism' (Peters & Pikkemaat, 2006, p. 2). In tourism, there are numerous ways by which innovation may be conceptualised, operationalised and consumed. Tourism innovation relates to the pragmatic and utilitarian side of tourism production and consumption, as well as to the ontology of tourist attitudes and consumption of innovative (i.e., new or adapted) tourism products. Since 'innovation goes beyond technological inventions to also include the adoption of innovative products and services by the tourists themselves' (D'Arcy & Omar, 2015, p. 121), innovation is also a way of thinking (cf. Moscardo, 2008).

Innovations attract the attention of potential tourists; furthermore, they can help significantly with regional development. Even in the areas with well-developed services, innovations are necessary to promote and encourage repeat business. In general, tourism service providers aim to stimulate tourists to come back over and over again. If the same services and products are retained across several seasons, visitors may begin to lose interest.

Therefore, innovations are conducive to survival, especially in regions that have a lack of natural potential and want to support their economy through the development of tourism products. This case study presents an example of a Walkway through treetops that was built in the region where there is a strong natural potential that is used mainly in the winter season for sports, in particular for skiing. In the summer season, the main activity is hiking. This supplementary activity has potential to increase the accommodation occupancy rate and local income; hence the tourism multiplier.

Walkway through the Treetops

The idea of a walkway through treetops was opened September 2017. It is called The Bachledka Treetop Walkway (Figure 1) and is located in the colourful forests of the Pieniny National Park in the Slovak Republic. A route with a length of more than 600 m takes tourists through a varied forest. The total length of the footpath is 1234 metres. The length of the footpath to the tower is 603 metres (above the trees). The length of the footpath winding around the tower is 631 metres. The height of the lookout tower is 32 metres. The maximum height of the walkway is 24 metres. The number of pavement supports is 120. The walkway (which is in the air) width is 1.8 metres. The walkway is open daily and all year round; it is accessible to wheelchair users and children in pushchairs. The largest tree used was 25 metres high and 0.48 metres in diameter (See Chodnik Korunami Stromov Bachledka (2020) for further information).

Figure 1. Photographs of The Bachledka Treetop Walkway (Bachledka Ski & Sun, 2020).

Bachledka is accessible by car from the village of Ždiar in summer and by hiking from Malá Franková and Jezersko. In winter, it is possible to transfer from Ždiar and Jezersko using the free ski bus service. In the first three months of opening the walkway, 100,000 visitors arrived – substantially more people than were anticipated. When the attraction opened, 12,000 visitors arrived in one weekend in October and cars queued for several kilometres to enter the car park. In the peak season, a maximum of 3,500 visitors per day was recorded with an average of 1,800 daily attendees. The operators were expecting 200,000 visitors per annum and hoped for 300,000 so they were taken aback when the visitor numbers hit 400,000. At that point, the capacity of the resort to accommodate such numbers was clearly insufficient. The current ambition is to promote a year-round resort for families with children, along with a new panoramic restaurant, which can host events.

Another attraction in the destination is an educational path walk. There is a children's nature trail along the ridge of Spišská Magura, which incorporates information about animals, birds and plants of the territory. This walk has two parts: (i) a small circuit in which visitors can familiarise themselves with the host animals that naturally live there. It has eight stops, is 300 m in length and leads from the playground to a lookout tower; (ii) a large circuit that leads from the lookout tower to lake Jezerské. It is 6.5 km long and informs visitors about the birds and medicinal plants living in the local forests. Around the habitats bird boxes are placed, which offer opportunities to observe birds from close range.

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https://penzionkamzik.sk/chodnik-korunami-stromov-ohromil/
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Questions and Activities

1. Why are innovations of tourism products important in the tourism sphere?
2. Are there any similar innovation elements in your country or region?
3. Research another example of a walkway through treetops in a European country, conduct a SWOT analysis and share your findings with the group.

Recommended Reading

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Community-Based Tourism Development: The Case of Cookery Classes

by Roselyne Okech

Community-Based Tourism: Introduction

Community-based tourism (CBT) occurs when communities manage and administer their own tourism projects, meaning the benefits go directly to the members and not to external businesses or tour operators. It allows travellers to receive an educational experience while creating close relationships with the local people and culture. Tourists leave with an enhanced understanding of certain dynamics within the community as well as contributing to the local economy and local entrepreneurs (Haydon, 2017).

Participation is a key concept in CBT development. CBT is a form of voluntary action in which individuals confront opportunities and responsibilities of citizenship, such as self-governance, response to external decisions that impact one's life, and collaborative work on collective issues (Yanes, Zielinski, Cano & Kim, 2019). However, not all types of participation in tourism are equally beneficial for communities. In a strong sense, participation gives the real possibility of finding a common ground of relative equality with other stakeholders in order to determine the development objectives of the community. In a weak sense, participation is limited to taking part in planning and management activities but without any real possibility of influencing major decisions and outcomes. CBT covers many aspects and experiences including homestays, cooking classes, tours interpreted and run by locals, art and handcrafts workshops, storytelling, traditional music and dance among others (Yanes et al., 2019.

The Rise of Food Tourism

Watching travel and cookery lifestyle shows on the television has promoted the idea of travelling for food – 'Yes, there may be more to Tuscany than sipping wine and lounging by a pool', thinks the virtual traveller. Nowadays, homestays on farms, a week of market hopping, visits to local producers and artisans and learning from locals how to make classic regional dishes can offer lush and meaningful alternative activities. Cooking provides a gateway to cultural exchange – the old adage of strengthening ties by breaking bread together, applies here (Govender-Ypma, 2014). Various destinations are now offering cooking vacations, usually for up to a week, when participants can not only learn diverse culinary skills but also taste their creations. For those visitors who may be short on time, some destinations offer brief cooking demonstrations or classes in which tourists may engage.

Public interest in food has been increasing steadily; it appears that food tourism is a relatively new global trend, no doubt fuelled by countless unique food experiences posted on social media sites. Unlike tourism in general which tends to focus on sightseeing, food tourism centres on niche culinary experiences of locally sourced products.

As food tourism attracts increasing numbers of tourists globally, hotels and tour agencies are promoting and organising experiences that focus on the cuisine of different countries. For example, the Four Seasons Hotel in Hangzhou, China, runs a private dinner and tour where tourists are taken to the local food market where they can enjoy authentic Shanghainese and Cantonese cuisine. As social media plays a role in driving the interest and enthusiasm in food experiences, food tourism is particularly popular amongst millennials, who share their food experiences on sites such as Facebook, Twitter, Instagram and YouTube. Hence, marketers take advantage of such sites to further promote events, such as market feast or beer festivals; they encourage millennials to share their experiences on social media. Furthermore, a study by the United Nations World Tourism Organization (UNWTO) involving the UNWTO Affiliate Members working in different sectors, showed that food events are the most popular tourism product, followed by cooking classes and workshops, as well as food fairs highlighting local products. A similar study also reveals that organising events is the most used marketing and promotion tool, followed by brochures and advertising (Marketing@Millionmetrics, 2017).

Cooking Classes and Workshops

A popular food tourism product is cooking classes and workshops. Cooking sessions in which visitors may participate are common to various countries, both developing and developed. Tourists may be invited to visit or may be hosted in local villages with the aim of participating in food preparation from scratch; they are taught by locals to create authentic food experiences in places where the cuisine originates. The conduct and organisation of such cooking classes vary from destination to destination and might include picking ingredients from a farm or going to market to purchase the ingredients and then participating in a step by step production of the meals. The socio-economic impact of such classes is significant to the host community as they not only foster friendships but also improve the well-being of the locals through financial gains.

For tourists who are in search of cultural understanding, introduction of the recreational-educational concept of engaging in activities such as cooking may be therapeutic and will also create long-lasting memories.

Conclusion

It would appear there is enough interest in food tourism development in rural communities as a way of promoting, and engaging in, meaningful memorable and educational tourist experiences. Furthermore, the development of food tourism can be perceived as an employment diversification and an alternative means and opportunity for generating necessary economic empowerment in some communities in addition to traditional tourism activities. Finally, cooking classes and workshops can provide a platform for engagement with locals and tourists from other cultures alike.

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Activities

1. Create (a) recipe(s) that you may want to share with potential tourists visiting your community. Find out where the ingredients may be sourced and plan a half-day cooking lesson to teach them.

2. Prepare a budget for the cost of the lesson and decide how much you might charge the participants. Profile the market segment that you are targeting and justify the proposed cost per capita.

3. Prepare an advertisement to promote your authentic cooking classes and explain how you would try to reach your target market.

