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

Edited by:
Elizabeth Ineson
Matthew Hong Tai Yap
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Cover from an original water colour painting, 'Nether Alderley Mill' by John Ineson.

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Dedication

to

Graham James Stone

1939-2020

Graham read History and Economics at Manchester University then he completed an MSc at Manchester Business School. For 35 years, he worked at Manchester Metropolitan University (formerly Hollings College then Manchester Polytechnic). Graham was a very dedicated member of staff who exemplified the ability to work smartly and effectively. Graham was a pioneer of the Manchester Met. European Educational Links projects which began in Hungary then Bulgaria, Croatia, Czech Republic, Finland, the Netherlands, Slovakia and Switzerland. In recognition of his contribution, Graham was awarded Professor Honoris Causa by Budapest Business School. In 2003, he began to support La fondation pour la formation hôtelière. Prior to his retirement, Graham had delivered 50+ industry/education management seminars for La fondation in 18 Central and Eastern European countries.

A few tributes from Graham's friends and colleagues:

'Although Graham did not suffer fools gladly, he tended to keep his thoughts to himself; he was a very professional operator!'

'He went above and beyond the call of duty to give help, guidance and always with a wry sense of humour. He is one of those people in education that made a difference and I will always remember his work.'

'Graham was a great friend – one of the best people I have ever met. Though his life wasn't a walk through paradise he used to be very vital and I really admired his sarcasm and special sense of humour.'

'Mr. Graham .. was a man full of life, recognisable by his sharp humour, it was pleasant to know him.'

'I do owe him a great deal in terms of my career.'

'I have very fond memories of him as a kind and understanding teacher as well as an outstanding researcher.'

'We are grateful for so many great moments together and we will cherish his memory!'

'I will remember him with a glass of good red wine.'

Graham was always playful, with a smile on his face, sometimes with an ironic undertone, but always pleasant with a big good heart.'

'He made a valuable contribution to the work of the Fondation over the years.'

'Graham was an honourable gentleman.' '

'It is true: he did it his way!' 'May his wonderful soul rest in peace!'

Disclaimer

Preface

Volume 12 comprises a further series of international case studies, focusing on problems and key issues related to hospitality and tourism management and education. They originate from, or are set, not only in Central and Eastern Europe, including Czech Republic, Hungary, Lithuania, Slovenia and Slovakia but also in Canada, Singapore, Spain and Switzerland. The contributors, who represent eight 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 necessitate some individual written work and there may be a requirement for further follow up activities or discussions. The main topics covered are: circular economy; corporate social responsibility; culinary tourism; cultural differences; data analytics, ethics; impacts and consequences of the COVID-19 pandemic; medical tourism, spas and wellness; nature heritage; network-based methods; regional development; risks and responsibilities; rural tourism; service failure; sustainability and sustainable development.

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 including front office, room service and intercultural communication. Each of the non-revealed cases poses a series of questions for consideration by students, trainees or managers; 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; watching videos; location and interpretation of information; critiquing and evaluating information in the light of practical and written evidence; ethical considerations; marketing and promotion; planning and designing; making sensible practical recommendations based on evidence; justifying actions with theory; online searching and research projects; groupwork; preparation of guidelines, training information and presentations; development of strategies and action plans; conference organisation; 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 initial discussion, or further consideration, of the issues pertaining to each case.

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- **The contributors** who, with no prompting, provided 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

Caught in the Act: "Position 69"

by Mitja Petelin

Ms Carmel is employed as a guest relations manager in an international 5-star chain hotel, Hotel Splendid, which is located in a popular destination in the Swiss Alps. Ms Carmel is the main point of contact for the guests, taking care of them and providing them with personalised 5-star experiences, such as providing information about facilities, other services and personal preferences, in addition to addressing and resolving any complaints. Her main responsibility is to cohesively connect all of the staff involved in the day to day hotel operations to provide a seamless 5-star guest experience.

Ms Carmel's work starts before the arrival of the guests; she tries to research each guest's profile and preferences via the internet, social media and the existing hotel database. Upon the guest's arrival, she likes to greet the guests in person and welcome them to the Hotel Splendid so providing them with a friendly and professional approach alongside customised service. After the welcome, she takes the guests directly to their hotel rooms where she performs individual check-in. Since Hotel Splendid is visited regularly by VVIPs (very, very important persons) who comprise VIPs with very high rankings or spending power, the hotel staff are used to meeting the needs of distinguished guests with especially high requirements. Therefore all of the hotel staff need to be careful and attentive to maintain extremely high standards and work ethics, requiring continual coordination and communication between Ms Carmel and each staff member as well as amongst the staff teams. Part of the attentive care is a personalised welcome letter from hotel general manager and special personalised gift basket, with local specialities, fruits, drinks, etc., that is placed strategically in the room of the guest prior to arrival. Ms Carmel is responsible for the gifts and the personalised welcome letters which accompany the gift.

One day Mr Muller booked a room in the Hotel Splendid and he was assigned room number 369 (3rd floor) by the computerised booking system. Mr Muller arrived early and room 369 was still occupied by Mr Zach, who had called reception just an hour before check-out to extend his stay. Since it would be difficult to move Mr Zach at such short notice, the reservations' department decided to move Mr Muller to room number 569 (5th floor), which is very similar to room 369 in terms of space, design and amenities. Ms Carmel immediately communicated the change with the room service manager who asked Mr Schiphol to be responsible for delivering the personalised letter and gift package to Mr Mueller in his new room, 569.

Mr Schiphol took the delivery to room 369, which he had been informed was vacant. He did not knock on the room door although according to protocol, he should always knock three times before entering any guest room. On entering the room, he was extremely surprised and embarrassed to find it was occupied. On the bed, he saw the guests who were naked and intimate. Shocked and unaware of what to do or say, he turned and left the room without a word. Mr Schiphol complained to Ms Carmel immediately, feeling very upset that the room to which he had been sent was still occupied.

Ms Carmel immediately researched the reasons for the incident and found out that there was a mistake regarding the room number. Mr Schiphol had been asked to deliver the welcome letter and gift to the wrong floor and room number (369 instead of 569). Ms Carmel telephoned Mr Zach and apologised for the awkward situation and then sent him a bottle of champagne and fruits. She also informed Mr Zach that he would be upgraded to VVIP guest status to ensure that he had extra care and special treatment should he return to Hotel Splendid. Mr Zach accepted the apologies and was very thankful for her professional approach. Now, Mr Zach is a regular guest at the Hotel Splendid.

Questions and Activities

1. Identify the problems and the causes of service failure and make recommendations for the prevention of such an occurrence in future.
2. If you were Mr Schiphol how would you have reacted in such a situation?
3. If you were one of the guests in room number 369, how would you have reacted (i) when Mr Schiphol came into the room; and (ii) to Ms Carmel's telephone call?
4. If you were a general manager of the Hotel Splendid, how would you have dealt with the issue?
5. Would you compensate the guest in such an awkward situation? Why? Why not? If so, how?

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Dilemma at a Summer School or When a Stranger Asks You for a Favour

by Greta Traigienė and Lina Žirnelė

Introduction

Internationalisation at university level provides many opportunities for educational tourism. It may open up new horizons which offer the possibilities of meeting new cultures and experiencing life in different contexts. Various programmes provide short- or long-term experiences for students. As stated in the article, Educational Tourism, A New Opportunity for the Industry: "the educational tourism sector is booming and presents great business opportunities within the hotel sector and e-commerce. Taking into consideration the educational field, tourism is a great motivation for students of any age when it comes to acquiring knowledge and new experiences for an integral development of the person" (Curacao Chronicle, 2018, p.1).

"Educational tourism can be defined as tourism that pursues educational learning as a pretext for a trip, either learning knowledge (historical, cultural, social) or learning a language" on everyday basis (Curacao Chronicle, 2018, p.1). There are two fundamental types of educational tourism: school trips, which tend to be relatively short stays due to the age of the children; and experiences associated with university studies (Curacao Chronicle, 2018). There are many different programmes which provide short term mobility, including Summer or Winter camps or schools the popularity of which are growing annually. In Europe, most of the international educational programmes are organised within a common framework such as by specialist school tour operators or Erasmus+ for university students (Curacao Chronicle, 2018).

The Case

Two Lithuanian students Justė and Eglė had already used the Erasmus+ opportunity to study abroad to broaden their outlook on the world and, of course, to improve their intercultural communication competencies. Consequently, during their final year at university, they not only enjoyed their studies but also they were happy to be involved in providing guidance for international students in their own university. Furthermore, they maintained an active connection with their previous Erasmus university. During their final year, each of them received an invitation to participate in a Summer school organised by one of the universities with which their university had an exchange agreement. As neither of the duo had visited any of the countries in that region before, Justė enthused that this invitation was a perfect opportunity to go abroad, visit a new country and to become immersed in a new culture. Both of the girls had excellent academic results and they were highly motivated, so it was no surprise to either of them that they had been chosen as participants from Lithuania.

After the students had accepted the offer, they received formal invitations outlining the preparatory procedures for the trip which was to take place in several months; they began immediately to prepare the requisite documentation. First, they arranged to visit the Embassy of the host country to apply for a visa. They were required to take the invitation as proof that accommodation would be provided and to document the purpose of travel. The Officer in the Embassy was very helpful; he greeted the students very warmly and said that he was pleased to know that they were travelling to a country in which he had a particular interest. In order to familiarise the girls with the culture prior to travelling, the officer provided some relevant information about the country and gave some travelling tips. In several weeks Justė and Eglė returned to collect their visas and the same Officer welcomed them. Within a few days, Justė and Eglė were flying to a new country; their long-awaited adventure had begun.

Their flight went smoothly. When they arrived at their destination, the students met all the participants in the Summer school, most of whom had travelled from different home countries. They not only enjoyed the conference and academic meetings but also the city tours. Two weeks of intensive school sessions and social events passed very quickly. Justė and Eglė had several free days before returning home; however, following their formal educational experience, Eglė received a message from an unknown person via Facebook. The person seemed to be not really a stranger as the students recognised the surname; they believed the message was from the Officer from the Embassy in Lithuania. His message was very polite, asking how they had spent their time and if they had enjoyed the country. After a short introduction, he courteously made a request. Eglė read the message and understood that the request was quite simple – to bring back to Lithuania a small parcel that his family has prepared for him. Even although the students were surprised by this request they agreed to help him as they could easily find some space for a small parcel. Nevertheless, they were somewhat confused.

Eglė provided the address of the hotel and agreed that she would bring the parcel to Lithuania. When they returned from the final meeting of the Summer school to begin packing for their return flight, they collected the parcel, that the family has left for the Embassy Officer, from the hotel reception desk. It was not a small parcel at all, but two large shoe boxes. One of them was wrapped in a bag and the other one was sealed with adhesive tape; neither package was heavy. The girls started talking <.....>

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Questions

1. How do you think the story ended? Do you think that the girls took the parcels?
2. Should they refuse to do the Officer a favour? Why? Why not?
3. What contrasting cultural features of the people from both countries might impact on the outcome of the case?
4. Based on the evidence provided and the recommended reading, what country do you think the girls might have visited? Justify your response.
5. How would you behave if you got into a situation like this? Why?

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Integrating Data Analytics in Hospitality Management

by Detlev Remy and Janet Tan

Although the hospitality industry is seen traditionally as lagging behind in terms of the adoption of technology and implementing new technological developments, it is clear that the importance and relevance of data analytics has been recognised over the last few years (cf. Buhalis & Leung, 2018). Data analytics have been applied successfully in the hospitality industry in: revenue management (for example, Jain & Bacon, 2016); marketing (for example, Xiang, Schwartz, Gerdes & Uysal, 2015); human resource management (for example, Tracey, 2015); and operations (for example, Kahn & Liu, 2016). Within the hospitality industry, these business disciplines are already coping with huge amounts of data which may be processed and analysed through digitalisation.

Although the adoption of data analytics is a challenging task, specifically in the hospitality industry, the results are already promising, in terms of increased customer experience and improved yields (for example, Shabani, Munir & Rose, 2017). Nevertheless it is important to note that the hospitality industry is not (yet) known for either widespread use of data analytics, or for hiring data scientists in large numbers. This fact may be explained by the structure of the industry, which is dominated by small and medium-sized enterprises (SMEs) which tend to be lacking in the resources to invest in technology, training and specialised manpower (cf. Mattera, 2018). Furthermore, the hospitality industry is still working with a legacy of technology systems, which are not properly interconnected or interfaced to allow for proper and adequate data flow (cf. Cline, 2001). On the other hand, the hospitality industry, due to its service oriented nature through customer contacts and interaction, has way more access to customer data, including preferences, behavioural patterns than many other industries; also, the availability of external data such as the array of social media data including review data, complements the opportunities for data analytics in the hospitality industry (cf. Wang & Qualls, 2007).

In order to understand how data analytics work, it is worthwhile looking at the process and the stages needed to run data analytics applications successfully (e.g. Anderson, 2020). Any project in data analytics starts with a data strategy, 'proper' data collection and storage, followed by data processing, the actual analytics and finally the data visualisation, with communication throughout.

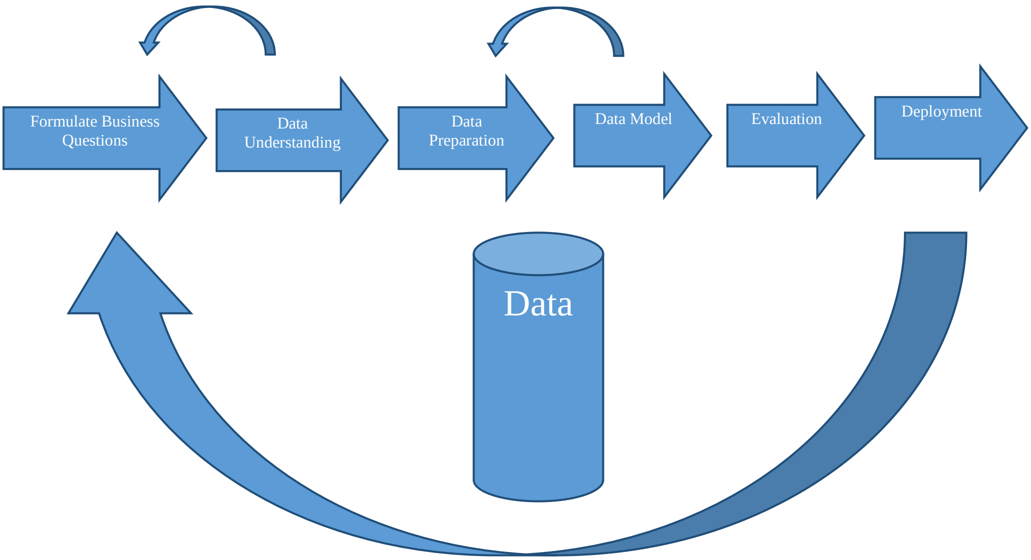

Figure 1. Process Diagram: Phases of the CRISP-DM reference model (Chapman et al., 2000, p. 10).