Prevention of Food Waste from Buffet Service

by Klára Karakasné Morvay

Food waste and loss has become an important issue around the world because one-third of the food produced will go to the landfill. One quarter of this wasted food would be enough to end world hunger (Gustavsson, Cederberg, Sonesson, van Otterdijk & Meybeck, 2011). The environmental impact of agriculture and the food industry is also high; approximately 15,400 litres of water are needed to produce 1kg of beef or 1140 litres per litre of apple juice (Hoekstra & van Heek, 2017). Currently, the European Union is engaged in a long-term effort to develop a sustainable low carbon, resource efficient and competitive economy. This transition towards a circular economy, in which the generation of waste is minimised, is a strong challenge. As part of this challenge, the issue of food waste has become critical for the entire food chain. To tackle this problem, the 28 EU Member States committed in September 2015 in the United Nations General Assembly to half their per capita food waste at the retail and consumer level by 2030, as part of the 2030 UN Sustainable Development Goals. Building on this pledge, the European Union included the issue of food waste in its action plan for the Circular Economy (HOTREC, 2017).

The European hospitality industry (a category which covers not only restaurants but also party catering, contract catering in hospitals, schools, public institutions, etc.) generates 12% of the total food waste in Europe (HOTREC, 2017). Hotels worldwide have an increasing awareness on the issue of food waste (see Figure 1), which it is argued, is unavoidable in the hospitality industry since hotels welcome guests from diverse cultures with different lifestyles and eating habits.

Figure 1. Activities for Food Waste Reduction (PATA, 2018)

Buffets are hugely popular in some countries. The idea of the buffet has its roots in the Swedish smorgasbord, which was originally a spread of appetisers - usually meats and cheeses — offered before the main course. The Stockholm Olympics elevated the idea to the world stage in 1912, and the concept was expanded to include the main meal, with everything from soup and salad to dessert and more (Kelly, 2019). Buffet operators pride themselves on the variety and quantity of food they have on offer. The problem is that variety and quantity can create huge wastage if the operation is not carefully managed, whether at the ordering stage, the preparation stage, the serving stage or on the customers' plates.

How, then, do we strike a balance between minimising waste and ensuring consumer satisfaction? The answer lies in understanding the mindset of buffet-goers, and their awareness of what is going in the bin (Lim, 2019). Let us focus on the breakfast buffet! Buffet preparation and refilling is based on the number of guests in house and the breakfast captivity % (% of guests who eat breakfast in the dining room). Table 1 shows how to calculate the average breakfast captivity (%) based on data from a 4* business hotel.

Based on the number of forecasted breakfast covers in Table 1, and the estimated consumption, the kitchen can prepare the required quantity of products. Readers may wish to calculate the missing data in Table 2.

Table 1

Data from a 4* Business hotel

Guest mix	02. 03. 2020.		
	Guest number	Captivity %	Forecasted breakfast covers
01 Business individual; no contract.	28	68%	19
02 Business individual: contract	18	100%	18
03 Business groups: MICE	54	100%	54
04 Business groups: airlines	16	50%	8
05 Leisure Individual: no contract	44	57%	25
06 Leisure Individual: contract	31	84%	26
07 Leisure groups	185	100%	185
08 Personal others	10	50%	5
Total			

Table 2

Consumption of Breakfast Products

Top breakfast products	Quantity to prepare for breakfast	
	Average consumption	02.03.2020
Cold meats – salami, ham, etc. (kg)	0.05	17
Cheese (kg)	0.02	
Egg (pieces)	1.24	416
Bakery (pieces)		289
Semi-finished bakery – croissant, etc. (pieces)	1.06	361
Milk + dairy products (dl)	1.29	438.6
Milk + dairy products (pieces)	0.58	
Fresh fruits (kg)	0.21	72
Fresh vegetables (kg)		17

During breakfast, according to an interview the author had with a trainer from Accor Hotels, there are some helpful rules to follow (For further information see: https://press.accor.com/planet21-presskit/commitments-to-2020/; https://group.accor.com/en/Actualites/2019/04/international-earth-day-love-food-not-waste):

- If possible, schedule your leisure groups so you can optimise the refilling of your buffet.
- In case of a low number of guests in-house (under 25) breakfast could be served individually.
- Reduce the range of dishes but offer better quality.

- Use large jars instead of single portions for jams, honey, yoghurt, etc.
- Use smaller sizes of bakery products (croissants, pain au chocolate, etc.).
- Towards the end of the breakfast ensure that the supervisor checks how many guests are still to arrive and adjust the preparation/quantity accordingly.
- Optimise the bakery products by offering frozen bakery baked à la minute in the last 30 minutes of the breakfast.
- For the latter part of breakfast service, cook hot food to order (omelette, ham & eggs, scrambled eggs, sausages, etc.).
- Recycle the leftover cold products (cheese, salami, bread, etc.) in the à la carte or room service breakfast or in the staff canteen, perhaps by preparing new dishes (omelette with cheese and salami, croque monsieur etc.).

Since the exact amount of food needed can never be predicted accurately, inevitably residual food will result. Hotel management have a wide range of possibilities for managing the leftover.

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Activities

Begin with the recommended reading

1. Find and explain the meaning of 'Carbon footprint' and 'Water footprint'.
2. Research and explain the term 'Circular economy'.
3. Plan a breakfast buffet for 400 guests in a 5* resort hotel.
4. Study the case then list some other possible measures to prevent wastage!
5. One family-friendly, resort-style property shared the following message with guests: 'At our Hotel we are proud to collaborate with our guests to ensure the best possible buffet experience. Preparing foods of the best quality and variety, in amounts that are abundant without being excessive, helps ensure our food is eaten and not wasted'. Write an informative polite, kind or humorous poster or table card to alert your guests to avoid food wastage.

Recommended Reading

LeanPath (2018-2019). *Preventing food waste at the buffet: A Guide for chefs and managers*. Retrieved from https://www.leanpath.com/wp-content/uploads/2018/10/WP_BuffetFoodWaste_US_EN.pdf

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Internal Service Quality in Hospitality Industry: The Case of The St. Michael's Hotel

by Mike Evans, Neil Robinson and Crispin Dale

Introduction

A hotel's quality service delivery to external customers (guests) depends on the quality of service delivered to the hotel's internal customers (employees and inter-departments). Employees play a vital role in a firm's growth and profitability as such, the People aspect of the 7Ps deals with employees within an organisation (Booms & Bitner, 1981). Theory on service quality emphasises that satisfied and motivated employees are the core of high-quality service and increased productivity (Bowie & Buttle 2013; Wilson, Zeithaml, Binter & Gremler, 2016). Therefore, the implementation of a good human resources strategy, which is focused on internal service quality, is a pre-requisite for service firms' success (Wirtz & Lovelock, 2018). Effective and efficient people management may lead to employees' job satisfaction, loyalty, motivation, and productivity. Demotivated employees may be prone to making mistakes in service delivery, which can impact on guests' perceived satisfaction and expectation of service leading to bad reputation due to negative word-of-mouth publicity. The core of this hotel-based case study is the application of Internal Service Quality theory, in particular, focusing on Parasuraman, Zeithaml and Berry (1985) which refers to Service Quality Gaps and Internal Marketing models.

Internal Service Quality

Within an organisation, internal service quality refers to employees and departments who are the recipients of services from others or suppliers of services to others. Consequently, employees and departments could be regarded as internal customers in a firm. The needs and wants of internal customers have been recognised formally and, as a result, service businesses are placing prominence on satisfying the needs of internal customers as well as satisfying the needs of external (paying) customers has been long established in the service literature (Nagel & Cilliers, 1990). The driving aspects of effective internal service delivery include employees' training, motivation, empowerment, rewards and recognition, career development, communication both downwards and upwards, recruitment and selection, leadership, appraisal and performance feedback, inter-departmental relationships and tools to execute tasks (Gummesson, 2014; Heskett, Sesser & Wheeler; 2008).