Based on the CRISP-DM methodology (Chapman et. al., 2000), the most widely used analytics model, the process is divided into six major phases:

1. Business Understanding
2. Data Understanding
3. Data Preparation
4. Modelling
5. Evaluation
6. Deployment

The sequencing of the phases is not strictly rotational so movement back and forth between different phases is always required. The most important and frequent dependencies between phases are as follows: to and fro (1&2, 3&4); unidirectional (2 to 3, 4 to 5, 5 to 1, 5 to 6). The lessons learned during the process can trigger new, often more focused, business questions and subsequent processes should benefit from the experiences of previous ones.

1. Formulate Business Questions

The first step in data analytics requires the formulation of a data strategy which outlines the proposed achievement in using data analytics for a project, including what the business is interested to learn from the data and which 'business' questions to ask. A typical example of a business question might be to detect any correlation between transactional data and market segments, such as booking patterns or marketing spend etc. A series of questions is posed then the typology of each question is identified as descriptive, explorative/inquisitive, prescriptive, inferential/ predictive or pre-emptive (for further details, see Sivarajah, Kamal, Irani & Weerakkody, 2017). In order to respond to each question, analysis of the available data might clarify the situation, offer proof, detect trends or explore new patterns (cf. Caffo, Peng & Leek, 2016; Staff, 2020).

2. Data Understanding

Once the type of question has been determined, the most useful type of data needs to be determined, for example, structured and/or unstructured. Other questions arise such as, for example: Are there sufficient data available? Are there any noises (dirty data)? Are there many missing values? Apart from structured data, which consists mainly of numbers and figures in an organised structure, much of the data associated with the hospitality industry is unstructured, such as text, photos, videos etc. (cf. Shereni & Chambew; 2019; Staff, 2020). Such Big Data has become ubiquitous in this digital age; unstructured data produced by the hospitality industry offers considerable potential to companies adopting data-driven decision-making strategies to gain a competitive advantage (cf. Mandinach, Honey & Light, 2006).

3. Data Preparation

Data analytics is focused on data quality; data cleansing is often the biggest and most time-consuming part in data analytics so business end users may avoid using unstructured data due to a lack of cost-efficient data cleansing tools and the exorbitant cost of processing and storing of Big Data. However, the current interest in Big Data and Data Analytics offers processes capable of dealing with unstructured data such as image analytics and text analytics, including sentiment analysis. Sentiment analysis is the computational detection and study of opinions, sentiments, emotions, and subjectivities in text; it has become very popular because it is concerned with the automatic extraction of positive or negative opinions from text (Pang & Lee, 2004). Not only have tools been simplified but they would seem to be relatively intuitive for end users due to advancements such as cloud computing and in Big Data storage. Business models such as SaaS (Subscription as a Service), which are reasonably priced and sustainable, have been adopted by some software companies (Salesforce, 2021).

The big technological players (for example, AWS and Microsoft) offer a wide range of products across various price ranges for data analytics including data cleansing and transformation. Microsoft Excel, a popular tool among business end users for data preparation, keeps updating its features to face the challenges of handling Big Data. Tableau, a market leader in business intelligence tool, recently launched a new product, Tableau Prep. with powerful features focusing not just on cleaning and manipulating the data but also to automating the whole workflow in data preparation (Tableau, 2021).

4. Modelling

The next step is to establish a formal modelling phase, in which the business questions (see above) are specified alongside the parameters that one is trying to estimate. The development of a formal framework, and then challenging it, is necessary to claim that the evidence employed in the data analytics project is robust (for example, Caffo et al., 2016; Staff, 2020). Often, a machine learning model is built to answer the business questions using an appropriate algorithm, for example: predictive analytics in seasonal demand for services; a personalised recommendation system for guests; market segmentation through clustering or classification; natural language processing (NLP) in sentiment analysis etc. Once the results have been obtained through the chosen analytical approach, whether descriptive or predictive or another, the next step is to evaluate the model as well as to interpret the results (Staff, 2020).

5. Evaluation

Evaluation involves comparing the results with the expected outcome to seek totality of evidence. Some pieces of data may be more reliable or more important than others, such as transactional data (for example, Caffo et al., 2016; Staff, 2020). In evaluating the machine learning model, for example in Revenue Management, it is necessary to determine whether the pricing package has been customised appropriately to a group based on their guest profile, whereas the findings from a sentiment analysis model for marketing purposes permit work on attributes identified from both positive and negative guest reviews (cf. Revfine, 2021).

6. Deployment

Once the best practice model has been determined, further data from existing and new guests should be fed into the model in order to inform predictions with respect to the future pricing strategy or to test the accuracy of the sentiment analysis model. The final phase is the visualisation or communication phase; the results are presented to the various stakeholders and explained with the assistance of data visualisation (for example, Caffo et al., 2016; Staff, 2020). In the context of the hospitality industry, and specifically in the area of marketing, data analytics are often used to question the data which might be associated with optimising the guest experience. By collecting guest data from disparate sources, such as booking systems, CRM systems and reviews, it is possible to look for certain patterns and correlational associations. The ultimate goal is to build a customer database with individual customer profiles which allows for better insights into stay and behavioural patterns, including the preferences, likes and dislikes of individual and/or groups of guests. Once these are known, the hotel can steer its promotional and pricing tools towards customised offerings (cf. Revfine, 2021).

Many websites provide fora for consumers to post their evaluation regarding purchased products and services. As online consumer reviews contain vast amounts of information and opinions, analyses of such reviews helps to reveal their feelings about certain services, vendors and products (Cheung, Lee & Thadani, 2009). The ratings (quantitative) and comments (qualitative) of guest experiences are extremely valuable in helping hotel businesses to better understand their consumers' needs and preferences; however, the large volume of online reviews can present a challenge for businesses when trying to process huge amounts of user generated data mostly from social media. Traditional content analysis methods are not able to cope with most organisations' needs as the internet content is changing on a daily basis. Text analytics and sentiment analysis techniques are common methods through which meaningful data can be extracted to provide knowledge and insights. In the present case study, the use of these methods to examine the underlying patterns of consumer reviews on the web is considered. Sentiment analysis is often useful to identify the polarity of sentiment in text (positive, negative, or neutral) and even the strength of sentiment expressed (Pang & Lee, 2004; Thelwall, Buckley & Paltoglou, 2012).

In revenue management, data analytics may be employed in areas such as forecasting (cf. Pan & Yang, 2017; Sierag, van der Rest, Koole, van der Mei, & Zwart, 2017) and pricing. Huge amounts of transactional and reservations data, but also external data such as flight schedules etc., allow for the application of analytical approaches such as predictive analysis to detect patterns and trends. Data analytics also allow for optimised price positioning (cf. Cross, 2016) by combining transactional data with social media data, including review data and trust scores.

Case Study

Doug Farmer is the owner of a small hotel and restaurant chain in Ireland. In total, he owns five hotels in the 4* category along the west coast of Ireland in addition to 12 casual dining restaurants, mainly in western and central Ireland. His flagship hotel, with several restaurants, is based in Limerick. All hotels are operated de-centrally with the revenue management and marketing functions taking place 'on property'; the reporting is standardised and made to the chain headquarters in Limerick. The internet booking engine (IBE) for hotel and restaurant bookings across the Farmer's hotel & restaurant chain is located at the farmersbrand.com website; however, a substantial number of bookings for both hotels and restaurants come in via third-party intermediaries such as online travel agencies (OTAs). The marketing team in each hotel is responsible for their customer base, though it is planned to build a company centralised Customer Relationship Management (CRM) system, combining all customer data.

A few months ago, Doug Farmer began to inform his management team of his plan to adopt data analytics in his hotels, specifically with regard to revenue management and marketing; Doug is now ready to implement his plans and he has set aside a budget for purchasing the necessary hardware, software and for management and staff training. Also, he must consider how adaptable his existing team might be in working with the new technology, whether to hire new staff with data analytics skills or to be dependent on an external consultant to oversee the whole project.

Based on his research and a series of talks with suppliers and vendors, Doug firmly believed that the implementation of data analytics in the areas of revenue management and marketing in his hotels would yield a substantial increase in both the financial and non-financial areas. Nevertheless, Doug was aware of some obstacles and barriers within the implementation process which have been identified as mostly linked to the human factor such as resistance and fear of the adoption of data analytics and lack of understanding of basic data analytics principles such as Big Data, data preparation, data sources and storage, machine learning model etc. (cf. Wang & Qualls, 2007). Another mitigating factor might be the sheer amount of data available combined with employees' lack of knowledge and skills which could impact their ability to formulate the right questions for data analysis that lead to the detection of patterns and trends as well as an understanding of the technicalities involved in building machine learning models (cf. Stylos, Zwiegelaar & Buhalis, 2021). Finally, many employees tasked with data analytics projects may struggle to present their findings to colleagues who are inexperienced in data analytics such as the heads of the revenue management and marketing departments.

To sum up, the main problems Doug Farmer might experience in the process of implementing data analytics in his chosen departments are linked to the human factor such as getting the employees engaged and motivated to learn and apply data analytics in practice - in simple terms to overcome potential resistance and fear. As Doug is very experienced in setting up and implementing innovative business processes, he is aware of the challenges he might face in terms of issues pertaining to data quality and formulating a sound data management strategy. None of these problems are surprising to him in the context of the hospitality industry.

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Questions and Activities

First read the questions below then examine the issues raised using selected pertinent references:

1. What are considered to be the main challenges for companies in the hospitality sector that plan to adopt data analytics? Make suggestions for overcoming the challenges.
2. Outline, and critically reflect on, the stages needed to conduct data analytics.
3. Make practical recommendations for Doug regarding the different stages of data analytics such as data collection, processing and data visualisation.
4. What are the possible implications of Doug's focusing excessively on data analytics?
5. How would you advise Doug to approach his employees in order to optimise the implementation of data analytics in his business? (Hint: Refer to Change Management theory).

Part 2

Revealed Case Studies

Culinary Tourism in Slovakia – What does the Future Hold?

by Anna Šenková and Daniela Matušíková

Introduction

At a time of growing competition among tourist destinations, gastronomy, as a part of local culture, would appear to be playing an increasingly active role in the struggle for new customers (Sormaz, Halil, Gunes & Aras, 2016). Gastronomy can be viewed as a way of forming and supporting national identity because both what we eat, and the way in which we eat, may be associated with the elementary aspects of our culture; therefore it is not surprising that the relationship between gastronomy and national identity has become an important tool of tourism marketing, attributed mainly to a natural association of regions with their typical dishes and diet. Climate conditions and geographical distinctions tend to create the characteristic features of individual regional cuisines and, subsequently, they have led to the establishment of culinary traditions and heritage (Šenková, 2015).

Food is an important dimension in most tourists' experiences so it may be used as a marketing tool to attract visitors; at the same time it is considered to be a special product of cultural tourism when culinary guided tours are the main objective of such holidays. On choosing a holiday, tourists are influenced by several factors, for example, destination, the purpose of holiday, the price, transport, catering services, accommodation etc. (Ferencová & Karas, 2013). Therefore, for tourism-oriented enterprises, it is vital to analyse the demand of current and anticipated tourists in order to adapt supplies and meet the tourists' demands. By seeking unique and remarkable cultural components, including gastronomy, they may distinguish themselves from other businesses and so gain a competitive advantage. Familiarisation with a new culture may be a strong motivation for tourists and so culture can be a contributary factor in local tourism and gastronomy development; tourists who taste local food are experiencing local culture.

Tourists' endeavours to gain novel culinary experiences may be based on the assumption that there are dishes and drinks that are unique to a particular locality; on returning home, they may desire to share their experiences with others; however, gastronomic tourism is not only about consumption but also about the added value that is gained through learning about the recipes and preparation of the new food and beverage offerings. Uniqueness has always been considered an important aspect of consumption in tourism, so seeking authentic local dishes may become a motive for visiting a particular destination. Many tourist organisations have realised that local gastronomy is a valuable means of regional promotion (Šenková, 2015). Cultural heritage is often transformed into a tourist attraction; because of excessive commercialisation and mass production, products lose their regional uniqueness (Gryszel, 2011). "An important feature of unique local products is nostalgia, and the values associated with a traditional, simple, unsophisticated past; however, it is necessary to realise that the sustainable development of culinary tourism is not only about preserving traditions but also about creating the future" (Šenková, 2015, p. 199)."

Traditions of Culinary Culture in Slovakia

"The territory of Slovakia, lying in Central Europe, has always been an area inhabited by a colourful mix of ethnic communities. People came and went, and gradually created a multi-ethnic and multicultural image of Slovakia, where traditional culinary culture had an unusually varied form. Various factors – mainly historical, genetic, religious and socio-economic – left their mark" (Šenková 2015, p. 199). "The basis of traditional Slovak cookery is made up of dishes and drinks which were known by their Slav ancestors at the time when they settled permanently on this territory and began to make their living from agriculture" (Beranová, 1988, p 45). In the fifth to ninth centuries A.D., the Slav population came into contact with various tribes; it is therefore possible that they also took from them some culinary innovations. At the end of the ninth century, they were in contact with the Old Magyars. Alongside its diversity, the basis of Hungarian cookery lies in onion fried in fat with paprika, which is cooked or braised together with meat. This is how goulash, perkelt and paprikash are prepared, dishes which made their way into Slovak cooking. From the first half of the twelfth century, settlers from Western Europe began to appear in Slovakia, mainly from German-speaking countries. Wine growers settled in the Malé Karpaty hills and developed the production of good quality wine here (Botík & Slavkovský, 1995). The influence of the German ethnic group is noticeable in the number of names borrowed from German which are part of Slovak folk terminology in the field of food. Another ethnic element which made an impact on Slovakia´s culinary culture was the so-called Wallachian colonisation, which took place from the fourteenth to seventeenth centuries. These shepherds from the Balkans introduced the breeding of sheep in mountain huts, focusing on the production of sheep´s milk and wool. "Bryndza, parenice and oštiepky" became traditional sheep´s milk products and are considered as symbols of Slovak culinary art. In the course of the eighteenth and nineteenth centuries, food products discovered along with the new continent – America – also found their place in Slovakia. Those that became most popular were: potatoes, beans, corn, tomatoes, peppers and marrows (Botík & Slavkovský 1995). Potato-growing was of decisive importance in the development of traditional culinary culture in Slovakia; many recipes for typical Slovak dishes such as "halušky, strapačky, šúľance, pirohy, haruľa, lokše, gemerské guľky" and so on depend on boiled or raw potatoes. It emerged from surveys on the nutrition of the Slovak population in the second half of the nineteenth century that food was more of the "peasant type" than that of the rest of Hungary at that time. These differences were linked to a large extent to the relatively low level of industrialisation of Slovakia, which then lagged behind other Central and Western European countries (Stoličná, 1978).

Close contact with the Czech lands also had an important influence on Slovak cooking. The joint state, Czechoslovakia (1918 to 1992), the common economic area and the migration of people from Slovakia to work in the Czech Republic, and vice versa, contributed to a mutual influence on cultural values, not excluding cooking (Stoličná, 2007). The best-known example of this influence was the growth in consumption of the most popular Czech drink in Slovakia. A further example was the domestication of the typical Czech flour dumpling as a favourite accompaniment served with meat dishes. Among other dishes which entered Slovak cooking from Czech cuisine is the roasting of meat or poultry in its own juices, and the preparation of thick sauces (dill, tomato, cucumber, mixed vegetable) which are eaten with dumplings and meat (Stoličná, 2007). In the 1990s, the Slovak population began to be exposed to the external pressure of the globalised food industry. In Slovakia, as appears to still be the case in countries belonging to the so-called western cultural circle, it is difficult to find homogenous groups of people where traditional patterns remain strong; instead, the result is increasing individualisation of lifestyle including in the consumption of food (Stoličná, 2007).

Culinary Culture in Slovakia: The Current Situation

Slovakian traditional cooking, which plays a key role in a wide scope of traditional gastronomic enterprise, would seem to be a main motivator for tourists who visit Slovakia. Our market attracted both Slovak and foreign entrepreneurs in the field of gastronomy, and many new restaurants were opened. In our opinion, traditional Slovak cuisine has undergone a very complex developmental pattern. Despite various unfavourable conditions and the strong influence of other national cuisines, it has managed to preserve its traditional character and tastes. In order to promote the Slow Food movement, and to inform the general public, the first convivia (informal community on a local level), including Slow Food Pressburg, Slow Food Banská Bystrica and Slow Food Tatry, were established in Slovakia in 2012. The main objectives of the convivia are: to support local farmers and producers; to build a community of aware consumers; and to organise activities promoting traditional local food and its producers. The convivia organise visits to farms, local markets, tasting events, lectures and aim to educate the younger generation by creating school gardens and films about slow food projects; they continue to work on criteria that will be used for assessing both producers and restaurants (Slow Food Pressburg, 2020). Prior to the COVID-19 pandemic, lots of gastronomic events were organised in Slovakia on a regular basis, either as independent events or as part of bigger cultural events. Some of them exhibited local character and were organised for people from nearby communities while others gained international reputation and were visited by tourists from abroad as well as Slovaks. The following national events are famous:

- The Slovak Food Festival has been organised since 2010; it is an annual event that takes place outside Bratislava Castle in the middle of May. The event offers a big open-door picnic with lots of delicious food, drinks, fruits, sweets etc. Besides Slovak food, visitors will be able to try the best meals of neighbouring countries Hungary, Czech Republic, and Austria (Slovak Food Festival, 2021).
- Goose feast (*Husacie hody*) takes place in the village of Slovenský Grob in the western part of Slovakia, district of Pezinok, near Bratislava. The main season lasts from September till December; however, it is possible to reserve, experience and eat 'goose feast' fare in most restaurants in the village all year round. Over 50,000 visitors a year come to Slovenský Grob to enjoy the event (Rove.me, 2021).
- Malé Karpaty wine route (*Malokarpatská vínna cesta*) is an open day for wine cellars situated in the Malé Karpaty hills. It is the most famous wine event in Slovakia and it is organised twice a year, in May on St. Urban Day and in November. Visitors are invited to visit about 150 wine cellars of wine producers in 26 towns and villages of the Malé Karpaty region. Apart from wine tasting, visitors are encouraged to taste local culinary delicacies and experience an exciting atmosphere (Visit Slovakia, 2021).
- *Tokajské* vinobranie celebrates the Tokaj vintage and it is considered to be the most important and most attractive cultural gastronomic event in Slovakia. It is held usually in the last weekend of September in the village of Čerhov. Several villages and wine

producers participate in the festival. Traditionally, the Day of Opening of the Tokaj cellars is celebrated in three key grape-growing villages: Malá Tŕňa; Veľká Tŕňa; and Viničky and visitors are welcome to see the Tokaj cellars and to taste Tokaj wines. The entertainment programme usually comprises tasting regional gourmet specialities and enjoying folk dancing and singing performances. An interesting feature is the 'Tokaj Steam Express' which departs from Košice in the morning and terminates at the village of Čerhov, returning to Košice in the evening. Transportation to grape-growing villages is provided by bus and it is free on that weekend. The popularity of the festival exceeds regional borders; visitors from all parts of Slovakia as well as from abroad participate in the event and thousands of visitors attend the festival (Šenková & Mitríková, 2014).

Conclusion

Food and diet seem to be having an increasing impact on lifestyles so many tourists who may be willing to travel hundreds of kilometres to access traditional, local, clean, and healthy food. As for their reasons, rather than satisfying basic nutritional needs, they appear to long for escape from everyday stereotypes to enjoy the experience provided by regional gastronomy in a traditional environment, in a pleasant atmosphere without any signs of rush or hurry. Each region of Slovakia would seem to have a unique competitive advantage due to its original and characteristic features of cultural culinary traditions and culture per se, which may be used as a part of its culinary tourism product, so supporting local development.

In 2020, the COVID-19 pandemic changed everything. In line with the rest of the world Slovakia´s tourism industry suffered, resulting in struggling businesses trying to survive and impacting on the livelihood and welfare of entire families. The question is raised: What will happen in the future? The situation calls for a strategic plan to rebuild the tourism economy, which not only takes account of previous and current problems but also creates new avenues of interest. It is possible that domestic tourism could improve the livelihood of the tourism stakeholders who are affected directly due to the pandemic. The government and private stakeholders are encouraged to develop and implement initiatives to promote domestic tourism in Slovakia. For this purpose, it is suggested that key stakeholders, including regional tourism departments, destination management organisations, university tourism departments and other high-profile tourism businesses, cooperate under the chairmanship of the ministry of transport

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Questions and Activities

1. What impact has the COVID-19 pandemic had on culinary tourism in your country? Is the government support for tourism businesses adequate? Why? Why not?
2. What hygiene risks should be considered in relation to the organisation of food festivals in the post-COVID-19 pandemic period?
3. In what ways might food festivals or events make a contribution to regional development?

4. Ideally from your own experience, evaluate the positive and negative impacts of a culinary event on the host destination.
5. Search the Internet for information about culinary tourism in your own country. Choose a region or town and prepare, then make, a presentation about culinary events, interesting restaurants or culinary tourist products in your chosen region or town.

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Towards Implementation of the Circular Economy in Hotels

by Klára Karakasné Morvay

"There is only one planet Earth, yet by 2050, the world will be consuming as if there were three" (Sinkevičius, 2020, p.1). Global consumption of materials such as biomass, fossil fuels, metals and minerals is expected to double in the next 40 years (OEDC, 2019), while annual waste generation is projected to increase by 70% by 2050 (Kaza, Yao, Bhada-Tata & Van Woerden. 2018).

Currently, economic activity is based on a linear model of production and consumption: that assumes a take–make–waste pattern in which energy, labour and capital produce goods and services are obtained from natural resources with a single life cycle. Resources are taken from the earth (take), processed into components (make) and, after being used, they are thrown away (waste). This may be referred to as the cradle-to-grave principle. In this linear consumption pattern the end user is responsible for the removal of the product and generates the waste as opposed to recycling, reuse or recovery options (Pont, Robles & Gil, 2019). Figure 1 illustrates the difference between the linear and circular economy models.

In light of the huge volumes of waste created by this linear model, the Circular Economy (CE) has become a focus of attention among policymakers, stakeholders and managerial staff recently and it is becoming a priority in the national policies of growing numbers of countries. The CE appears as an alternative to the current model of production and consumption; it has the potential to resolve environmental challenges, while simultaneously opening up opportunities for business and economic growth (European Commission, 2020). Within a CE society, no disposal of waste should exist; instead, waste should be recycled and viewed as a new resource within the economy. In following the CE model, pressure on critical resources and the negative effects of waste disposal can be reduced, whilst reutilisation of resources and products can be promoted; hence, further and continuous value can be obtained from all produced resources (European Commission, 2020).

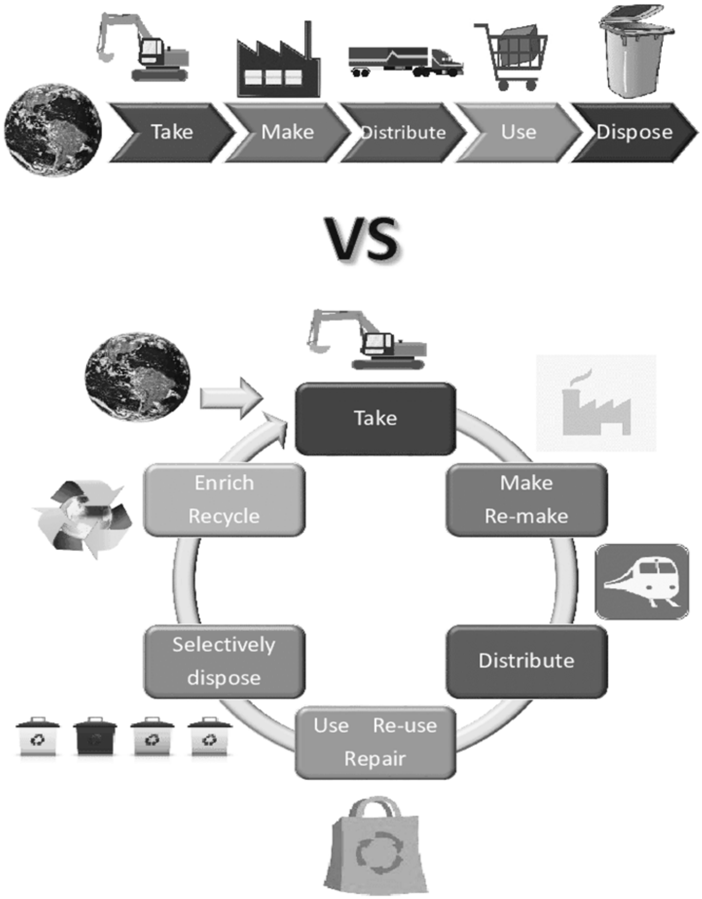

Figure 1. Linear vs. circular economy model (Pont, Robles & Gil, 2019, p.19).

Tourism can not only cause significant environmental impact but also it can generate great pressure on local resources, so producing negative externalities, for example in relation to local finances, people and businesses. In addition to land use, tourism demands resources, for example water, energy and food. These demands can lead to the production of large amounts of waste, including solid waste and sewage, in addition to traffic congestion, noise and air pollution and, in turn, CO2 emissions; nevertheless, the application of the CE concept in the tourism and hotel sectors is still relatively unexplored (cf. Falcone, 2019; Manniche, Larsen, Broegaard & Holland, 2018; Rodríguez-Antón & Alonso-Almeida, 2019; Sørensen & Bærenholdt, 2020; Sørensen, Bærenholdt, & Greve, 2020; Staff, 2020); it is recommended that the potential of Circular Tourism and Circular Hotels should be examined further.

Over the last few decades 'green solutions' have been built into many hotels at the time of their construction; they may also be apparent in: interior design; operations and technology to reduce energy, water and waste consumption and carbon emissions; guests' health and comfort improvements; and reduction of operating and maintenance costs (Sørensen & Bærenholdt, 2020). Some examples of the 200 plus ecological green solutions are: efficient lighting and lighting controls; installation of water-efficient bathroom fixtures; energy efficient appliances and systems; rainwater storage; alternative energy supplies; improving indoor air quality; improving waste management; sustainable event management etc. (Rodríguez-Antón & Alonso-Almeida, 2019).

To what extent do these measures fit into the principles of CE? Some suggestions follow:

- Eliminate single-use plastic straws and cups.
- Plastic water bottles replaced by reusable glass bottles, with a refundable deposit on return to the supplier.
- Carpets made from recycled plastic bottles and fishing nets.
- Pillows and comforters filled with 100% recycled plastic.
- Follow the Winnow or LeanPath system (LeanPath, n.d.; Winnowsolutions, n.d.) with respect to food waste via an intelligent meter that detects which, and how, foods are wasted in hotels and restaurants. This system has reduced food waste by an average of 20% in sampled hotels. Food scrap is delivered to biogas plants and the residue from this process is used in agricultural production in order to avoid chemically based fertilisers (Manniche et al, 2018).
- Install 'smart' construction technologies, including IoT (Internet of Things) to improve data collection and automate construction systems; such systems offer the benefit of reducing energy consumption and maintenance costs (Sørensen, Bærenholdt, & Greve, 2020).
- Use roof-top solar panels to provide energy.
- Consider the use of renewable energy sources, such as wind, thermal water or geothermal energy.

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Activities

1. Begin by watching the video at: https://www.ellenmacarthurfoundation.org/circular-economy/concept
2. Explain the differences between the linear and circular economy concept using Figure 1.
3. Research and explain the term 'Waste-to-Energy'.

4. Read the short case below and consider how you might adapt the principles to fit in with hotel practice:

"The Swedish H&M, one of the world's largest fast fashion manufacturers, has unveiled an ambitious new vision: by 2030 they aim to become fully circular and use only sustainable materials. In 2013 they launched their "Bring it" campaign, with the aim of encouraging shoppers to bring their used clothes to the shop, and they are then returned to the loop by their partner I:CO, using various circular economy tools: items of good quality are re-donated, while the others are either passed on for re-use (for example as rags/ other material) or recycled (made into thread). Only 1% of the collected materials cannot be worn, used or recycled. These are used to generate energy. So far they have salvaged 40,000 tonnes of clothing globally, as the campaign is running in all the H&M stores around the world" (PriceWaterhouseCoopers, 2018, p. 1).

5. Using the principles of CE, make a proposal to keep the value of the materials and devices included in the table below. How can hotels be circular?

Resource	Reduction, Reuse, Recycle, Redesign, Replace, Rethink		
01 Water	Inserting aerators Grey water Water treatment	Separate potable water	Granules into urinals
02 Energy			
03 Vegetables			
04 Textile			
05 E-Waste			
06 Paper			

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https://www.winnowsolutions.com/

https://www.leanpath.com/

Hotel SMART: Solution for Sustainable Development

by Blanka Bejdáková

Sustainable development is a type of development that seeks to eliminate or mitigate the negative effects of the current way of development of human society. The need to make our world sustainable has become significant in Europe and around the world in recent years. Climate change, demographic change, loss of fertile land, deepening inequalities, the rapid development of new technologies and other factors led to the creation of the 2030 Agenda and adoption of 17 Sustainable Development Goals at the UN in 2015 (European Commission, 2021). The 2030 Agenda is the broadest and most comprehensive development strategy to date, involving all UN member states, civil society, business, academia and citizens from all continents (United Nations, 2021). It is based on three interconnected and complementary pillars - economic, social and environmental (UNWTO, 2013).

The UNWTO has defined sustainable tourism as "tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities". A fundamental requirement of the tourism sector is that it should embrace the principles of sustainable tourism and focus on the achievement of sustainable development goals (UNWTO, 2013, p. 17).