With reference to Zeithaml, Berry and Parasuraman (1990, p. 91), "Gap 3 is the service delivery discrepancy between the defined service standards and the actual performance of the service delivery team with respect to those standards" (Wirtz & Lovelock, 2018). The key contributing factors to ensure that performance meets standards are:

- *Role Ambiguity* is reflected in the extent to what degree employees feel comfortable at work, appreciate their job and know how it would be assessed. For example, lack of employees' training and instruction and procedures for completion of tasks can promote role ambiguity (Lovelock & Wirtz, 2016);
- *Role Conflict* is echoed in the alignment of job requirements amongst supervisors, staff and clients. For instance, role conflict may arise due to lack of internal support from other departments or colleagues who may be burdened with more work than they got time to do. Consequently, employees may be in a position where they have too many guests wanting to be served simultaneously. Increased demand on employees' workload can lead to stress and demotivation as service providers attempt to attend to all the customers (Parasuraman et al.,1985);
- *Poor Employee-Job Fit* may be the result of an ineffective selection process when employees' skills do not match their capability to appropriately execute their job (Zeithaml et al., 1990);
- *Poor Technology-Job Fit* is exposed when tools and equipment are inappropriate for employees to perform their jobs effectively and to the prescribed standard. A typical situation of poor technology job fit is when tools and equipment, which employees need to adequately perform their jobs, are breaking down constantly or are inefficient and/or ineffective. This situation can affect productivity and employees' morale negatively in the workplace (Zeithaml et al., 1990; Zeithaml & Bitner, 2000);
- *Inappropriate Supervisory Control* may be linked to inappropriate appraisal and compensation programmes in the business. Recognition of employees' hard work, both tangibly (rewards) or intangibly (thank you) could enhance employees' motivation in the workplace (Kosfeld, Neckermann & Yang, 2017; Parasuraman et al., 1985);
- *Lack of Perceived Control* is exhibited in the extent to which staff have control over problems and authority to satisfy customers. In contrast, customer-facing employees' freedom to resolve guests' complaints directly, without needing to seek a manager's

consent leads to workplace empowerment and responsibility (Zeithaml & Bitner, 2000; Wirtz & Lovelock, 2018);

- *Lack of Teamwork* is evident when employees cannot rely on the cooperation of other employees. Departments working in silos and competing among themselves do not promote effective teamwork in the workplace. This may lead to poor service delivery by back-of-house employees to front-of-house staff which in such situation, could have a negative impact on customer service delivery and customer satisfaction of service received (Wirtz &Lovelock, 2018; Zeithaml et al., 1990).

Gap 4 of the Parasuraman et al. (1985) gaps model of service quality is focused on ensuring that advertising communication content sets realistic customer expectations and on educating sales and marketing communications' managers about the operational capabilities of the business. Lovelock and Wirtz (2016) state that managers in an organisation should involve front-line and back of house employees when new communications programmes are developed. Furthermore, service providers should be able to view advertisements and other messages until consumers are exposed to the details (Wilson et al. 2016; Wirtz, & Lovelock, 2018). Lovelock and Wirtz (2016) also advocate that the development of internal educational and motivational campaigns to strengthen understanding and integration among the marketing, sales, operations and human resources functions would be an effective approach to close the communication gap. To avoid situations in which the sales team focus exclusively on generating sales through over-promising, for example, at the expense of neglecting customer satisfaction, may lead to customer disappointment of expectations; firms need to align incentives for sales teams with those of service delivery teams (Ahmed & Rafiq. 2013; Wilson et al., 2016; Wirtz & Lovelock, 2018).

Effects of Ineffective Internal Service Quality

In many ways, job-related problems can be generated, from poor working conditions to dissatisfaction with the job itself (Berger & Brownell, 2013). Inappropriate human resources policies and procedures that fail to treat employees as members of an internal market, with a need to be informed, educated, developed and motivated to serve guests effectively may lead to internal and external customer service failure (cf. Grönroos & Ravald, 2011). Poor internal service delivery can lead to employees' emotional labour and role stress. Role stress may be exacerbated by a lack of employee's involvement in decision-making on whether to adhere to a firm's policy or to put guests' needs first or perhaps by clashes between the job requirements and an employee's own personality beliefs (Kotler, Bowen & Makens, 2013; Wen, Zhou, Hu &

Zhang, 2020). Other factors leading to stress in the workplace are associated with unequal and unrealistic workloads, low level of support from supervisors and inability to work confidently due to a lack of proper training for the task at hand (Berger & Brownell, 2013).

Internal Service at the St. Michael's Hotel

St Michael's is a four-star hotel situated in the centre of Evansville, a city in the North West of England, United Kingdom. It was purchased in January 2018 by Joe Preston with his recent European lottery winnings. Joe and his wife, Sarah, had always enjoyed their holidays in hotels and they were able to realise their dream of running their own hotel. Joe had a background in business management and his wife had studied accountancy. They decided to try to keep the business 'in the family' so Sarah's young sister, Lucy, who was an enthusiastic recent college graduate was taken on as the Sales and Marketing manager.

St. Michael's had a long-standing reputation as one of the best venues in the region for business conferences, meetings and exhibitions. As with all the city centre hotels, its main source of income generation has always been from business tourism; therefore, the hotel operates in a highly seasonal environment. The peak season for business conferences, meetings and exhibitions is from August to April and the lean period is during the summer months of May to July annually. In their first peak season, Joe and Sarah were very happy with their takings; also, they managed to uphold the excellent reputation of St. Michael's hotel by employing professionally trained and experienced departmental managers.

Joe and Sarah decided to celebrate their success by taking a fortnight's holiday abroad at the end of April/beginning of May 2019. Lucy and her colleagues in the St Michael hotel's Sales and Marketing department were discussing a few options to increase the occupancy rate in order to generate revenue during the summer period to counteract the reduced income generation in the lean season. They came up with a brilliant idea and immediately embarked on a sales promotion which targeted domestic leisure tourists; a plan was drawn up very quickly and the promotion was advertised directly just a few days in advance of the May bank holiday. It offered potential hotel guests a free dinner on arrival, and breakfast the following day, provided that they stayed for a minimum of two nights. Due to the short lead time, the promotion was advertised without consulting other departmental heads through the hotel's booking agents, travel agencies and a domestic tour operator. The advertisement was for a weekend stay from Friday to Sunday throughout the summer period. The front office staff were aware of the promotion but they were not informed specifically, and did not realise, that dinner on the first night was included.

The bookings flooded in so the marketing and promotional strategy was thought to be a very good idea and Lucy was very excited; nevertheless, it went horribly wrong. From the day of the arrival of the first guests, who had taken instant advantage of the promotional offer, complaints were evident. Numerous people expressed extreme disappointment and dissatisfaction with the services received; their complaints were attributed to the series of service failures they encountered.

Internally, and not surprisingly, the hotel Sales and Marketing department was blamed for the poor service provided to the guests as the promotion was advertised without consulting the Food and Beverage and Rooms Division departments. Consequently, the latter two departments were unaware of the promotion let alone when it was to begin; therefore, they were not prepared to receive the sudden influx of guests. Furthermore, with no advance knowledge of the free Dinner, Bed and Breakfast offer, the departments were ill equipped with resources to mitigate the problem.

To compound the problem, in order to follow an efficient and effective capacity management strategy, the Food and Beverage and Room Service departments had asked most of their staff to take some of their annual leave entitlement during the quiet period; hence, only skeleton staff were scheduled on duty per shift. Orders to stock food and drink during the lean period had been kept to a minimum to avoid and control wastage to minimise the impact on the hotel's gross profit percentage margin as set by Joe and Sarah. Regarding the hotel's maintenance policy on tools and equipment, any necessary extensive repairs or replacements were to be carried out during the off-peak season. On the list in May 2019 were one stove replacement and a repair to part of the lamps that kept the food hot whilst it was waiting to be picked-up by the restaurant staff for service.

On the day of the arrival of the first group of guests who had taken advantage of the promotional offer, the restaurant had scheduled only two waiters and a supervisor on duty; moreover, the service providers were part-timers without adequate training. In the kitchen, the Head Chef had two assistant chefs on duty, one of whom oversaw the sauce and vegetable section and the other was in charge of starters and desserts.

The restaurant and kitchen opened for food service from 6pm to 10pm each day and as per pattern during the 2018 off-peak season; in the previous few days, the restaurant had been very quiet with no more than 10 hotel guests over the four hour period. On the first Friday of the promotion, no guests had arrived for service at 6pm; from the employees' perspective, this situation was expected. However, at 7pm, more and more hungry guests arrived in the restaurant and a queue for tables developed. By 8pm, the restaurant was full and the waiting-on staff were unable to cope with the high demand. The duty restaurant supervisor had to ask the Duty Manager for help. Meanwhile, the Duty Manager was busy helping at the reception desk as there was only one receptionist on duty to check the guests in.

It seemed that the only solution was for the Duty Manager to contact off-duty waiting-on staff and ask them to come and help salvage the service breakdown in the restaurant. The restaurant staff and the chefs were becoming more and more stressed; they were under extreme pressure being overwhelmed with the rapid influx of food orders. In the kitchen, the defective stove and the hot lamp (plate) exacerbated the situation.

Although the kitchen staff struggled, they managed to provide the requisite food orders until 9pm when most of the items on the menu had run out. The Duty Manager retrieved the situation by rushing out to a nearby supermarket to purchase essential menu items to complete the service. Notwithstanding the shortage of food items, the queue in the restaurant was still apparent. In order to serve all the guests and prepare for breakfast, the kitchen and the restaurant had to continue working until 1:30 am.

The service failure in the St. Michael's hotel started when the guests arrived at the reception desk due to delayed check-in and it was exacerbated by the subsequent poor service in the restaurant. As a consequence, there were lots of guests' complaints both during their stay and, subsequently, on TripAdvisor. Some guests tried to seek a full refund as they were so dissatisfied with the service delivery. They argued that the marketing promises made in the advertisement communication had not been met. Joe and Sarah returned refreshed form their holiday abroad to be deluged by mass complaints. They were horrified, so in order to salvage the hotel's reputation, they decided to provide restitution for all of the weekend guests by offering them a free weekend stay including Dinner, Bed & Breakfast at the hotel at the time of their convenience before the end of July 2019.

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Questions and Activities

1. Determine and critically evaluate the internal customer service failures in the St Michael's Hotel.
2. Apply the elements within the internal service quality literature discussed above to the situation at St. Michael's hotel and recommend a justifiable plan of action for effective internal customer service delivery at the hotel.
3. Provide a critical analysis of the potential costs (tangible and intangible) of the internal customer service failures that you associated with service delivery in St Michael's hotel.
4. How could St Michael's hotel management team improve its relationship with the dissatisfied guests as a result of the service failure at the hotel?

Recommended and/or Further Reading

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Human Resources: The Transformation

by Ammarn Sodawan

Over the last few decades, the nature and speed of many forms of communication have changed radically due mainly to very rapid technological advances. News can be transmitted globally in real time and, in turn, the impact on global business has been immense with respect to international trade, production management, distribution, services and sales etc. In response to these changes, business owners, executives, managers and employees alike have had to adapt to the human resources (HR) transformation and review both internal and external policies, practices and procedures radically in order to accommodate these advances and then to implement innovative strategies and tactics. Internal management incorporates HR, which it might be argued is one of the key aspects of business with the definition of its mission being the 'heart of management'. Therefore, the HR department's mission needs to be not only consistent with the HR policies, goals and business strategy but also to support them effectively.

In order to maximise the efficiency of the HR department, the executives and the workforce must have a clear understanding of this mission. The roles and duties of the HR management (HRM) department must be defined unambiguously, in line with its mission, to promote efficiency and maximise performance. In particular, HR's main task is to encourage action that will support and promote employee education and development, in order to enable staff to work effectively and efficiently. At the same time, the HRM department should plan and organise training and career development opportunities for employees so that they are ready to take on increased responsibilities and/or advance in their career path so augmenting the company's competitiveness.

The HR department must keep abreast of changes in the organisation per se, including the profile of its current and potential workforce, environmental and societal concerns and the target market; clearly, strategic plans must embrace change management. For example, Raines (2003) remarked that Generation Y (Millennials) workers (born between 1980 and 1994-2000 depending on source of information) approached work with different attitudes and expectations from their predecessors, referring to them as the 'me first' generation. Their attitudes and values have been influenced by the environment in which they have grown up with technological advancement and economic prosperity; as children, they have experienced 'being on the move' with constant technological stimulation and their motto is: YOLO (you only live once!) (Raines, 2003). The implication is that they may not want to work permanently in one position; they want to be supervisors and coaches and they respect superiors from their performance as opposed to seniority. Raines (2002) maintained Gen Y are the hottest commodity on the job market as they are sociable, optimistic, talented, well-educated, collaborative, open-minded, influential, achievement-oriented, always feel sought after, needed and indispensable. They arrive in the workplace with higher expectations than any generation before them; they are so well connected that, if an employer doesn't match their expectations, they can tell thousands of people with one 'click of the mouse'! Furthermore, employers need to address the needs and legal requirements pertaining to various growing market segments including, for example, cultural, religion, lesbian, gay, bisexual and transgender (LGBT), physically and mentally challenged etc. Because needs and behaviours have changed, advertising and sales channels and methods must change accordingly, all of which impacts on managers, employees and guests, pointing to the need to manage change effectively in the development of future HR strategies.

HR practice has transformed from predominantly administration to strategic managerial partnerships, not only to remain competitive but also to ensure organisational survival. Amongst the core competencies on which the success of an organisation might depend are risk management, service, sales, marketing and customer communication. Various authors (for example, Bahtnagar & Sharma, 2004; Järvalt & Randma- Liiv, 2010; Palagolla & Wickramasinghe, 2016) have alluded to the pillars of HR strategy which might include: talent management; engagement; corporate culture; and organisational structure and systems etc. These pillars must work together for efficiency and productivity to increase. The following issues are raised for consideration with respect to effective HR change management (cf. Altindag & Siller, 2014; Cameron, 2008; Shetty, 1979; Waring, 2004).

- Clarity of individual organisational roles and cross-functional cooperation; inter-departmental cooperation.
- Use of time for task completion and between tasks – is the gap between tasks ideal? Could any tasks be delayed without detriment to achievement of change?
- The role of measurement and teaching/training tools. The link between HR policies/strategy and the organisational strategy, for example; managers' level of

agreement regarding the policy for hiring employees, training programmes, employee welfare etc.

- The value and importance of people and communication within the organisation
- The impact of changing work practices on employee performance; monthly HR reviews; flexible working methods.
- Corporate culture and cultural behaviours; individual versus societal norms and expectations; organisational and individual values, concepts, guidelines and practices; similarities and differences; organisational citizenship behaviour (OCB); teamwork; job development; positive attitudes; power structures; sharing knowledge; setting targets etc.
- Passion for leading, or volunteering for, a team; influencing others to cooperate, exchange ideas and create power in an organisation.
- Building trust and cooperation between the management team and the HR department; location and employment of talent from inside the organisation
- Arranging meetings to discuss and resolve problems; promoting trust through honest behaviour and close working relationships.
- The role of the CEO and top management in organisational success; displaying and encouraging talent and passion; believing in, and demonstrating commitment to, employees.

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Questions and Activities

1. What impact do you think globalisation has had on the HRM transformation?
2. Research the profile of Generation Z (1995-2000 to 2012) then draw up a series of guidelines for HR managers to enable them to deal effectively with employees from each of the Generations Y and Z.
3. With reference to the issues put forward above for consideration with respect to effective HR change management, what do you expect to be the key changes that might impact HR strategies in the future? Justify your answer.

Ecotourism

by Markéta Kalábová

In the present century, countries and international organisations alike have become more involved in environmental protection due to the increasing number of tourists. In 2018, according to the United Nations World Tourism Organisation (UNWTO, 2019), a total of 1.4 billion arrivals was recorded, an increase of 5% on the previous year. The pressure on the environment is thus increasing; sadly, once the balance of ecosystem is destroyed, a malicious circle will be created. Species' variety will be seriously reduced, alongside available resources and the environment will weaken (Qiong, Zhiyong, Tan & Zheng, 2019).

In both Czech and foreign literature authors use the term 'green tourism', which is referred to as the broadest term in relation to sustainable and responsible tourism. Ecotourism and rural tourism are considered to be forms within green tourism (Seraphin & Nolan, 2018). The term ecotourism was firstly used in the 1980s by a Mexican architect and environmentalist, followed by the Mexican Nature Conservation Association, the most important Non-Government Organisation (NGO), in the field of conservation. In 1984 the first Mexican ecotourism agency was established, followed by the International Union for Nature Conservation (IUCN) that published the first book on tourism, ecotourism and protected areas (https://greenglobaltravel.com/). In the 1980s, there was a growing interest in travelling to natural areas and in their protection. International businesses began to offer new products such as camping, hiking and other activities set in a natural environment. Ecotourism has become a business that can be profitable but at the same time responsible for meeting social and environmental goals. Today, ecotourism is considered to be one of the fastest growing tourism sectors (https://greenglobaltravel.com/). According to Li et al. (2019, p. 4997) "Ecotourism is considered to be an efficient means of promoting the conservation of nature and also sustainable development in less developed regions".

Recreation in forests is a very important part of ecotourism. Based on research, trees, green areas and parks in cities contribute to the improvement of the microclimate while contributing significantly to the resilience and stabilisation of the ecosystem. Positive effects include, in particular, the control of extreme temperatures, maintenance of soil moisture, increased water absorption and retention capacity, in line with attenuation of negative factors such as dustiness, noise and dispersion of gases and last, but not least, creating a suitable environment for other organisms including humans (Pondělíček, 2013).