The UNWTO (2013, p. 17) highlights three pillars of sustainable development in tourism:

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

More specifically UNWTO and UNEP identified 12 aims for sustainable tourism (UNWTO, 2013, p.18):

1. ECONOMIC VIABILITY: To ensure the viability and competitiveness of tourism destinations and enterprises, so that they are able to continue to prosper and deliver benefits in the long term.
2. LOCAL PROSPERITY: To maximize the contribution of tourism to the prosperity of the host destination, including the proportion of visitor spending that is retained locally.
3. EMPLOYMENT QUALITY: To strengthen the number and quality of local jobs created and supported by tourism, including the level of pay, conditions of service and availability to all without discrimination by gender, race, disability or in other ways.
4. SOCIAL EQUITY: To seek a widespread distribution of economic and social benefits from tourism throughout the recipient community, including improving opportunities, income and services available to the poor.
5. VISITOR FULFILMENT: To provide a safe, satisfying and fulfilling experience for visitors, available to all without discrimination by gender, race, disability or in other ways.
6. LOCAL CONTROL: To engage and empower local communities in planning and decision making about the management and future development of tourism in their area, in consultation with other stakeholders.
7. COMMUNITY WELLBEING: To maintain and strengthen the quality of life in local communities, including social structures and access to resources, amenities and life support systems, avoiding any form of social degradation or exploitation.
8. CULTURAL RICHNESS: To respect and enhance the historic heritage, authentic culture, traditions and distinctiveness of host communities.
9. PHYSICAL INTEGRITY: To maintain and enhance the quality of landscapes, both urban and rural, and avoid the physical and visual degradation of the environment.
10. BIOLOGICAL DIVERSITY: To support the conservation of natural areas, habitats and wildlife, and minimize damage to them.
11. RESOURCE EFFICIENCY: To minimize the use of scarce and non-renewable resources in the development and operation of tourism facilities and services.
12. ENVIRONMENTAL PURITY: To minimize the pollution of air, water and land and the generation of waste by tourism enterprises and visitors.

Smart Solutions in Tourism

"Smart" has become a new buzzword to describe technological, economic and social developments fuelled by technologies that rely on sensors, big data, open data, new ways of connectivity and exchange of information (for example, the Internet of Things) as well as abilities to infer and reason. Smart tourism can be seen as a logical progression from traditional tourism and, more recently, e-tourism in that the groundwork for the innovations and the technological orientation of the industry and the consumers were laid down earlier with the extensive adoption of information and communication technologies (ICT) in tourism (Gretzel, Sigala, Xiang & Koo, 2015).

There is a wide range of possibilities for the implementation of SMART solutions, especially:

- in transportation (electric cars, bike-sharing, SMARTparking etc.)
- energy (sustainable energy sources, charging station for electric cars etc.)
- in the environmental area (water management, waste management, care for public greenery, i.e. automatic irrigation, fertilisation, mowing the grass, etc.)
- housing (intelligent buildings, internet of things, etc.).

Hotels use SMART solutions most often in these forms:

- hotel information systems, internet of things.
- energy savings, sustainable energy sources, waste management (Centrum investic, rozvoje a inovací, 2017).

Good Practice from the Czech Republic

The family Hotel Na Farmě was opened in 2014. It is situated in the picturesque village near of Prague and it is built on a farm. The hotel offers accommodation in 20 rooms with total capacity of 45 persons; the capacity can be increased up to 50 persons with extra beds; on request, the hotel is able to prepare cots in the rooms. The whole hotel is non-smoking. In the hotel restaurant high quality meat (veal, beef and pork) from the farm is on the menu and engaging activities for both children and adults are offered directly in the hotel complex which is situated in a very attractive location. Furthermore, many sports, tourist and cultural activities are available in the surrounding area (See http://www.hotelnafarme.cz/en/ for further details). In 2016, the Hotel Na Farmě won an award in an ecological competition as a result of its self-sufficient energy.

A student named Tereza visited Hotel Na Farmě as part of a college project on 'SMARTrural tourism'. She was interested in the entire entrepreneurial concept based on the interconnection of agricultural activity and tourism, realising the value of its SMARTsolutions in the area of energy conservation.

Tereza's Story

'In advance of my visit, I arranged an interview with the owner and hotel manager, John Smith, who showed me round the entire area. John told me so many interesting things about the place before we had even started the guided tour. He explained the main sustainable goal of his business then he described in detail how it works: "The whole process follows a self-sufficient cycle in which everything from the first sown grain to the last fragment of waste is used. For example, we sow and harvest crops, produce and prepare our own cuts of meat and sausages so that our customers are served a fresh, beautiful piece of meat. It is important that our guests know exactly under what conditions the meat is farmed and produced. Guaranteeing the origin of meat is very important for people today; they want to know that animals are not only well treated but also not stressed at slaughter. We allow guests to feed the pets and, using our waste we run a biogas plant which produces electricity and heat".

Thanks to this great answer, a question followed from my side: "How much energy will a biogas plant produce per year?" John answered: "It produces 835 kilowatts per hour. We heat the entire farm, meat cutting plant, offices, workshops, hotel and consume 93% of what the plant produces in a year; we supply the remaining energy to the distribution network. The heat that we produce from the biogas plant is also distributed to the pig farrowing wards, so that sows and piglets can lie on the heated floor. In return, our breeding is better and healthier and it is not necessary to treat animals for disease so often". What a lovely place I thought!

During the interview, I found out that that the business belonged to one family, whose members are private entrepreneurs and that each member is in charge of part of the business. John, as a director of the hotel, is running the hotel, restaurant and reservations and preparing social and corporate events that take place there. I questioned him about the visitor profiles. He replied: "Our main market is Czech (> 90%). The rest are Germans, Poles or Dutch. A year ago, the Japanese also started to visit Hotel Na Farmě, as the hotel cooperates with a Japanese company and offers advantageous weekly stays. We are visited mainly by families, young couples, active individuals and various companies' employees; our guests often come by car or minibus."

Also, I asked about what types of activities the tourists participated in and what attracted them to come to the destination. John continued: "People, as individuals or families, often cycle or take part in other sporting activities or local visits, as I said, to relax and feel close to nature. Also, people come to attend weddings, other social events or companies' workshops or conferences. The main reason that attracts people to this destination is the farm which families love because their children enjoy feeding the animals. As for companies, with a focus on teambuilding, popular activities include milking a cow or pulling a wheel to spread manure on a field!".

I asked next about the main advantages of the destination - Hotel Na Farmě. "Most tourists are lured by the local restaurants, which also serve meat from their own farms. Also they enjoy the so-called 'experience farms', where people can participate in activities on the farm, so creating great memories".

Finally, I was interested in the future of Hotel Na Farmě and its farm. "Another ecological goal of our company is to complete the greenhouses, in which we will use the heat from our biogas plant to grow even more vegetables and fruits for use in our hotel restaurant. Furthermore, in the next few years, we would like to start cleaning the gas from the biogas plant on CNG so that tractors and other machines can run on it. We would also like to supply heat and electricity to the village by linking up to local houses".

I thanked John for this fascinating insight into his business. He wished me good luck with the project and said that I could get in touch subsequently if I had any more questions or if I needed any further information.'

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Questions and Activities

1. What are the benefits of the Hotel Na Farmě project in terms of the environmental, social and economic pillars of sustainability?
2. Research and locate a hotel that uses some SMARTsolutions and consider their applicability in the case hotel.
3. If you were doing Tereza's project, are there any further questions that you would like to ask John Smith?
4. Summarise the benefits and consider any drawbacks of running a SMARThotel.

Geopark Barrandien – Interpretation of Nature Values

by Liběna Jarolímková

Introduction

Nature heritage is an important component of the potential for tourism development. Especially during 2020, when cultural monuments were closed due to measures against the spread of COVID-19, the number of visitors' trips to nature areas increased significantly. It can be said that overtourism has moved from the historical centres of cities to some nature localities. With increased attendance of nature attractions, there is a growing need for quality programmes for the interpretation of nature heritage. In particular, the values of geological sites may be little known to potential visitors so this case study focuses on the topic of interpretation of geological monuments.

During the course of the case study, students will become familiar with the needs and possibilities of interpretation of nature heritage in geoparks. The case study uses a specific example of the Czech Geopark Barrandien for the development of managerial knowledge and skills in the field of sustainable tourism development in the context of nature heritage protection and interpretation. Lastly, the case study aims to motivate students to better understand the values of the Earth's geological heritage.

Geological Heritage

The geological heritage comprises natural geological, geomorphological and landscape elements which provide a unique overview of the 4.6 billion year history of the Earth and have an aesthetic, scientific and educational value; rocks, minerals, fossils, soils and landforms are an integral part of our nature. (European Geoparks, 2020a). Geotopes are exceptional geological localities which include, for example, rocky outcrops where rare minerals or fossils may be found or landscapes that excel in uniqueness and beauty (Ministerstvo životního prostředí, 2013).

Geoparks

"The Earth sciences provide us with invaluable knowledge about the Earth, its systems and its 4.6 billion year history. This knowledge is essential for responding to present-day challenges of human society, such as preserving our Earth's resources for future generations, mitigating the impact of global warming and mitigating the risks of geological hazards" (UNESCO, 2017, p.1). Geoparks are unified geographical areas where sites and landscapes of geological significance are managed with a holistic concept of protection, education and sustainable development. (UNESCO, 2017).

The most valuable geoparks are under the protection of the UNESCO International Geoscience and Geoparks Programme (IGGP). In 2020, the network of UNESCO Global Geoparks included 161 geoparks in 44 countries, covering a total area of 325,179 km². (UNESCO, 2017). For more information see the List of UNESCO Global Geoparks (in Recommended Reading). Geologically important sites from the List of UNESCO Global Geoparks at European level are listed in the European Geoparks Network (EGN). The European Geoparks Network comprises 81 geoparks from 26 European Countries. (European Geoparks, 2020b). Individual regions declare geologically important localities within their territory which are assigned the status of 'National Geopark'.

Nature Heritage Interpretation

"Interpretation is primarily a means of communication with visitors for ensuring their satisfaction and for creating a positive attitude towards the place visited. Heritage interpretation can improve visitors' experience." (Jarolímková, 2020a, p. 77) The objectives of interpretation are to expand knowledge of the site, to raise awareness of the site's significance and to gain the local community's support in its preservation and management. (Jarolímková, 2020a). A whole range of different interpretation methods can be used for nature heritage interpretation. The interpretation methods can be a powerful tool in increasing the profitability of nature heritage in addition to contributing to sustainable development models. (Jarolímková, 2020b).

The basic personal methods of interpretation are:

- Guided tours
- Trainings and workshops
- Shows and demonstrations

The basic non-personal methods of interpretation are (Jarolímková, 2020a):

- Audio guides
- Interpretative books, leaflets, guides and maps
- Interpretative panels

- Audio-visuals (videos, audio clips)
- Interpretative games
- Virtual reality
- Augmented Reality
- Mobile Applications
- Exhibitions/Museums
- Interpretation Centres

Geopark Barrandien

Figure 1.Geopark Barrandien Logo (GeoparkBarrandien, 2020a).

Geopark Barrandien (See Figure 1) covers the territory of the Central Bohemian and Pilsen regions, as well as the territory of the Capital City of Prague. Covering an area of 4,316 km², it is the biggest geopark in the Czech Republic (GeoparkBarrandien, 2020b); it was declared the National geopark in 2020 and is considered to be a jewel of Czech geology and palaeontology. Information in the geopark documents the Earth's development, from the Proterozoic eon 2.5 billion years ago when much of the earth comprised of glaciers, through the historical settlement and the development of local industry. The park is named after the famous French scientist Joachim Barrande, who made this area famous globally for its paleontological findings (Kudy z nudy, 2021). The natural wealth of the Geopark Barrandien covers numerous large and small specially protected areas, comprising six National Nature Reserves, 11 National Nature Monuments, 12 Nature Reserves, 38 Nature Monuments, 64 European Sites, a UNESCO Biosphere Reserve and three Protected Landscape Areas - Brdy, Bohemian Karst and Křivoklátsko. (Kudy z nudy, 2021)

The author believes that the most interesting geotopes in the Barrandies are:

- Fossil site - Paleozoic community of trilobites and bivalves
- Underwater volcanoes

- Cascade of travertine - freshwater limestone, which was formed during the time of mammoth hunters
- Koněprusy Caves - the longest cave system in the Czech Republic
- Fossils of the Devonian Sea
- Brdy - Evidence of life in the Cambrian
- Slope formations Jindřichova skála, Klobouček
- Carboniferous forest - remains of black coal mining
- Kaolin mines Nevřeň
- Extinct volcanoes / Příšovická homolka)

Thanks to its location near the capital of the Czech Republic and its natural beauty, the Geopark Barrandien area is frequented by large numbers of visitors, who are attracted mainly by the possibility of finding fossils. Sadly, the awareness of visitors about the geological uniqueness of the site would seem to be low. To encourage learning, the Geopark Administration offers geo-walks with established geo-guides including several itineraries for individual walks and also virtual geo-dikes (on YouTube: https://youtu.be/MZlNyQG9XyU). It is considered generally that the Joachim Barrande memorial in Skye offers a very interesting exposition with original examples of fossils and featuring information panels with marked cognitive nature trails.

Conclusion

In relation to the great potential of the Geopark Barrandien, and also the increasing public interest, the range of interpretation programmes is perceived to be underdeveloped. The main shortcoming of the current interpretation is its content, in which factual geological information seems to predominate. It is considered that insufficient emphasis is placed on creating a relationship between visitors to the geopark and its natural heritage values. In future, there needs to be a greater focus on appreciation of its geological significance and on arousing interest and responsibility for its nature heritage protection.

Glossary

Fossils are whole or partial ancient organisms that are preserved as rocks, for example, bones, shells, feathers, leaves etc. (National Geographic, 2013).

Joachim Barrande (1799 - 1883). French geologist and palaeontologist who lived in Prague from 1831 and researched fossils in Central Bohemia. (Itchoua, 2013).

Palaeontology, scientific study of life of the geologic past that involves the analysis of plant and animal fossils (Encyclopædia Britannica, 2021).

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Questions and Activities

1. Define ‘interpretation goals’ in the context of a geopark.
2. What methods of interpretation do you consider appropriate for a geopark?
3. Do you think that visitors should be allowed to remove fossils free of charge from geological sites? Should fossils be sold to visitors on site? Why? Why not?
4. Research and compare the interpretation programmes and methods used in four geoparks.

5. Design an information campaign to raise public awareness of the value of the geopark and to increase visitors' awareness of, and responsibility for, nature conservation.

Recommended websites for further information and selective background reading

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Walking Trail around the Lužnice River - an Example of Sustainable Rural Tourism

by Jiří Vaníček

Introduction

Currently, lifestyles are such that societies tend to exhibit increasing mental activity with a corresponding reduction in natural physical activity. In order to maintain a healthy body and state of mind, it is argued that the majority of people should counterbalance their work with 'proactive relaxation' through a 'return to nature'. Walking is the most basic human locomotor activity and hiking is the simplest form of aerobic exercise; in turn, tourism involves natural human movement, which physically shifts the whole organism, and thus it benefits health and physical condition.

The health aspects of hiking, as well as aerobic activities in general, are among the basic elements that prevent diseases, especially cardiovascular problems, diabetes type II and obesity; movement in the fresh air, in natural surroundings, and with friends or new people has a positive effect on both the physical and mental and social condition of a person (Havelka, 2021). Following exercise it is mooted that most people feel relaxed, more efficient and mentally balanced so reducing their sensitivity to everyday stress; moreover, group activities may promote the establishment of social contacts, develop social intelligence and enable the identification of one's own role in society.