The benefits provided to people in the forest are referred to as forest functions. Pursuant to Act No. 289/1995 Coll., On Forests, Section 2 (b), these forest functions are divided into production and non-production functions (Šišák, 2006). The production function of the forest is currently a pivotal function. Given that forestry is very specific, and production time is very long, the decision to grow depends on generations other than those benefitting from forest production. In recent years, therefore, more and more is exposed about non-production functions of the forest. The non-productive functions of forests are referred to as positive externalities, as they are not only freely accessible but also they offer free resources (public goods) amongst the benefits that forests provide to a given society. The non-production function of the forest is thus classified as a public benefit service that is not realised on the market and is not financially paid to the forest owner (service provider) (Šišák, 2006).

Šišák (2011) solicited the opinion of a sample of 7369 visitors in three forest locations within the Czech Republic, where 90% of the forests have a recreational purpose., regarding their opinions of the functions of the forest The survey confirmed that all three localities, i.e. Nová louka, Pasecká skála and Knížecí les, had high visitor numbers although their profiles varied according to the park's size, accessibility, recreational and sports facilities and attractiveness of the localities. The most important forest operations, according to the respondents, are tree planting and protection followed by maintenance of roads and stream banks. Timber transport and timber harvesting are considered as the least important activities. Their opinions on revenue generation to support the non-production functions of the forest centred predominantly on revenue generation from the sale of timber and state funding. It was recommended that future researchers into the recreational function of forests should examine: the economic issues and the factors affecting the sustainability of forest recreation at both national and international levels and the level and integration of economic impacts on regional development. Visitors' willingness to pay for recreational facilities and services is also an important area for study, as well as the development of guidelines, tools and training for managers in forests that provide recreational functions (cf. Simpson et al., 2008). Sharing examples of good practice is vital for the subsequent decision-making with respect to using individual areas for recreation and the subsequent use of appropriate management tools.

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Website

https://greenglobaltravel.com/

Questions and Activities

Refer to the recommended reading prior to responding to the questions

1. How does The International Ecotourism Society (TIES) define ecotourism?
2. What are the main principles of ecotourism?
3. What are the main pillars of sustainability? What do you consider to be the positive and negative effects attributed to increasing number of tourists in a destination in terms of individual pillars of sustainability?
4. How large an area is protected within the European Union/your country? What is the system of this protection – national park, protected landscape, etc? (For more details see https://www.iucn.org/theme/protected-areas/about/protected-area-categories).

5. Research the system of nature protection in two contrasting countries and identify the main differences.
6. What is NATURA 2000? Familiarise yourself with the *Directive on the conservation of wild birds (Birds Directive)* and *Directive on the Conservation of Natural Habitats and of Wild Fauna and Flora.*
7. Make suggestions for promoting and expanding the ecotourism market in your chosen region/destination.

Recommended Reading

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'This Charming Man': The Sad Demise of Thomas Cook

by Crispin Dale, Neil Robinson and Mike Evans

Introduction

After a 178 year history the demise of Thomas Cook had a significant impact upon a number of stakeholders in the tourism industry supply chain, including travel agencies, hoteliers, airlines, tour guide operators and so on. Thomas Cook's decline was a result of a number of factors to which it failed to pay close attention. The following case provides a brief historical overview before outlining some of the factors that led to the decline of Thomas Cook.

A Brief History

'Local lad made good': Thomas Cook, the son of a carpenter from Derbyshire, would surely have been turning in his grave at the demise of his once wondrous travel empire. Having seen a gap in the market to provide rail transport services for theologians to attend bible meetings in other parts of the United Kingdom (UK), Thomas Cook developed his business idea. He used the newly developed rail network in England to provide day visits for the masses to the seaside. On the back of this transport infrastructure, and further developments in transport services based on steam and coal, the Thomas Cook empire grew into a key trusted name which attracted many travellers. From the early 1900s onwards, Thomas Cook established his European, Americas and Far East travel portfolio, predominantly to attract wealthy, upper class travellers (Brendon, 1991).

One might argue that the mass commercialisation of travel came during the mid to late 1950s and saw key growth during the 1960s and 1970s with Mediterranean, Cost del Sol based, fun in the sun, Sangria and sand consumables becoming widely available to not only the rich but also to most leisure travellers. Sadly dark clouds were on the horizon. Where did it all go wrong? It may be that the demise of Thomas Cook, whilst not immediate, had its origins some years ago. A tickly chesty cough can begin as an unpleasant irritant; if not treated properly, it may result in death. The same can be said regarding the financial health of Thomas Cook.

Factors Influencing the Decline

Firms that operate in today's external business environment are often faced with a multitude of pressures which, if not monitored, can result in severe business failure. An examination of McCarthy's (1964) 4Ps (Product, Price, Promotion, Placing) might put into context, and shed some light on, various problems that have faced Thomas Cook in recent years.

- *Product*

  Thomas Cook had been through a difficult period resulting in rebranding, organisational restructuring and changed leadership. Mergers with MyTravel in 2007 and the Co-operative Group in 2010 meant that the company became too large and, consequently, unresponsive to change as market forces evolved and new competitors emerged (Travelmole, 2019). Indeed, it may be argued that the travel product of today is a different beast from what it was 20 or even 30 years ago. Whilst the Thomas Cook product was associated traditionally with reliability and trust, it is possible that some of the more recent product ranges lacked innovation and sparkle. The decline, and subsequent removal, of the Club 18-30 brand in October 2018 from the Thomas Cook portfolio is a good example where the tour operator failed to identify, and stay abreast of, the demands of the market (Wilson, 2018). As Millennials' (often referred to as those born from the early 1980s to the mid-1990s) tastes evolved to favour more authentic and 'esteem-based' experiences, Thomas Cook neither capitalised on these new opportunities nor adapted by developing new products that could meet market needs.

- *Price*

  In terms of the financial issues associated with the Thomas Cook product, it appears that the pricing models did not keep up with yields employed. Rather than offering some loss leaders or price changes based on demand, the pricing model for many of the products was not sufficiently elastic to entice the money savvy consumer, unlike the competing online players such as Expedia, Jet2Holidays, Onthebeach etc. who are capable of instantly adjusting prices based upon supply and demand. Furthermore, competitors such as Airbnb have disrupted the business model of the tourism industry making it far easier for travellers to select [cheap] accommodation that meets personal needs.

- *Promotion*

  The marketing communications and promotional campaigns of Thomas Cook had become tired and not 'in synch' with consumers' interests. The promotion of the product offerings had failed to differentiate them from their competitors, thus positioning them as bland and indistinctive (Vizard, 2019). Alternatively, competitors were providing a promotional approach that tapped into consumer needs and desires. Competitors were also utilising electronic, online and social media channels much more effectively than Thomas Cook.

- *Placing*

  It could be argued that Thomas Cook did not exploit new advances in social media and app-based technologies to aid product distribution. Indeed, the business was slow to react to evolving distribution channels. Developments in mobile technology have given customers the scope to independently package the various components of their holiday, including transport, accommodation, transfers and excursions. In effect, customers have become armchair travel agents; indeed, the manner in which travel consumables are purchased today by the end users, and the style in which they are distributed to a mass travel market, is one area that in retrospect Thomas Cook perhaps needed to develop further, thus, ensuring that models of electronic distribution matched the needs of end users.

As previously mentioned, online players now dominate the travel marketplace and customers are able to scan aggregator sites that collectively surf the internet to find the cheapest available. Examples such as Skyscanner, Expedia and Priceline enable customers to select flights and hotels that provide the best alternative options based upon their search criteria.

Future Prospects for Tourism Retailing

The competitive environment of tour operating has shifted towards an emphasis on either aggregating the tourism product for sale online or purely retailing with a strong high street presence. In the aftermath of Thomas Cook, the travel agency business, Hayes Travel, acquired the retail arm, becoming the UK's largest independent retail travel agent. The vertically integrated model of travel retailing, where all of the components of travel are packaged as a single product and sold onto customers, was the norm traditionally; however, technological shifts and changing customer needs have resulted in a different business model where vertically integrated companies have potentially become outdated.

Conclusion

The aforementioned discussion outlines the key factors that led to the decline of Thomas Cook. However strong the brand, tourism and hospitality businesses that fail to keep apace of evolving market trends and new competitors in the marketplace will always face challenges. It is crucial that tourism and hospitality businesses continually assess the internal organisation and monitor the external business environment. Those businesses that are effectively able to do this should not only succeed but also remain successful.

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Activities

1. Using PESTEL (Political, Economic, Social, Technological, Environmental, Legal) model identify the external factors why Thomas Cook went out of business.
2. Select an existing tour operator or travel company and conduct a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis of the business.
3. Evaluate the lessons that can be learned from the demise of Thomas Cook. What recommendations would you have made to ensure the viability of the business?

Recommended and/or Further Reading

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Walton, J. K. (2010). Thomas Cook: Image and reality. In R. Butler, & R. Russell (Eds.), *Giants of tourism* (pp. 81-92). Wallingford, UK: CABI.

Opinions of Tourism Stakeholders on Further Development of Tourism in the Czech Republic

by Jiří Vaníček

Introduction

The importance of international tourism for the Czech economy is the key factor influencing its further development. Sustainable development of tourism will depend on its ability to comply with emerging economic, social, political, environmental and technological trends (OECD, 2018). The principal trend is the acceleration of all processes through stronger international links among effects of individual factors with the consequent deteriorated predictability of even short-term development (Xiang, 2018). The main trends influencing the development of societies include demographic changes, urbanisation and intense globalisation. These factors necessitate the implementation of strategies for sustainable development alongside the development of technologies, digitalization, the development of the so called '4.0 industry' and growing mobility (OECD 2016). The number of domestic, as well as foreign, tourists in the Czech Republic has been growing since 2014. A record number of 21.3 million people stayed in Czech hotels, guest houses or campsites in 2018, which was 6.4% more than in 2017. The numbers of domestic and foreign guests are almost equal. In 2018, tourists spent 55.5 million nights in accommodation facilities, which was also a record-breaking number (CSU, 2018). In order to determine and examine possibilities for the future of tourism in the Czech Republic, a research project was conducted

Research Methodology

A brief survey was designed to collect data in order to determine stakeholders' perceptions on the current state of tourism in the Czech Republic and to elicit their opinions of stakeholders regarding further developments. The survey was divided into two parts:

1. Assessment of the current period:
   a. What are your views on the development of tourism in the Czech Republic during the past five years? Please rate on a scale from 1 to 10, where 1 means 'very poor' and 10 means 'very good'.
   b. Comment on some positive and some negative aspects of tourism in the Czech Republic during the past five years.
2. Trends in the field of tourism:
   a. Which significant trends in the field of demand and supply in tourism (for example change of preferences, IT developments, climatic changes) have had the greatest influence on recent activities in your company, organisation or institution?
   b. What new types/forms of tourism do you believe will develop most quickly in the Czech Republic during the next 10 years? Where do you see the potential for further tourism development?

The open-ended questions enabled the respondents to express their opinions in an unrestricted way. Furthermore, they were encouraged to discuss their responses with other members of their organisation to promote validity. An address book of potential respondents was compiled. The list included 21 state institutions and non-profit or professional Czech organisations which deal with the issue of tourism including, for example: Czech-Tourism; the Association of Tourism Organisations; the Czech Confederation of Commerce and Tourism; the Tourism Forum; the Club of Czech Tourists; the Ministry of Environmental Affairs; the Ministry of Culture; the Ministry of Agriculture; the Ministry of Industry and Trade; the National Heritage Institute; the Tourism Committee of the Association of Towns and Villages; and the Association of Regions etc. A letter with a request for written completion of the survey was sent to all stakeholders. The respondents were invited to consult members of their organisations or institutions to provide a company/team perspective as opposed to reporting just one person's opinion

The survey was sent to 21 companies/institutions/organisations with between 30 and 200 employees, so the answers are not just the chairman's opinion. The qualitative data were analysed using themes and subthemes. For example, the answers: crowded streets; many pedestrians or cyclists on the trails; crowded car parks, etc. were subsumed under the theme of 'overtourism'. When the responses were very variable, the individual opinions were reported directly.

Evaluation of Survey Findings

1. <u>Assessment of the current period:</u>

a. *Views on the development of tourism in the Czech Republic during the past five years on a scale from 1 (very poor) to 10 (very good)?*

Average 6.6 Min. 4 Max. 8 Median 7

It is concluded that, on average, the respondents considered the development of tourism during the past five years favourable but with room for improvement. The situation in Prague is different from the rest of the Czech Republic. Prague exhibits continuously growing processes of touristification, tourist congestion and other features of mass tourism plus consequential issues, such as gentrification. These effects have been amplified during the past years by the development of new forms of short-term accommodation services which can impact intensely on the private lives of local people. Two thirds of foreign tourists will come only to Prague (Airbnb, 2019; Vanicek, 2019).

b. *Comment on some positive and some negative aspects.*

Table 1 summarises the responses to the question: '*What do you see positive about the development of tourism in Czech Republic?'* The growth of supply and quality of tourism products was considered to be of the greatest benefit for tourism.

Table 1

Positive Aspects of the Development of Tourism in the Czech Republic

Positive Aspects	Frequency
Development of products; improved service quality	10
Growth of income from tourism	9
Increase in number of both domestic and foreign tourists	8
a) Growing interest of domestic and foreign tourists in cultural heritage b) Standardisation, certification and categorisation of destination companies	7
Marketing support, especially for domestic tourism	5
Investments in the field of tourism, especially private investments; subsidies	3

Table 2 summarises the responses to the question: '*What do you see negative about the development of tourism in Czech Republic?"* Overtourism, not only in Prague, but also in many other places, such as the UNESCO World Heritage Site of the town of Český Krumlov with its famous castle, the medieval city of Kutná Hora, the geopark Český ráj (See http://www.geoparkceskyraj.cz/) and the National park Czech Switzerland (See https://www.npcs.cz/), was considered to be the biggest hindrance to tourism development; without doubt, this issue needs to be to be addressed.

Table 2

Negative Aspects of the Development of Tourism in the Czech Republic

Negative aspect	Frequency
Overtourism and negative impact of tourism, especially overcrowding of urban destinations; touristification of town centres	15
Low level of support from the state and regions	8
Increasing bureaucracy; growing load on entrepreneurs; non-uniform system of management and coordination	7
Unprofessional interventions in tourism and underestimation of its importance	5
Growth of salaries; lack of qualified staff	4
a) Absence of shared economy regulation b) Insufficient interpretation of cultural heritage; decline in quality of guiding services	3
Uncoordinated promotion of the Czech Republic; low level of cooperation	2

2. Trends in the field of tourism:

   a. *Significant trends in the field of demand and supply in tourism that have had the greatest influence on companies'/organizations' recent activities* are listed in Table 3. According to stakeholders, overtourism, unequal distribution of visitors on the territory and the necessity to regulate them are the prevailing problems.

Table 3

Significant trends in the field of demand and supply in tourism that have had the greatest influence on companies'/organisations' recent activities

Significant trends in the field of demand and supply	Frequency
Overtourism: its regulation; unequal distribution of tourists; tourism gentrification	15
Increased demands in terms of range and quality of services	7
Internet: the main medium; influence of social networks; influencers? Shared economy; interest in an authentic environment; negative impact on local people.	6
Nature and packaging of the product: individual tourism; climatic changes which influence winter sports and winter holidays.	4
Changing market: growth of domestic tourism; influx of tourists from Asia, mostly China.	2

   b. What new types/forms of tourism do you believe will develop most quickly in the Czech Republic during the next 10 years? Where do you see the potential for further tourism development?

Table 4 summarises the respondents' views on the possible new types and forms of tourism in the Czech Republic. The main focus was considered to be on individual travelling and organisation as opposed to purchasing packages. A preference for niche tourism specific to the Czech environment and culture (wellness, adrenalin, culinary, film-related, urban) was predicted with tourists taking several short trips per annum. Interestingly, their responses corresponded with trends in in other European countries (cf. Eurostat 2016).

Table 4

Opinions on new types/forms of tourism that will develop in the Czech Republic during the next 10 years

New types/forms of tourism	Frequency
Individual travelling and accommodation, spending holidays in rented residential facilities, relaxing tourism, wellness	7
Adrenalin experiences	5
Gastrotourism; culinary tourism	4
Several short trips per year; domestic tourism; further growth of mass tourism; film-related and urban tourism	3

The respondents' perceptions of the potential for further tourism development in the Czech Republic were very variable and tended to be influenced by their work designation and role. For example:

- Creation of new tourism products and improvement of quality, especially in the field of hospitality; support for education in the field of tourism.
- Efficient organisational structure; cooperation of regions; creation of shared products.
- Improvement in tourism planning and management; development of traffic infrastructure.
- Reduction in forms of tourism which deteriorate the quality of life; promotion of sustainable tourism.
- Development of modern technologies in operations as well as marketing (consider major influencers, social networks, GPS).
- Diversification of supply; slow tourism; social tourism; tourism for senior people; diversification of visitors.

Every responding stakeholder worked in a different field of tourism. Although their responses varied considerably, some opinions were shared by people working in various fields of tourism.