The marking of tourist routes in the Czech Republic has a 120-year tradition and the system of marking is elaborated perfectly with The Czech Tourists Club taking care of the maintenance of markings of more than 43,000 km of hiking trails, with over 67,000 signposts and signs, throughout the country (Havelka, 2021). Hiking has long been one of the most widespread leisure activities of Czechs, but in recent years there has been a noticeable decline in interest. Improvement of the quality of hiking trails should contribute to an increase in the number of tourists and to the sustainable development of the destination. Therefore, the Czech Tourists Club decided to update their approach to the management of hiking trails and started to evaluate selected trails according to the rules of Certification Leading Quality Trails Best of Europe. The first certified route in the Czech Republic was the trail along the Lužnice river. Its section between the cities of Planá and Lužnicí - Týn nad Vltavou, which is 55 km long, gained the Certification Leading Quality Trails Best of Europe in the Czech Republic (Toulava, 2021).

In addition to GWs, certified hiking trails in Europe are awarded the Special Quality Certification for Walking Trails, called 'Leading Quality Trails – Best of Europe'. This certificate is awarded by ERA, The European Ramblers' Association (ERA). ERA was 'founded in Germany in 1969 and by 1971 consisted of 14 ramblers' organisations from six countries. Today, this umbrella organisation comprises 65 ramblers' organisations from 35 European states' (European Ramblers' Association, 2021).

The use of the criteria system 'Leading Quality Trails – Best of Europe' renders the attractiveness of routes measurable and guarantees a high-quality walking experience. Such a system must capture the complexity of different landscapes, infrastructures, and route character in comparable dimensions. To allow for the variety and uniqueness of the landscapes and walking routes in the different regions of Europe, the criteria system has been constructed with maximum flexibility. It uses the years of practical experience in countries that already use quality criteria to plan and upgrade walking trails. The rating/grading as 'Leading Quality Trails- Best of Europe' is an award as well as a transparent method to optimize the overall route infrastructure. The criteria can be used as a checklist and help countries that must build up their walking route network. In countries that already have a functioning route network, such a system can strengthen walking tourism further. The logo 'Leading Quality Trails- Best of Europe' is used on national as well as international trails. Certification is only available for complete trails. Prerequisite is a distance of at least 50km with three daily stages. With the "Leading Quality Trails – Best of Europe“, the ERA sets a European standard bringing multiple uses for walking tourism: In addition:

- giving the walking tourist an overview and decision aid
- giving regard to ecology and nature preservation
- involvement of all affected/interest parties in the quality process
- trained and competent trail experts in the area e.g., from walking groups, wildlife reserves and tourism (European Ramblers' Association, 2021).

The present case study focuses on the establishment of the first certified Czech hiking trail with the "Leading Quality Trails – Best of Europe".

Toulava: The Region

Because the region of Toulava had relatively few inhabitants, there were not many villages with quality infrastructure. Although it was well serviced with rail links, public buses are few and far between and there were not many job opportunities in the region; in consequence, locals were leaving the region. The Lužnice river has always been very attractive from a tourist's perspective. Common activities are water tourism, hiking and biking and, in the main season (July to August), it has suffered from over tourism; in contrast, the rural regions which are not directly along the river were unable to attract tourists. Characteristic features of the tourist region Toulava are few villages and an agricultural landscape which was not visited by tourists; however, there is a dense network of cycle trails and hiking routes. The river Lužnice connects most important tourist destinations and biggest towns Tábor and Bechyně (Toulava, 2021).

Preparation and Certification of the Czech Walking Trail

The trail was founded in the tourist area of Toulava. The author has been a member of the Board of Directors of the destination company since the establishment of this tourist region. Toulava is a tourist area which spans the boundaries of south and middle Bohemia. At the centre of the region is the city of Tábor. The area was established as a diversified tourist destination in 2013. The destination management of the Toulava tourist area was established among the first in the Czech Republic. In 2018, through the system of tourism support alongside the management of the Ministry for Regional Development and the Czech Tourist Board CzechTourism, Toulava met all the conditions to become the first certificated tourist destination in the Czech Republic. Nationwide certification means that the area meets the requirements of professional tourism management and support; it cooperates with partners in the region, including cities and municipalities as well as tourism entrepreneurs and operators of monuments and tourist attractions, and has a clear strategic vision and marketing plan for tourism development in the future.

The most successful destination management project in Toulava was the addition of the Lužnice Trail in the list of the best European trails on 4th December 2019. It was the first 'Best of Europe' trail in the Czech Republic which can boast of this award. To be included in the list, the trail had to meet strict criteria in terms of trail surfaces, attractions, and availability of services. The walking route is thus among the 19 routes in Europe on this prestigious list and The Czech Republic became only the 10th European country to have such a route. This 55-kilometre-long trail leads through the Lužnice river valley and connects the major towns of the region. Thanks to this project, increasing numbers of tourists have been attracted to the region, the demand for tourism services is growing and local economy is booming; furthermore, the project emphasises sustainable development of the region, including growth in the awareness of local traditional products and services and authentic visitor experiences. The tourist flow has spread from the towns and the Lužnice river into the surrounding landscape, so extending tourism into the shoulder seasons of spring and autumn. The support for regional producers and service providers has improved their competitiveness and the quality of their products and services; regional entrepreneurs are motivated to operate sustainable enterprises.

The creation of the trail required a lot of effort. It was necessary to modify the trail in many places and to provide guidance and information boards in three languages. Four key stakeholders were involved as follows: Organisation of destination management of Toulava (main initiator and organiser of the project); Villages on the trail (trail modifications in their territory); Czech tourists' club (negotiations with ERA); and Region of South Bohemia (project financing).

The main activities were influenced by the certification criteria set for Leading Quality Trails Best of Europe, which is a set of tools which should ensure quality trails for hiking. In particular the focus should be on: quality of surfaces (not asphalt and other hard surfaces, but natural surfaces); attractiveness of the environment; availability of services; availability of transport; and a simple navigation system. The existing trail had to be adapted with the addition of information signs and boards indicating links to all services in the surrounding area. Parts of the trail had to be relocated from asphalt roads to natural paths while local providers of accommodation and other services had to be contacted and contracts had to be drawn up with provision of luggage transport services. Additionally, the maintenance of the trails (groundwork, repairs, etc.) had to be ensured (Toulava, 2021).

Results and Conclusions

The major tourist attraction in the region is water tourism on the Lužnice river and town tourism in Tábor and Bechyně. There is a historic hiking route along the Lužnice river between these two towns (Please refer to photographs in Appendix, the author of these photographs is the manager of DMO Toulava, Jan Sochor, and the photographs are published with his consent.). The trail along the Lužnice has experienced its first season which was influenced by COVID-19 pandemic; therefore, it is too early for evaluation. Nevertheless, according to the feedback from entrepreneurs, the movement of people on the trail has increased in line with a higher number of overnight stays in accommodation facilities. Hiking along the trail is spread across three seasons of spring to autumn, generating demand for foodservice and accommodation facilities not only in the main season, when local tourism is dominated by water tourism. The certification process included analysis of the needs of physical adjustment of the trail, creation of a navigation system, relocation of one part of the original trail, signing of new parts and identification of providers of tourism services. It was necessary to: create a label and logo for the trail; set up a website and sites on social networks; produce a new guidebook with maps and descriptions of the routes, details on accommodation and food services; and prepare promotional materials. To consolidate these efforts, an information campaign was launched, including advertisements on national television. The trails contribute to the sustainable development of the region and tourism. The demand for tourism services is growing, and so bringing profits to local entrepreneurs. New job positions are being generated.

Note: Much of the factual content in this case is not documented elsewhere because it is based on the author's knowledge and experience gained through his direct involvement in the certification of the first Czech hiking trail by ' Leading Quality Trails – Best of Europe'. The unsubstantiated opinions in the text are also those of the author.

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Questions

1. How would you define 'sustainable development'?
2. Which factors contribute to the creation and maintenance of smart and sustainable rural destinations?
3. Have you heard of Greenways before? If so, in what context?
4. Research 'Leading Quality Trails - Best of Europe' and make a presentation on a trail of your choice in your, or another, country.
5. What is the main mission of the Destination Management Organisation (DMO) in managing tourism in a region?

6. How do DMOs operate work in your country? Evaluate their importance in the context of tourism management.

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Appendix

Figure 1. Official logo Leading Quality Trails - Best of Europe.

Figure 2. Occasionally a footpath leads around the rock above the river.

Figure 3. The hiking trail passes from one bank of the river Lužnice to another.

Figure 4. Tabor City is a historic place which is accessible to hikers.

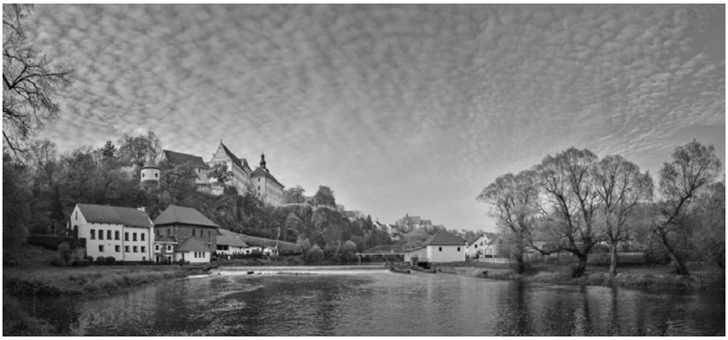

Figure 5. The river Lužnice flows through the small historic town of Bechyně.

A New Opportunity for Sustainability in the Tourism Sector after COVID-19

by Yaiza López-Sánchez and Juan Ignacio Pulido-Fernández

Tourism is one of the sectors most affected by the COVID-19 pandemic, impacting economies, livelihoods, public services and opportunities on all continents. UNWTO (2020a) estimated up to an 80 per cent decline in international tourism in 2020, a possible US$1.2 trillion loss in tourism export revenues and a risk to up to 120 million direct tourism jobs. COVID-19 has changed the world forever in every imaginable respect and has impacted heavily on the international travel, tourism demand, and hospitality industry, which is one of the world's largest employers and is highly sensitive to significant shocks like the COVID-19 pandemic (Chang, McAleer & Ramos, 2020).

However, this crisis may also present an unprecedented opportunity to transform the relationship of tourism with nature, climate and the economy (Ateljevic, 2020; Higgins-Desbiolles, 2020a; Nepal, 2020). It is postulated that the global nature of the COVID-19 crisis has taken sustainability into a new era, so the tourism sector should take advantage of this moment and rethink the ways in which the sector impacts natural resources and ecosystems. It is time to: build on the existing work on sustainable tourism; examine how it interacts with our societies and other economic sectors; measure and manage it better; ensure a fair distribution of its benefits; and to advance the transition towards a carbon neutral and resilient tourism economy (UNWTO, 2020b). In few words, this crisis could offer a unique opportunity to rebuild the tourism sector with a focus on the three pillars of sustainability (economic, social and environmental) (cf. Hall, 2010). However, sustainable tourism development has been discussed, studied and promoted by the scientific community since the 1980s, as well as from the institutional sphere through the declarations, conventions, pronouncements, codes and agreements that have inspired the global movement towards sustainable tourism. Although the importance of sustainability has now been 'rediscovered', it was in 1987 when the famous Bruntland report (Our Common Future) was presented, with a clear message: "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (World Commission on Environment and Development, 1987, p.43). Nevertheless, despite the important theoretical advances regarding the sustainability of tourism in recent decades (cf. Butler, 1999; Zolfani, Sedaghat, Maknoon & Zavadskas, 2015), some actors in the tourism sector, especially in post-pandemic approaches, still appear to be making conceptual mistakes.

The present authors consider that sustainable tourism should never be approached as a niche part of tourism but rather as a new norm for every part of tourism sector. They believe that sustainable tourism is not another typology of tourism, but the objective that all tourism typologies should aim at. Although sustainability is clearly an important and indispensable part of the solution to the COVID-19 crisis in the tourism sector, the argument is put forward that it should not be the only key to the solution of current problems; tourism should always focus on sustainability and the current crisis should be seen as the opportunity for those who had not understood this notion to do so now. For decades it has been demonstrated that the three pillars of sustainability are fundamental for tourism development in general so, no matter what typology of tourism, sustainability is an imperative for tourism development in general at all times, not only in the face of a crisis.

For the recovery of tourism (and any associated typologies), it is considered necessary that the companies respond by recovering the essence of the conceptual bases of the three axes of sustainability. A trend already identified in recent years which points towards a more responsible tourism approach, encapsulated within the "post-pandemic scenario", might be accelerated by the regulation of administrations and the pressure of demand. Therefore, it is crucial to imply long-term and holistic thinking regarding the challenges of our world, thus, to connect with the need to transition to a more sustainable tourism model (UNWTO 2020c).

Currently, it is deemed essential to introduce (or reinforce, as the case may be) the principles and axes of sustainability that support the bases of planning, especially in times of crisis such as that caused by COVID-19. Generating the necessary evidence to support decision-making and effective action towards sustainability in tourism are now more pressing than ever. The authors stress the importance of highlighting sustainability as not just the "medicine" to resolve problems in times of crisis; sustainability must always be at the forefront of decision making. Both governments and business-persons should recognise that a firm commitment to sustainability is always imperative. The current crisis should stimulate the realisation that sustainability is crucial and unavoidable if we want tourism to have a future. As the world recession and COVID-19 place this new emphasis on the concept of sustainable development, the tourism sector has a perfect opportunity to "reinvent" itself in terms of sustainability. The COVID-19 crisis should be seen as an opportunity to critically reconsider tourism's growth trajectory, and to question the logic of more arrivals implying greater benefits. This reconsideration may begin with a review of the positive outcomes of the COVID-19 pandemic (Gössling, Scott & Hall, 2020). The COVID-19 crisis has been perceived as a potential moment of transition (Friedman, 2020; Roy, 2020) that has changed the relationship between sustainability and the tourism sector and has offered a vision of a more sustainable future; however, this vision may pose a major challenge for the industry and for many of its traditional customers (Higgins-Desbiolles, 2020b).

In conclusion, although the tourism sector is one of the most dynamic and most job intensive sectors of our times, it has been one of the hardest hit by the current crisis. Nevertheless, the COVID-19 crisis has also drawn attention to changes that may be essential in transitioning to a more sustainable future. Tourism must come back presenting us with a choice: to return to business as usual (or worse still, to go backwards), or to use sustainability as a core driver of its return.

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Questions and Activities

1. Can different tourism typologies be managed sustainably? For example: (i) Can sun-and-beach tourism be managed as sustainably as nature tourism? (ii) Can nature-based tourism be managed unsustainably? Justify your answer.
2. Do you think that sustainable growth in tourism should be measured by increased tourist arrivals? Justify your answer.
3. To face the global COVID-19 crisis in the tourism sector, should tourist destinations take measures to recover their pre-crisis tourist numbers? Which objectives do you consider should be prioritised? Why?
4. It might be argued that sustainability can be an element of differentiation of tourist destinations. Research this issue and present an example to the group.