Conclusions

Based on the survey, the following conclusions are drawn:

a) Stakeholders consider the current development of tourism in the Czech Republic is positive generally; most respondents were at least satisfied with the progress although there remains room for improvement.
b) The key positive feature of tourism development is the continuous supply of new products and, especially, the growing quality of the service provision. In consequence, the number of domestic as well as foreign tourists has been growing and, in turn, the income from tourism has grown quickly; cultural and niche tourism are the main 'driving forces'.
c) Overtourism and touristification of some historic towns are perceived to be key future problems that need to be addressed. Respondents are also concerned with respect to the weak financial support for tourism provided by the government on a national as well as regional levels. An efficient system of tourism management appears to be missing at all levels of state administration and self-government.
d) Demand for high quality and a broader range of services is growing. This need includes fast development of technologies which involve the use of the internet for marketing, offering and providing services and for the influence of service assessment via reviews of service provision. The supply needs to be adjusted to comply with the influx of non-European tourists who arrive from different cultural environments and to accommodate their demand for services which frequently differs from that of European tourists.

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Questions and Activities

1. How do you believe that experts may perceive further development of tourism in your country?
2. Do you agree that overtourism and touristification are the main problems of tourism? Why? Why not?
3. How might climatic changes influence the development of tourism in your country?
4. In groups, research a busy location in your country and outline a brief strategy for the efficient management of tourism. Present your strategy to the rest of the groups.
5. In what ways does your group believe that the progress of technologies, especially of the internet, might influence further the development of tourism in general and in your chosen location?

Can I really rely on my entire workforce to support a recovery ?

by Robert A. Clark

Author's note: I originally wrote this article in 2016 but with the outbreak and proliferation of the Covid-19 pandemic, it has become even more relevant.

In the northern hemisphere we have entered the 'flu' (influenza) season and people are starting to become sick. As each new season is different from its predecessor, it makes it difficult to predict how mild or severe an epidemic might be. Influenza continually circulates round the world while the viruses mutate hence creating the need to offer annual vaccinations because, especially for the more vulnerable in society, it could prove fatal. Moreover, based upon the recent experience of Australia (Hoh, 2016), 2016 has been the worst year for flu for some time. In fact, a number of prominent clinicians have predicted that it could be comparable with the Hong Kong flu outbreak of 1968 which resulted in a pandemic with around one million global fatalities (https://www.cdc.gov/flu/pandemic-resources/1968-pandemic.html).

This reminds me of a United Kingdom (UK) press article that I read in The News (The Newsroom, 2016) which reported that Portsmouth City Council (PCC) had lost more than 33,000 days last year to staff sickness. With a workforce numbering around 3,600, the article estimated that this was the equivalent of each employee taking an average of 8.42 days sick leave during the year 2015/16. At first glance, the figure of over 30,000 days of sick leave may seem staggering and PCCS record certainly beat the UK's average figure of 6.9 sick days as established by Clark on behalf of the CIPD (2015). The survey suggested a median cost of £554 for each sick day taken so, the cost to the PCC in lost productivity is estimated to have been in excess of £16 million.

Adding some perspective to this issue, let us consider the question: On how many days can we expect 100% of an organisation's workforce to actually be at work? Staff may be absent for any one of a number of perfectly justifiable reasons – travelling for business trips, vacation, jury service, reserved armed forced training, maternity or paternity leave not to mention sickness. The list goes on. In an attempt to quantify this situation I refer back to the five year period when I was Fujitsu Consulting's Resourcing Director for Northern Europe, a position which came with responsibility for a pool of around 1,500 consultants. For planning purposes I worked on the basis that the average number of consultants available to assign to client activities would be 80% which took account of the various acceptable reasons for absenteeism. I would expect other organisations that have been through this type of exercise to have come to a similar conclusion.

I am raising this issue because, from time to time, I come across Business Continuity Plans (BCP) and IT Disaster Recovery Plans which explicitly documented expectations that every employee would be available to support any appropriate recovery activity following a disruptive incident. Yet, as you cannot rely upon your entire workforce to be consistently present for 100% of the time, this expectation could be a very dangerous planning assumption to make. Moreover, if faced with a serious incident that is also life threatening, organisations need to be prepared for a loss of employees due to injury, trauma and even fatalities. It will also be fate that dictates whether any key employees, perhaps considered vital to a recovery, actually number amongst those 'lost employees' statistics. In my book (Clark, 2014) one case study examines the 2005 Buncefield Oil Depot explosion which measured 2.4 on the Richter scale. Although Northgate's disaster recovery plan was effective, the Business Recovery Director later remarked: '*Had we lost any of the thirty core support staff that knew the systems best, we would have been stuck*.'

Fortunately for Northgate, despite the disaster being described by the emergency services as apocalyptic, fate was kind that day as the incident occurred around 6am on a Sunday morning and, remarkably, injuries were slight with no fatalities. Had this event instead occurred during the working week, a very different and tragic outcome would have been highly likely. Such scenarios apply equally to an organisation's suppliers and, in fact, Northgate was a vital supplier to many high profile clients. They were also responsible for processing the payroll for around one-third of the entire UK workforce and yet, despite the disaster occurring just a few days before Christmas, everybody received their salary remittance on time. Conversely, in another incident, I can recall a situation when a supplier, on a 24/365 two-hour response time contract, was requested by a client to participate in a live unannounced exercise for which provision had been made in the contract. A rather embarrassed supplier manager had to admit that the entire company had literally just sailed off across the English Channel on a 48 hour Christmas jolly to France. During this time had the client been faced with a genuine incident, the supplier could not meet its contractual obligations as its entire workforce was legitimately absent from work with nobody left to respond to any client demands.

As part of their BCP validation plans, organisations need to consider scenarios dealing with recoveries when they might be deprived of those key employees who would normally be an automatic choice in resolving incidents. Ideally these key individuals will have named backups; simulations of life threatening scenarios can provide these backups with invaluable opportunities to get hands on incident recovery related experience. In one such exercise, in which I was involved, a random selection of 50% of the company's employees was asked to act as 'lost employees' following a life threatening incident. The exercise proceeded with the 'survivors' endeavouring to demonstrate that they could recover without being able to refer to those 'experts' who were amongst the victims.

The question arises: What is the likelihood of an organisations statistically being faced with the prospect of losing up to 50% of its employees in one incident? Admittedly, not often and organisational risk assessments are likely to reflect that. Even so, it does happen and certainly the increasing threat from terrorism needs to be considered, especially in the aftermath of 9/11 and the more recent high profile attacks including the 2015 targeting of the Charlie Hebdo offices in Paris (See https://www.bbc.co.uk/news/world-europe-30710883). There are certainly organisations out there that consider themselves as potential terrorist targets not to mention others that realise that they are located in close proximity to a potential target and face the prospect of collateral damage. Nonetheless, while individuals involved with civil emergency planning will almost undoubtedly have terrorism on their radar, they will also be aware of the looming threat from pandemics with avian flu currently in poll position in presenting the greatest threat. The 2015 UK National Risk Register (Cabinet Office, 2015) records the probability of a serious pandemic occurring within the next five years as being between 1-in-20 and 1-in-2 with the expected impact rated as 'catastrophic'. Current estimates show that as many as 50% of the UK population could be infected with as many as 750,000 resultant fatalities. Such an occurrence is likely to make PCC's sickness absenteeism record diminish into insignificance. With the threat of what is being referred to as '*Aussie flu*' looming large, could 2018 be the year of the pandemic?

History has also taught us that influenza pandemics usually come in waves and can last for up to two years. They present a multifaceted threat and organisations need to be prepared to deal with the impact on not only their own workforces who suffer the effects of a life threatening contagion but also those of their suppliers and customers alike. In addition to a likely increase in sickness with potential associated fatalities, the reasons for absenteeism from work could also include bereavement, fear, transport disruption, and caring for sick relatives or children (if kindergartens and schools are closed). Feeney (2015) considers the case of the 2002/03 Severe Acute Respiratory Syndrome (SARS) outbreak when circa 25,000 people were quarantined in Toronto with a further 18,000 in Beijing. To add a further degree of complexity, we must not forget that during a pandemic there will be no moratorium on other serious incidents occurring and for the likes of fires, floods, cyber-attacks, terrorism and natural disasters et al; it will be business as usual. Consequently, organisations can still expect to have to deal with these incidents with the likelihood of being dependent upon a seriously depleted workforce.

In conclusion, how should organisations respond to the title question 'C*an I really rely upon my entire workforce to support a recovery*?' Even when faced with a non-life threatening incident, I believe it would be unwise to make such bold assumptions and organisations should plan accordingly. However, in addressing serious incidents that could well have a detrimental impact on the health and safety of the workforce, being prepared to respond with limited resources and possibly even without your most experienced staff being available could make the difference between survival and total catastrophe.

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The Newsroom (2016, August 21). More than 33,000 days lost to staff sickness at city council. *The News.* Retrieved from https://www.portsmouth.co.uk/news/politics/more-33000-days-lost-staff-sickness-city-council-1215409#gsc.tab=0

Questions and Activities

1. What impact did COVID-19 have on you personally, your work and your organisation?
2. What are your views in the ways in which the COVID-19 crisis was managed in the country in which you were resident during the pandemic?
3. Research and comment on the ethical impacts of the COVID-19 pandemic on hospitality and tourism in terms of, for example, discrimination, invasion of privacy, right to work, freedom of movement, access to PPE etc
4. Did your organisation have a BCP prior to COVID-19? If so, to what extent was it implemented and was it adequate?
5. Research BCPs and draft an outline BCP for an organisation with which you are familiar.

Recommended Reading

R. A. Clark (ed.) (2015). *In hindsight; A compendium of business community case studies.* Ely: IT Governance Publishing.

R. A. Clark (2016). *Business continuity and the pandemic threat.* Ely: IT Governance Publishing.

R. A. Clark (2015). *Validating your business continuity plan.* Ely: IT Governance Publishing.

Website

https://bcm-consultancy.com/

Part 3

Points for Discussion

Part 1 Non-revealed Case Studies

The Chinese Hotel Restaurant Managed by an Intern
by Ciao-Yi Cheng

Points for Discussion

- Frank's perspective and possible actions he might have taken to tackle the issue
- The role of the HR manager
- The role of the university regarding internship arrangements and supervision

Unfair Promotion in LORA Hotel
by Su-In Jeng

Points for Discussion

- If you thought that the promotional system was unfair, would you stay in the same job without making a formal complaint, complain to the HR Manager or leave?
- What do you think should be the key skills and competences for promotion from restaurant supervisor to team manager?
- What personality traits do you consider to be important in a restaurant manager? Why?

Robot Employee
by Ammarn Sodawan

Points for Discussion

- Comparative cost of robots versus humans
- Advantages and disadvantages of robots versus humans

The Management of an Internship Contract
by Cao Wei

Points for Discussion

- The interns' perspective
- The HRM perspective
- The role of the academic supervisor
- The value of the contract
- The departmental supervisor's perspective

Volunteer Training and Development
by Sheng Zhang Yu

Points for Discussion

- Reasons why people volunteer when they could possibly be paid for their work
- Rewards and disciplinary issues
- Profile of a typical volunteer

Corporate Social Responsibility and Legal or Illegal Practice
by Shu-Hsien Chang

Points for Discussion

- Is price really an important consideration for maintaining quality? Why? Why not?
- Are the practices in the above cases illegal? Why? Why not?
- Can you share a similar CSR case that has happened to you or someone you know?

Oversized or Undersized?
by Sheree Anne O'Neill

Points for Discussion

- The importance of customer service in the travel and tourism industry
- The importance of effective communication in the travel and tourism industry
- The value of staff training, in delivering an exceptional customer service experience
- Resolution/problem solving strategies in a travel and tourism context

Part 2 Revealed Case Studies

Expensive Wedding in Taiwan
by Qian-Rong Liu

Points for Discussion

- Cultural differences in wedding planning
- Economies of scale in wedding planning

Business Case: The Application of Total Hotel Revenue Management
by Detlev Remy and Wolf Magnus Gerstkamp

Points for Discussion

- Is it already the right time for hotels to apply THRM?

- Importance of change management; how to achieve it
- Leadership style and employee engagement - What are the critical aspects involved in optimising guest communication?

European Heritage Days
by Libêna Jarolímková

Points for Discussion

- Are EHD held in your country, region, city, town or village?
- Do you participate/would you consider participating in an EHD? Why? Why not? If so, what role(s) do you/would you play?
- Which historic sites/monuments would you propose to take part in EHD in the city where you live or a European city with which you are familiar?
- Have you experienced low willingness to collaborate or low proactivity of colleagues or trade partners in local historic events? Why might such a situation happen and how might it be resolved?
- Do you consider yourself to be an active person in taking workplace or local community initiatives? Why? Why not? Which initiatives/causes have you supported/might you support?

National State Support for Domestic Tourism
by Daniela Matušíková

Points for Discussion

- Role of the political environment in the tourism sphere.
- Domestic tourism and its importance.
- Forms of national tourism support.

From Sustainable Tourism to Tourism for Sustainable Development: Challenges to Tourism's contribution to Sustainable Development Goals
by Yaiza López-Sánchez and Juan Ignacio Pulido-Fernández

Points for Discussion

- The tourism and hospitality industry as a major player in the world economy; its ability to generate a wide range of environmental, social and economic impacts.

- As the 17 SDGs and the corresponding 169 SDG targets offer the world a new direction, tourism can and must play a significant role in delivering sustainable solutions for people, the planet, prosperity and peace
- The leading players within the tourism and hospitality industry face challenges in determining which of the 17 SDGs (and the 169 associated targets) they select and prioritise.
- The tourism industry is becoming more knowledgeable concerning how to move tourism towards greater sustainability but progress in transitioning from concepts and principles to pan-industry practice is limited.

Importance of Innovations in Tourism
by Daniela Matušíková and Anna Šenková?

Points for Discussion

- Innovations as an important features and their role in the tourism sphere
- Examples of tourism innovation in your country

Community-Based Tourism Development: The Case of Cookery Classes
by Roselyne Okech?

Points for Discussion

- The role of food tourism in community empowerment
- The socio-cultural impacts of cookery classes for tourists
- How might destination stakeholders address the challenges that might arise in promoting food tourism?

Prevention of Food Waste from Buffet Service
by Klára Karakasné Morvay

Points for Discussion

- Different ways of handling and using food waste.
- Economic, ethical and hygienic aspects of food donation.

Internal Service Quality in Hospitality Industry: The Case of The St. Michael's Hotel
by Mike Evans, Neil Robinson and Crispin Dale

Points for Discussion

- Factors that impact on internal service quality
- Issues influencing customer service failure

Human Resources: The Transformation
by Ammarn Sodawan

Points for Discussion

- Impact of globalisation on HR strategies
- HR management of future generations
- HR recruitment in future - the 'right' person in the 'right' job for the next generation

Ecotourism
by Markéta Kalábová

Points for Discussion

- To what extent, if any, is ecotourism the solution to overtourism?
- Methods of restricting and setting limits on the number of tourists to a locality.
- Equipment required by an ecotourist
- Positive and negative impacts of ecotourism
- Differences among ecotourism, nature-based tourism and green tourism

'This Charming Man': The Sad Demise of Thomas Cook
by Crispin Dale, Neil Robinson and Mike Evans

Points for Discussion

- Factors that might contribute to the decline of a customer-focused business
- How to ensure a customer-focused business survives in a turbulent marketplace

Opinions of Tourism Stakeholders on Further Development of Tourism in the Czech Republic
by Jiří Vaníček

Points for Discussion

- In your country, which stakeholders have the most influence on the development of tourism?

Can I really rely on my entire workforce to support a recovery ?
by Robert A. Clark

Points for Discussion

- Disaster and crisis management
- The need for Business Continuity Plans

- Impacts of COVID-19 on hospitality and tourism businesses and clientele (financial, environmental, social, cultural, etc.)
- Which cities/towns/villages in your country suffer from overtourism?
- What measures would you propose to prevent this overtourism?

Bun de tipar: 2020. Apărut: 2020

Editura Tehnopress, str. Pinului nr. 1A, 700109 Iași
Tel./fax: 0232 260092
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This book offers a range of cases written by specialists from industry and academia, who have drawn on their knowledge and experiences to offer problem solving exercises and activities in hospitality, tourism and event management. Although reference is made to specific national settings, the problems can be transposed to other locations and so offer management students and trainees a wide range of opportunities for interactive learning.

Each case concludes with a series of questions for students and trainees and/or ideas for associated activities. In addition to references, recommendations for further reading and links to websites and videos are provided as appropriate. Furthermore, for the guidance of teachers, trainers, students, trainees and managers, the authors have indicated points for discussion and suggested follow-up activities relevant to the scenarios.

The cases may be used for individual, group or team exercises and offer students and trainees, who aspire to hospitality, tourism or event management careers, opportunities for considering, debating, analysing and evaluating real and simulated scenarios set in various international locations.

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ISBN 978-606-687-430-4