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Corporate Social Responsibility in Tourism: The Concept; Barriers; Motivations; and Implications for Subsectors

by Isabel Carrillo-Hidalgo and Juan Ignacio Pulido-Fernández

Corporate Social Responsibility (CSR), a relatively new business culture based on ethical management, can serve as a channel to improve the competitiveness and reputation of tourism companies, thus responding to the growing demands of society and consumers. CSR in tourism can be defined as a policy through which tourism companies "integrate social and environmental concerns in their own business mission, strategies and operations and in their interaction with their stakeholders (…), who are not only beneficiaries/affected, but also partners to carry out and implement CSR strategies and projects"(Lund-Durlacher, 2013, p.1; p.6).

When implementing CSR strategies, tourism companies focus mainly on the environmental dimension, especially those aspects that reduce costs and have an impact on business profit, as well as legal aspects. However, particularly in tourism, the scope of CSR goes beyond environmental initiatives, including addressing issues such as: increasing community participation in decision-making; creating mutually beneficial partnerships with communities to decrease economic losses; providing employment opportunities; reviewing investment policies and investor relations; identifying corruption; complying with government regulations; improving relationships with suppliers and intermediaries; conducting honest advertising; implementing fair pricing policies; offering equal opportunities; reducing waste; and increasing the sustainable management of scarce natural resources (Frey & George, 2010).

Horng, Hsu and Tsai (2018) identify five dimensions of CSR (See Table 1). To the three widely accepted by the scientific literature (environmental, social and economic), they add culture and an output dimension, consequence, to create a preliminary assessment model of CSR practice in the tourism industry. However, the benefits in practice may only be optimised if companies have a perfect understanding of the business decisions related to the management of CSR policies. Therefore, a decisive aspect for the effectiveness of CSR in achieving value for the company is considered to be its adequate and correct communication to stakeholders.

Table 1

Dimensions in the assessment model of CSR practice

Dimension	Practice
Economy	Economic benefit Supplier Local community Products/ service Charity
Environment	Energy conservation Reduction of greenhouse gas emissions Pollution reduction Biodiversity Energy consumption and conservation Environmental sustainability
Society	Labour/employee management Customer management and education Product responsibility Scholarships for students
Culture	Cultural sustainability Support cultural activity Support art industry
Consequence	Image Satisfaction of stakeholders Increasing revenue/competitive advantage Reducing cost

Note. Adapted from Horng, Hsu and Tsai, 2018, p. 1088.

The motivations that led tourism companies to implement CSR initiatives are diverse and range from the economic sphere, to moral issues or value creation; however, implementers of CSR should be aware of the possible barriers and motivations to developing a CSR policy which are summarised in Table 2.

Corporate Social Responsibility in the Hotel Sector

In the tourism sector, hotel companies play a special role due to their contribution in terms of income and employment, as well as their environmental, economic and social impacts. The most relevant activities for the development of CSR policies in the accommodation sector are energy, water and waste management, use of chemical products, contribution to biodiversity, conservation of nature, contribution to community development and social issues within the workplace (Lund-Durlacher, 2013). For this reason, in the hotel industry, the business areas in which CSR strategies stand out are the following: project planning; architecture; construction; external facilities; energy and water supply; waste management systems; cleaning; food and beverage; mobility programmes; communications; marketing; and customer service points.

Table 2

Barriers and motivations for the development of a CSR policy in the tourism company

Barriers	Motivations
• Time and effort required to evaluate and implement sustainable strategies and practices. • High investments and start-up costs. • Lack of awareness, interest, commitment, involvement. • Lack of information about sustainable practices. • Resistance to change. • Lack of education and training in CSR matters. • Lack of government support and of incentives.	• Reduction of operating costs. • Economic performance. • Increase in the short-term stock price. • Creation of competitive advantages • Improve image, advertise and obtain promotional opportunities. • Desire for a healthy life. • Employee satisfaction and commitment. • Caring for the environment. • Social improvements. • Moral obligations.

Note. Adapted from Barney, 2001; Garay and Font, 2012; Nicolau, 2008.

Martínez Pérez and Rodríguez (2012) revealed that CSR is a very important aspect in hotel companies, but with a very uneven application. The hotel establishments that belong to an international hotel chain are those that integrate the corporate management of CSR and those that give equal weight to environmental, social and economic aspects; however, this trend is not the norm in independently managed hotels or those belonging to regional chains. In fact, the environmental dimension is the most developed.

Corporate Social Responsibility in the Tour Operators and Travel Agencies Sector

Although CSR practices are more widespread and established in the hotel industry, in recent years, tour operators and travel agencies have become increasingly involved in the implementation of CSR measures, due to greater awareness and sensitivity of the consumer towards ecological and socially compliant behaviour. The integration of CSR in the mission statement, as well as key indicators such as financial data, number of employees, water, energy and heat consumption, staff satisfaction and training measures, among others, are relevant aspects of CSR concerning such companies. In particular, tour operators face extraordinary challenges when implementing CSR in their businesses; they do not only have to evaluate CSR measures within their own company, but also throughout the value chain. For this reason, they require a distinctive treatment due to the control they exercise over the main flows of international mass tourism and because of their ability to influence supplier companies and destinations when preparing their tourist packages and offering them in the market. (Vera-Rebollo, 2011).

There are four main areas that must be addressed when tour operators and travel agencies implement CSR policies: relations with the host communities; human resources policy; the marketing of their products to tourists; and the attitude towards the natural environment. These areas emerge clearly from the social, environmental and economic principles of sustainable tourism and create opportunities for those tour operators and travel agencies that recognise their ethical responsibilities (Payne & Dimanche, 1996).

Corporate Social Responsibility in the Passenger Transport Sector

The passenger transport sector plays a very important role in the development of tourism, due to its environmental and social impacts. For this reason, interest in knowing the scope and effectiveness of transport companies in communicating their efforts to reduce negative impacts and contribute to sustainable development is growing; however, the development of CSR policies has been relatively slow, since the number of companies that systematically report on CSR is small compared to the size of the sector. As the guidelines for the implementation of CSR strategies are not tailored specifically to different industries, they do not include issues related to the passenger transport sector (Chang, Chen, Hsu & Hu., 2015). In fact, few companies have CSR strategies in place in all their dimensions. In return, policies related to environmental sustainability are taken into account, leaving aside the other areas of CSR. (Yábar, Herráez & García, 2011). The areas in which the passenger transport sector works in terms of CSR are: optimising the consumption of energy resources; reducing polluting emissions; improving relations with stakeholders; promoting and developing volunteer and charitable activities; achieving equity with future generations; improving the quality of life and relationship with its employees; and gender equality (Sheldon & Park, 2011).

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Questions and Activities

1. What are the dimensions of CSR in tourism?
2. What are the main barriers to the development of CSR strategies? Make suggestions as to how these barriers might be overcome.
3. What are the main motivations for the development of CSR strategies?
4. Identify the areas of action in CSR for the hotel, tour operators/travel agencies and passenger transport sectors and work in a group to draft a basic action plan for one of these sectors.

From a Post-Fordist to a Post-pandemic Model of Tourism

by José Luis Durán-Román and Juan Ignacio Pulido-Fernández

Perhaps it is curiosity, as an inherent element of the human condition, that motivates us to explore new countries, regions and places, interact with different people and discover other societies, cultures and ways of life; however, it was not until the second half of the 20th century that international tourism emerged as a mass phenomenon, increasingly accessible to the general population (Sánchez, 2012). The exponential increase in tourist flows was mainly due to the development of communications and the emergence of new means of transport, resulting from the liberalisation of air services – such as the jet aeroplane at the end of World War II – which made such travel possible and extended our options for reaching more distant and diverse destinations (Pellejero, 1999). In addition, other factors also had an impact, such as the falling price of oil and the price of a plane ticket, the increase in families' disposable income, the introduction of paid holidays – mainly in the US and in the social democratic countries of central and northern Europe–, progress in the welfare state – which translated into increased life expectancy and a higher retirement age – and an increase in the free time available to the population in industrialised countries (Sancho, 1998; Valls, 1996).

This expansion in travel possibilities led to a type of tourism specialisation that drew unprecedented numbers of tourists, attracted mainly by standardised offerings, which were underpinned by the emergence of package holidays and the availability of beach holidays at low prices (Marchena, 1994). These packages, which were adapted to the needs and interests of tourists, facilitated the management of an increasing demand for tourist services. The complex phenomenon of tourism is not alien to the use of models to aid its comprehension. The forms that tourist activities have taken throughout history are often associated with the ways in which the economy in general is organised. The analogy between industrial forms of organisation in the 1950s – based on factory production assembly lines and vertical integration – and the characteristics that tourism activities have acquired – offering standardised products for mass consumption – led to its identification with that term (Lopes, 2005). The mass tourism model is based on a high level of product standardisation with a general lack of differentiation; the pursuit of such economies of scale, through the sale of inflexible tourist packages, is referred to as Fordist Tourism (Aguiló & Juaneda, 2000; Knowles & Curtis, 1999; Poon 1993).

The mass model of tourism development tends to be based on a destination tourism strategy that promotes unchecked growth. In many cases, it has led to significant negative impacts on the region, since profits generated by tourist activities have been obtained, at least in part, at the expense of eroding the environmental and socio-cultural balance (Drius et al., 2019). Such activities may result in the degradation of fragile environmental resources, especially in coastal regions, giving rise to an alarming situation (López-Sánchez & Pulido-Fernández, 2014), which translates into a decline in their attractiveness and competitiveness (cf. Manning, 1999).

Furthermore, from the 1980s onwards, tourism at an international level has undergone a process of transformation, mainly due to the globalisation of the economy, technological advances and the changes experienced both in terms of supply and demand (Cárdenas, 2012). On the demand side, there is no doubt that the profile of international tourists changed significantly in the 2000s. In order to compete, destinations had to cater for more complex and experienced tourists, who demand greater customisation, quality, authenticity and memorable experiences than their predecessors (Brandão, Breda & Costa, 2019). However, a subset of these tourists had begun to express concerns about the environmental, social and cultural impacts that tourism might generate (Pulido-Fernández & López-Sánchez, 2016). On the supply side, the maturity of the tourism market has grown slowly and steadily, with the emergence of new destinations capable of satisfying tourist motivations (Agarwal & Shaw, 2007; Richards, 2006) and in line with increased competition in the sector (García & Siles, 2015). In addition, new problems have emerged resulting from a disproportionately high influx of tourists in many destinations, which translates into overcrowding, environmental and cultural degradation with resultant dissatisfaction among tourists and local residents alike (Seraphin, Sheeran & Pilato, 2018).

As the tendency for organised packages, characteristic of the Fordist model of mass tourism, have been replaced by more flexible forms of travel, emphasising diversity, individuality and autonomy (Poon, 1989), a model that is better suited to the new trends demanded by the market has evolved. It would appear that the mass consumption of idle goods in the Fordist model has been transferred to the segmented consumption of leisure in the flexible post-Fordist model. This transition from Fordism to post-Fordism within the field of tourism has been prompted by a series of changes in the production process, in labour practices and in consumption process, as highlighted in Table 1.

Table 1

Fordist and post-Fordist practices in the field of tourism

Fordism	Post-Fordism
Production process	
• Economies of scale • Standardised and mass holiday packages • Holiday packages, charter flights • Limited range of standardised tourist products • Holiday "just in case" • Quality and type of product determined by the tourist offer • Industrial concentration (horizontal and vertical)	• Economies of scale and economies of scope • Specialised operators; bespoke holidays • Market niches • Use of information technology • Flexible holidays designed by the client • Tourist determines the nature and type of product • Horizontal integration; outsourcing; regional electronic information systems; strategic partnerships
Labour practices	
• Low skilled labour force with low functional flexibility • High turnover of workers • Office/agency based workers	• Skilled fixed employees with functional flexibility • Numerically flexible workforce of unskilled peripheral workers • Remote working practices
Consumption process	
• Mass tourism • Predictable and inexperienced tourists • Main motivation: beach holidays at low prices	• Independent tourists • Experienced and flexible travellers (lower seasonality) • Diversity of motivations (ecotourism, sports tourism) • More short breaks • Fewer repeat destination visits

Note. Adapted from Ioannides and Debbage, 1997, p.232.

The global pandemic resulting from the novel coronavirus – COVID-19 – has almost brought tourism to a standstill since March 2020. The restrictions on movement imposed by national governments, both domestically and internationally, have dealt a serious blow to tourism activity. According to the UNWTO (2020), international tourism flows experienced a 70 per cent drop in the first eight months of 2020, with an estimated 36 to 42 months required to return to pre-pandemic levels of tourism. This unprecedented decline is generating dramatic consequences, both economically and socially; however, once international restrictions on movement are progressively lifted, a perceived particular challenge is to reconfigure the pre-pandemic model of tourism, through a collective and coordinated response from all stakeholders. At this point, the question arises: How will post-pandemic tourism activities develop in the future? In this respect, a study conducted by Batle (2020) – which includes 30 experts and 880 tourists – was employed to outline a possible future post-pandemic tourism scenario, illustrated in Table 2.

Table 2

Post-pandemic future scenario

Production process
• Higher levels of supply circularity • The rise of the experiential tourist offer which will be more immersive, rich in creativity, cultural and educational content and ultimately more transformative. • The use of technology to customise and enrich the travel experience • Greater prominence of culture, arts and crafts in defining the tourist product • Reinvestment at a local level • Increased regional sovereignty in tourism • Intelligent tourism and co-creation
Labour practices
• New labour implications for workers in the sector; remote working • Increased focus on the use of technology
Consumption process
• Growing interest in minimising environmental impacts • Niche tourism • Longer stays away from the usual resorts • More meaningful experiences, which seek higher levels of personal development, discovery, learning, challenge and inspiration • More programmed and personalised trips • Travel as a reward • Residential, nature and local tourism

Note. Adapted from Batle, 2020.

According to the United Nations (2020), this crisis offers an unprecedented opportunity to transform the relationship of tourism with nature, the climate and the economy. There may be a move towards more sustainable, inclusive and resilient tourism, which might encourage initiatives to create a new model that promotes partnerships, in which host communities spearhead their own development and promote empirical-based policies and investments, to transform tourism and stimulate its contribution to the 2030 Agenda.

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Questions and Activities

1. Identify the similarities and differences, then examine the possible continuity and potential gaps between the tourist practices of the: (i) pre-Fordist and post-Fordist models; and (ii) post-Fordist model and post-pandemic scenario.
2. Is it possible for Fordist, post-Fordist and post-pandemic models to coexist within the same region? Why? Why not?
3. Are there certain elements of the tourism ecosystem that can act as drivers of change between the models? Justify your response.
4. Do you think that some tourism motivations will prevail over others in the post-pandemic scenario? Why? Why not?

Understanding the Environment of a Tourism Destination: The Application of Network-based Methods

by Jairo Casado-Montilla and Juan Ignacio Pulido-Fernández

Understanding the intricate nature of a tourism destination has been one of the most complex tasks developed by researchers and practitioners for decades. Starting from the premise that a tourism destination is defined as "a set of institutions and actors located in a physical or a virtual space where marketing-related transactions and activities take place challenging the traditional production–consumption dichotomy" (Saraniemi & Kylänen, 2011, p. 133). Pearce (2014) maintained that many approaches to destination environmental management have involved stakeholder collaboration; it is a fact that although stakeholders develop economic activity in their own interest, they are willing to share the environment, its resources and information with their counterparts (McLeod, 2020).

Table 1

Lines of research and units of analysis in destination environmental management

Line of research	Unit of analysis
Social Sciences	Tourism policy and planning or the management of tourism destinations depending on the method used
Community approach	Tourism plans in which participation of the local population is essential
Tourism System	The elements of the tourism offering
Stakeholders' Approach	Tourism plans, policies and projects based on stakeholders' relationships foundation
Tourism Cluster	Tourism destinations groups of stakeholders
Tourism Networks	Tourism plans, policies, specific tourism projects and tourism destinations as a whole

Note. Adapted from Merinero-Rodríguez & Pulido-Fernández, 2016.

The above notion relating to sharing the environment and resources indicates that stakeholder relationships in tourism are of great importance so it is apt to study and analyse the main characteristics of stakeholders, their working relationships and the ways in which they deal with the challenges of working in the tourism industry (van der Zee & Vanneste, 2015). Table 1 lists six major lines of research through which methodologies, in order to carry out the characterisation of stakeholders' relationships, may be developed (Merinero-Rodríguez & Pulido-Fernández, 2016). The main objective of these lines of research is to provide a better understanding of the actors within a geographical area and also to shed light over the tourism destination's operations.

Before introducing some of the many available lines of research and methods to assess the relationships in tourism, it is important to point out a feature that should not be taken for granted. Although organisations and enterprises may compete amongst themselves, they also need to collaborate to improve the competitiveness of the tourism destinations in which they are located (Czakon & Czernek-Marszalek, 2021). According to Gazley (2017, p. 1) collaboration "describes dynamic relationships involving coordinated activity based on mutual goals", therefore while stakeholders are working together chasing a common objective (for example, to launch an advertising campaign), it is necessary that they embrace positive attitudes as well as trust in the collaboration (cf. Friedrichs & Gummesson, 2006). Yet all that glitters is not gold; the competitive element in such relationships may damage the performance of a group if members position themselves as aggressive. Therefore, engaging value-based relationships is the key to success in a market (Crick & Crick, 2021) so stakeholders need to find a balance while developing their individual and collaborative economic activities, referred to as "coopetition", an action that means "relationship between two firms that simultaneously involves both competition and cooperation" (Walley, 2007, p. 11).

Once an agreed coopetition scenario is in place, it is necessary to consider how it may be put into practice. Regarding the multidisciplinary and multilevel nature of the tourism destination, various factors should be taken into account before the commencement of any sort of exploration within it; clearly, the scale and boundaries of the tourism destination have a direct influence in how it is examined (Pearce, 2021). In this context, Social Network Analysis (SNA), which alongside associated organisations and resources examines the ways in which stakeholders interact to contribute to tourism in a destination, is deemed appropriate to study the structure, characterisation and patterns of stakeholders' relationships (Casanueva, Gallego & García-Sánchez, 2016; Serrat, 2017). SNA employs quantitative and qualitative research, in the former instance using surveys in the latter through graph theory. The surveys allow researchers to obtain the information necessary to develop the graph theory (Liu, Huang & Fu, 2017; Wasserman & Faust, 1994).

In terms of graph theory, which is grounded in establishing connections among a group of elements, the interest lies in identification of the indicators of the variables to be analysed and their descriptors, as exemplified in Table 2. In the case of tourism, these elements may be aligned with the stakeholders in a destination and the connections refer to the relationships within a group of elements (Velázquez & Aguilar, 2005).

Table 2

Key Indicators Employed in Social Network Analysis Studies of Tourism Destinations

Indicator	Description
Betweenness	The stakeholders who are intermediaries in communication flows
Centrality	Indicates which stakeholder(s) take(s) (a) critical position(s) in a network
Closeness	The ability to reach the rest of stakeholders in the same network
Density	The number of linkages within a network, generally, expressed as a percentage

Note. Adapted from Velázquez & Aguilar, 2005, p. 21-34.

Although network analysis was applied to assess stakeholders' relationships in tourism destinations decades ago (for example, Hall, 1999; Jamal & Getz, 1995), nowadays there exist new lines of research which encourage exploration to improve results by combining methodologies and techniques. Hence, improved feedback is obtained to manage the tourism activities within a destination and biased information is avoided due to the use of more than one analytical approach (Mariani & Baggio, 2020).

Regarding the qualitative methods, the synonymous use of different techniques to assess the role and contribution of the stakeholders in a tourism destination may enrich the resultant information. The role of the stakeholders in a network and the manner in which they behave, drew the attention of Mitchell, Agle & Wood (1997). Stemming from the Stakeholders' Theory, they constructed a qualitative classification of stakeholders by combining three main characteristics: power; legitimacy; and urgency. Aside from developing a mere description of the stakeholders, qualitative methods permit the inclusion of specific issues such as sustainable tourism development (Byrd, 2007), the cooperation evaluation between Destination Management Organisations and firms (D'Angela & Go, 2009), or even the opportunity to become familiar with the stakeholders' perceptions of tourism impacts (Byrd, Bosley, & Dronberger, 2009).

As for the main unit of analysis, the tourism destination is still considered to be the centre of many research papers depending on the topic under study. Besides, while developing any sort of field work, a wide perspective is required in order to understand, on one hand, the elements that form it and, on the other hand, as a whole. In general terms tourism destinations have a similar structure and topology as Baggio (2020) proved through network science what helps to apply these methodologies at any scale in a territory. In other words, after verifying that tourism destinations have the similar structure, assessing relationships among the stakeholders within them becomes an easier task. Additionally, one interesting outcome from SNA is that a more highly developed tourism industry is associated with a more highly developed structure of the networks of tourism stakeholders (Pulido-Fernández & Merinero-Rodríguez, 2018). Although this is not a new finding (Merinero-Rodríguez & Pulido-Fernández, 2009), the field of network configurations in the context of understanding the environment of tourist destinations is ripe for further research, especially regarding issues associated with stakeholder relationships.

To date, researchers and practitioners may have overlooked the power of SNA as it would seem to enable the accomplishment of a fuller understanding of tourism destinations. In 2021, the findings of Ledesma, Merinero-Rodríguez and Pulido-Fernández stress the fact that relationships are the key determinant of tourism development. This research team have begun to expand their analytical objectives by employing multilayer approaches to give a deeper view of the tourism destination (cf. Nguyen, Young, Johnson & Wearing, 2019). Through this more complete process, different areas within a local region such as product creation, marketing and promotion, or supply of goods and services among others can be portrayed and better understood (Cehan, Eva & Iaţu, 2021). Briefly, applying network-based methods may help to understand not only the tourism destination stakeholders themselves, but the different areas and projects that are being developed to thrive in the chosen market.

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Questions and Activities

1. After reading this case, why do you think a tourism destination is considered a complex unit of analysis?
2. Suggest and exemplify ways in which stakeholders can "coopete" in a tourism destination with which you are familiar.
3. Explain why Social Network Analysis is a suitable tool for assessing the environment of a tourism destination with which you are familiar.
4. It is suggested that mixed methods are best when assessing the environment of a tourism destination using SNA. Research and report back on the benefits of using both quantitative and qualitative methods in SNA.

The Phenomenon of Medical Tourism

by Markéta Kalábová and Monika Hilšerová

Medical tourism is a relatively new concept that began to appear on a larger scale only at the beginning of the 21st century (Cohen, 2008). Although there are many definitions of medical tourism in the literature, authors agree in principle that the essence of medical tourism is to travel abroad for planned medical procedures and most authors state that the journey to medical treatment in medical tourism is often associated with a holiday, either before or after recovery (for example, Adams, Snyder, Crooks, & Johnston, 2015; Cohen 2008; Johnston, Crooks, Snyder, & Kingsbury,. 2010; Rab-Przybyłowicz, 2016; Sharma, 2013).

Some authors emphasise that travel abroad for medical treatment must be voluntary and, although medical treatment may not be the primary reason for travelling abroad, it must not be related to a patient's immediate medical condition which appeared during his/her trip or vacation (Adams et al., 2015; Cohen, 2008; Rab-Przybyłowicz, 2016). Thus, a person who has treatment, that was not planned in advance of travelling in a foreign medical facility during his/her holiday, as a result of an injury or a sudden illness is not considered to be a medical tourist. Foreigners who use medical services in the country in which they live, study or have worked for a long period of time, and people who travel to cross-border healthcare facilities because they are close to them, are also excluded from the definition of medical tourists (Rab-Przybyłowicz, 2016).

There is a number of reasons why people choose to undergo medical treatment abroad rather than in their home country; one of the main reasons is the substantially lower cost, especially in Asian and Latin American countries where medical procedures and treatments are much cheaper and affordable for people from advanced economies such as the USA, Canada, Australia, New Zealand or Western Europe (Johnston et al., 2010; Kotíková, 2013; Rab-Przybylowicz, 2016). These authors also point out that, in some countries, long waiting times for certain types of medical procedure, such as transplantation of vital organs, can be a big problem for sufferers in need of urgent treatment. In these cases, patients may not or sometimes cannot wait for their turn, so they decide to undergo operations abroad, to avoid waiting for months or even years in their own countries. Furthermore, certain medical procedures are not available in some countries, not only due to lack of expertise or technological sophistication, but also due to cultural, legal and/or ethical issues, for example, abortion, euthanasia or gender reassignment (Kotíková, 2013; Rab-Przybyłowicz, 2016). The low technological maturity of hospitals in some countries is associated with lower quality of medical care. In such cases, patients may prefer to seek medical treatment abroad where, thanks to more technologically advanced methods and quality experts, they are likely to receive better quality care alongside a higher probability of satisfaction with the result (Kotíková 2013).

Another motive for undergoing procedures and treatments abroad is the possibility of combining a visit to a medical facility with a holiday. Johnston et al. (2010) state that patients often choose clinics overseas according to their desire to holiday in the host country, which should make their subsequent recovery a more pleasant experience; in addition, many patients take their family members with them on the trip abroad (Kotíková 2013). Conversely, some patients living abroad for a long time may choose to return to their country of origin, which is closer to them linguistically, culturally or religiously for medical procedures and treatments (Smith & Puczkó, 2014). Despite the current decline in tourism in connection with the coronavirus crisis, medical tourism may be expected to continue to grow in future; however, in order to determine the right attitude to support development, it is necessary to address issues of both the supply and demand sides.

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Questions and Activities

Refer to the recommended reading prior to responding to the questions

1. Define the different types of medical tourist (see Cohen, 2008).
2. Research, define and justify which medical procedures performed in your country might be a product of medical tourism.
3. Locate the Medical Tourism Index. What is its purpose? According to this index, which destinations might a medical tourist find most attractive? Why?
4. Is there a marketing strategy for promoting your country as a destination for medical tourism? If not, research another country's marketing strategy then locate and compare your findings with the promotion of India, which has become a driving force in this area.
5. Compare the prices of four common medical procedures (for example, cardiac bypass, knee replacement, dental implants, breast implants) in three countries of your choice (for example, USA, India, Thailand) and make a presentation to your peers, taking into consideration the pros and cons in each instance.

Recommended Reading

Cohen, E. (2008). Medical tourism in Thailand. *AU-GSB e-journal, 1*, 24-37.

Rab-Przybyłowicz, J. (2016). Medical tourism: Theoretical considerations. *Studia Periegetica*, *16*(2), 13-31.

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Medical Spas and Wellness: The Case of Slovakia

by Anna Šenková

Introduction

"There are no unanimous agreements regarding spa tourism among the definitions of terms such as health, wellbeing, medical, and wellness tourism. Taking into account the diverse discussions and controversies, one approach is to consider medical and wellness tourism as subdivisions of health tourism. For each of these notions, the main elements must be defined based on the characteristics and motivations of potential tourists. Health tourism includes all the health-related activities that fulfil the definition of tourism. Spa tourism is part of the wellness tourism in which the experience is associated with activities that involve health improvement through hydrotherapy or balneotherapy. The International SPA Association defines 'spa' as a place "devoted to overall wellbeing through a variety of professional services that encourage the renewal of mind, body, and spirit" (Ramos & Untong, 2016, p. 886).

Spas in Slovakia

Water is a basic location factor in the social and economic activity of Slovakia. Thermal and mineral springs have been known in Slovakia since prehistoric times. In the European context, the Slovak Republic is relatively rich in springs of thermal and mineral waters, which are valuable natural resources. According to the water register at the Ministry of Health of the Slovak Republic, 1,657 mineral springs are documented in our territory, 112 of which are recognised as suitable for the purpose of filling containers for medicinal use and for medical care (Mitriková et al. 2017). According to regulation No. 538/2005 Coll., the spa enterprise is characterised as the territory of the municipality or part of the territory of the municipality where natural healing sources, natural healing spas, spa sanatoriums and other facilities necessary for providing of spa treatment are located, and which is recognised under this law. According to Bodiš, Božiková and Mackových (2016), Slovakia can be proud of dozens of unique spa resorts whose treatment effects are highly reputable not only in 'our' country but also throughout Europe.

The first written evidence of spa town existence includes documents from the era of King Belo IV from the year 1247. The oldest spa centres in Slovakia include Bardejovské kúpele, Bojnice, Piešťany, Sklené Teplice, Trenčianske Teplice and Turčianske Teplice (Eliašova, 2009). The change of economic establishment in Czechoslovakia in 1989 ('Velvet Revolution') had a decisive effect on development of Slovak thermal baths and medical spas which were state-owned. During the period from 1995 to 1997, they were taken over by private owners. Initially, the entry prices were relatively low as these facilities were intended to be owned by domestic people; the purchase price was settled in instalments over a period of several years (Eliašova, 2009). Although the injection of private funds certainly was beneficial to some extent, privatisation was not accompanied by the anticipated changes including renovation of the buildings, improved services, inflow of foreign clients etc. Visits financed by insurance companies were shortened and views on the purpose, function and funding of thermal baths and medical spas changed; they were considered to be a public service with a focus on self-funding (Eliašova, 2009).

Medical spas remain an integrated part of medical health care, based on the use of a local natural curative source (mineral and thermal water, mud, etc.). Patients' doctors prescribe medically verified and certified treatments which are carried out under the professional supervision of medical personnel (Šenková & Mitríková, 2020). In Slovakia, spa treatments can be provided only in enterprises that fulfil the legal requirements – use of a natural curative source and regulated material and technical equipment. Provided these conditions are met, they can obtain a licence from the Ministry of Health Care. The duration of prescribed spa treatments is three to four weeks; the average length of a visit was 16 days in 2018. Length of stay is the basic difference between a spa treatment and a 'common' wellness visit which is much shorter, usually two to five days. In the current economic situation, owners of medical spas are seeking to promote additional services and products via short breaks which are financed by private individuals or companies, for example: recreation; relaxing stays for healthy people who have experienced stressful working conditions; anti-aging treatments; body strengthening activities etc. Thermal baths and medical spas become a target for a family holiday and also for MICE tourism as they have a positive atmosphere, good quality accommodation, food and services in addition to providing a relaxed environment (Šenková & Mitríková, 2020).

The number of people visiting medical spas in Slovakia is growing annually due to the increasing number of self-funding clients. According to the statistics provided by the National Centre of Health Care (NHIC, 2020) most adult Slovaks who were treated in medical spas had diseases of the locomotor system while the children had non-tuberculous diseases of the respiratory tract. In

2017, 168,013 patients (all of whom had a doctor's referral) completed spa treatments, increasing to 179,213 in 2018, of whom 81% were Slovaks and 19% from abroad. The foreigners, 95% of whom had diseases of their locomotor system, originated from: Czech Republic (42%); Germany (13%); Israel (13%); Russia (7%); and Austria (5%). Comparing 2018 with 2009, although the number of clients increased by 33.8%, the number of foreign clients dropped by 6% with short (four to seven day) visits being the most popular and increasing from 25% to 34% in the same period; the highest decline was in longer visits (15-21 days) which fell by 8% (NHIC, 2020). Regardless of the method of funding, 50.6% of the domestic clients stay for up to 14 days while the remainder stay for 15 or more days; in contrast, short stays prevail for foreigners with almost 82% staying for 14 days or fewer (NHIC, 2020). Foreign visitors are beneficial and a most welcome client segment because they pay for the stay themselves and usually stay longer than domestic visitors. Medical spas must develop their own marketing activities to promote their facilities abroad. Although their representatives attend specialised exhibitions and fairs, there is no systematic and long-term state support. The Ministry of Transport is active in general promotion of Slovakia (Šenková & Mitríková, 2020).

Wellness Services

In Slovakia wellness services have been very popular during the past few years. Short preventive and reconditioning, regenerating and relaxation wellness visits, often for a weekend but up to 10 days, are favoured especially by busy, hard-working, self-funding clients, most of whom are healthy and do not need medical supervision. Wellness facilities may be classified as follows:

- Medical wellness (in spas) - care based on the specialism and expertise of the resident doctors who may use natural curative sources;
- Wellness hotels - wellness is the basis of the hotel´s philosophy and concept;
- Hotels providing wellness programmes - wellness is only an additional service; and
- Wellness centres – with independent facilities (Šenková & Mitríková, 2020).

Wellness programmes for healthy people, focused on beautifying the body and delivering positive experiences, comprise various procedures, which are usually priced to attract clients with more than a basic income and a 'comfortable' lifestyle. In the less developed regions of Slovakia, there is less interest in such services from the domestic population due to low incomes. In our opinion, people often mistake the benefits of thermal baths or medical spas with those gained from thermal water in an aquapark. The basic difference is that the water used in a medical spa or thermal bath has curative effects which are licensed by an official state organisation.

Aquaparks do not have licences and do not have the necessary conditions for providing spa treatments. Treatments at thermal baths or medical spas are focused traditionally on individual clients, although some programmes cater for couples or one family. Therefore visits to aquaparks are diametrically different, having almost nothing in common with those from thermal baths and medical spas. In the former, the focus is on day visits for families, including children and healthy people while in the latter, the majority of clients are accommodated in the facilities; therefore they attract completely different tourist segments. In spite of the aforementioned Slovak legislation, some swimming pool owners try to compete unfairly by declaring their water to be curative (Šenková, Mitríková 2020).

Future Opportunities for Medical Spas and Wellness Services

Modernisation and innovation of curative processes, in addition to the implementation of new technologies, appear to be inevitable contributors to the future development of medical spas in Slovakia. Furthermore, the future is considered to depend largely on the health and demographics of the indigenous population. According to expert prognoses (Crea, 2021; Farzadfar, 2019; Heidenreich et al., 2011; The WHO CVD Risk Chart Working Group, 2019) diseases of locomotor system, cardiovascular diseases and psychological diseases will increase in the years to come. In our opinion, older people will want a self-sufficient acceptable quality of life. Such prognoses would seem to favour the value of the traditions of thermal baths and medical spas in Slovakia, especially the classical therapeutic stays but also primary prevention in particular for the young generation some of whom lead an unhealthy lifestyle.

It is important that prevention is not only on a verbal level but in the concrete realisation of state funded programmes, which will depend mainly on the financial situation of the Slovak health care system but also on the conscious attitude of people to their health. Specific preventive programmes in thermal baths and medical spas, supported by the state health policy, may be a valuable investment for the future and should be given serious consideration to prevent the development of, and to fight, lifestyle diseases.

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Questions and Activities

1. Do you have any suggestions for inclusion in the Slovak tourism strategy to promote international tourists to visit Slovak medical spas?
2. Search the Internet for information about spa and wellness tourism in a country in Europe or in your country. Prepare and make a presentation on this topic then discuss the current state and developmental trends with your audience.
3. Research the impact that international tourism development has had on your country´s (or another country's) thermal baths and spas and make recommendations for their future.
4. Research the type of wellness activities that might be introduced in the thermal baths and medical spas in a country of your choice.

5. Identify any future challenges, opportunities or development options for your country´s (or another country's) thermal bath and medical spas (for example, technological innovation, wellness developments, sustainability etc.).
6. How has the COVID-19 pandemic affected thermal baths and medical spas? How is/might the situation be handled (for example, government support, new hygiene regulations etc.)?

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Towards a Climate of Ethical Behaviour: Codes of Ethics and Business Students' Concepts of Academic Integrity

by Eszter Benke and Andrea Szőke

Background

The relationship between academic life and business life is multifaceted, diverse, and unquestionable. This two-way connection goes far beyond factors such as the provision of human resources, research and development partnerships, or business collaboration The overlap between the common factors of academic and business life is also confirmed by the fact that principles, procedures, and activities that originated initially in organisational culture in the business sphere, appear increasingly to become significant phenomena in academic life. While some of the elements of organisational culture may not become an integral part of academic culture (Birnbaum, 2000a, Birnbaum, 2000b), many of these common principles and practices have a place to be well applied and incorporated into university organisational culture and academic life.

Mission Statement

A typical example of this common feature is the existence of a mission statement, which originally defines a company's objectives, operating principles and values but can also define a company's product and target market (Alegre, Berbegal-Mirabent, Guerrero & Mas-Machuca, 2018). The mission statement may be perceived as a fundamental element of the organisational culture of a company. Therefore, businesses and companies in the economic sphere and other organisations, such as universities, may consider it important to formulate mission statements, not only for themselves per se but also for those people involved in their activities. The mission statement raises awareness of the common values of the organisation and increases the commitment of its members by offering them a sense of belonging (Alegre et al., 2018; Williams, 2008). While originally a management tool, through their mission statements academic organisations have increasingly defined the values in which they believe and that they represent in addition to whom and how they intend to serve (for example, Camelia & Dorel, 2013; Giusepponi & Tavoletti, 2018). In their analysis of the mission statements of 250 institutions of higher education Breznik and Law (2019) found that their most important content elements include: the educational philosophy; strategic orientation; social responsibility; and the shared values of the stakeholders.

University Social Responsibility

Another example of the transfer of a management tool to the world of academia is the principle of social responsibility and its practical application. Instead of the generally accepted and applied CSR, the social responsibility of the university world already exists in its own right in the form of university social responsibility, USR (cf. Jorge & Peña, 2017; Sitku 2019).

Codes of Ethics and Academic Integrity

A further example, the code of ethics, the focus of the present study, has also been fundamentally brought into academia from the business world. Such documents, which set out organisational principles and standards of ethics in higher education, originated in the United States and soon became widespread in the United Kingdom too (Glendinning, 2013; Glendinning, 2014; Glendinning, 2016a; Glendinning, 2016b). Codes of ethics or honour codes, as part of an organisational culture, describe practical implementations of important common standards, norms and values of a given community (Tatum & Schwartz, 2017). Common norms that a community adopts may be taken for granted by some members of the community, while for others they are not always clear. It is therefore necessary to formulate explicitly the basic norms that define and guide the activities of a given community, so that they carry the same meaning for all members of the community; mutual understanding is one of the main aims of a code of ethics which aims to lay down the rules for academic integrity.

Although the term academic integrity is not old, behavioural expectations and codes of conduct have always existed in educational settings, either in written form or as a common set of values. It appears unnecessary to define or redefine academic integrity as a concept, as many researchers and practitioners have already defined and conceptualised the notion (for example, Gallant, 2017; Gallant, 2018; Bretag 2020; International Center for Academic Integrity, 2014; McCabe, Treviño & Butterfield, 1999). With the current case study, which investigates students' conceptualisations of codes of ethics and how these notions are manifested in actual codes of ethics in business higher education, we would like to draw attention to the importance of the key principles and values of academic integrity and, more importantly, to underline our common objective in raising awareness of then promoting, and implementing academic values.

The Case of the University Code of Ethics

Many studies deal with breaches of academic integrity (Marsden, 2015), but much less attention is paid to the tools and activities that help students to combat breaches of academic integrity and the associated codified and accepted value system. Once codes of ethics exist, the interpretation of the meaning of the set of values and principles in them and their practical applications need to be integrated into our instructional practice.

The current study addresses two questions. Firstly, we seek to explore the extent to which students are familiar with the general concept of a code of ethics and, additionally, with the existence of a code of ethics of their institution. Secondly, we intend to compare students' expectations and conceptualisations of the code of ethics with a sample of existing codes of ethics in business higher education in Hungary. The sample used for data collection for the second part of the case study was based on the web-based accessibility of the codes of ethics at the time of data collection in 2020.

Students' Perspectives

In order to find out about students' conceptualisation and attitudes towards academic integrity and what a code of ethics should include, a pilot study was conducted in an institution of higher education training students for business and hospitality careers. The small-scale survey was conducted by a questionnaire; in addition to questions related to the code of ethics, students were expected to specify three typical, common examples of unethical behaviour related to academic life.

The most frequently mentioned form of unethical behaviour was the use of cheat sheets, followed by unauthorised telephone use during exams. The third typical form of unethical behaviour was plagiarism. Further examples of unethical behaviour included lateness for classes and disrespectful behaviour towards instructors. It was also apparent that, although most students were aware of the existence of the institutional Code of Ethics, they showed very limited familiarity with its actual content.

Codes of Ethics in Business Higher Education

In the second part of the pilot study, we analysed the ethical codes and regulations of institutions of business higher education in felvi.hu (See https://www.felvi.hu/felveteli/efelveteli), the official database and informational website of higher education institutions which offered bachelors' degrees in business and economics for the 2020/2021 academic year; other academic disciplines, for example humanities or natural sciences, were not examined. Based on the data recorded at felvi.hu, in the 2020/2021 academic year a total of 29 universities and colleges offered undergraduate courses in the field of business and economics. At the time of data collection, 19 out of the 29 institutional websites visited displayed their code of ethics on their websites. Three further institutions displayed documents regulating ethical issues: one of which included rules and regulations solely on plagiarism with a separate code of ethics for scientific research. The aim of the second part of the pilot study was to examine the extent to which the concepts presented in the students' descriptions of the instances of unethical behaviour also appeared in the codes of ethics in business higher education. Another objective of the pilot study was to identify further common patterns by searching for frequently occurring topics in the documents.

The majority of the codes of ethics under review used a 'what to do' approach, rather than a 'what not to do' attitude. The former approach involves positive wording, clear terminology and examples to follow; however, some of the codes of ethics also discuss instances of unethical behaviour. The analysis confirmed that the most important topic related to the breach of academic integrity; appearing in every code of ethics was plagiarism and/or activities associated with plagiarism. It seems that institutions devote heightened attention to the importance of adherence to the rules of acknowledging authorship and proper referencing. Cheating, in the form of cheat-sheets and the use of unauthorised devices, in addition to the definition of unethical behaviour, was also included in almost two-thirds of the regulations. About 30% of the codes mentioned the need for the avoidance of disrespectful behaviour. Late arrival for lectures also appeared in more than a third of the documents examined. It is interesting to note that whereas students described late arrival for classes as unacceptable behaviour on the part of the students, the documents reviewed regard this only as professors' unacceptable practice! Two further areas not mentioned by the students were evident in almost 50% of the documents analysed, i.e. description of conflict of interest and the prevention of corruption, which occur in all regulations for instructors, management, and administrative staff. Finally, a common feature of the documents appeared to be the description of the procedures that follow the violation of the code of ethics.

Conclusion

The first part of the pilot study confirmed that students are familiar with the basic assumptions of ethical behaviour, yet they are not familiar with the written code that lays out the exact regulations regarding the expected ethical norms. First, the results of the second part of the study suggest that the expectations for the ethical code of conduct are specified clearly in Hungarian institutions of business higher education. Second, it appears that the scope of institutional codes of ethics is much wider than the students' understanding of the meaning and scope of an ethical code of conduct in an academic setting.

We believe that the responsibility for adhering to the rules of academic integrity belongs to all of us: the educators, the decision-makers and the students alike (cf. Löfström, 2016). A student may be held liable for a breach of academic integrity if well-defined, accessible, codified rules apply to the common values of the given community and their observance, i.e., if a code of ethics describes the expected conduct. When it comes to examining adherence to values, in addition to analysing the existence of a definition of values, it is important to look at how we can help the students to understand, master and adhere to these values. Overall, therefore, we feel that all of those parties involved have more responsibility than merely defining values and listing the consequences and retaliation that may result from failure to adhere to the rules. It is our responsibility, in addition to defining the values on which we build our rules, to help to put them into practice.

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Questions and Activities

1. List the elements that you believe should be an integral part of any academic code of ethics, regardless of the type of institution of higher education.

2. To what extent should academic and non-academic staff in an institution of higher education be responsible for the reinforcement of the code of ethics?
3. How might social media platforms be involved in raising awareness of the code of ethics of an institution?
4. Should the design or content of a code of ethics be dependent on age, gender, field of study or any other variable(s)? Why? How? Why not? Justify your response.
5. Research the Hippocratic Oath then debate the current metaphorical relevance of the ethical guidelines of the Hippocratic Oath and the relevance and importance of the Hippocratic Oath to contemporary ethical and moral values.
6. Research and compare examples of codes of ethics, codes of conduct and honour codes. How are they similar and how are they different? What features and elements of a code of ethics make it efficient?
7. Draft a code of ethics for your micro-organisation (department, faculty, course, etc.). Discuss with your peers: (i) what to include in the document; and (ii) how to best familiarise the target audience with the document.

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Impact of the COVID-19 Pandemic on Tourism Businesses

by Roselyne Okech

Tourism Industry: Introduction

Although tourism is one of the world's major economic sectors, the COVID-19 pandemic had a catastrophic impact on destinations worldwide. In 2020, they welcomed one billion fewer international arrivals than in 2019. Due to the unprecedented fall in demand and widespread travel restrictions, global tourism suffered its worst year on record in 2020, with international arrivals dropping by 74% (UNWTO, 2021). The last decline was by 4%, recorded during the 2009 global economic crisis (Davitt, 2010). As a consequence of COVID-19, the UNWTO (2020, p.1) *'estimated a loss of US$910 billion to US$1.2 trillion in export revenues' from tourism. 'According to the latest UNWTO World Tourism Barometer, the collapse in international travel represents an estimated loss of USD 1.3 trillion in export revenues - more than 11 times the loss recorded during the 2009 global economic crisis … The crisis has put between 100 and 120 million direct tourism jobs at risk, many of them in small and medium-sized enterprises'.*

The Case of Canada

'In 2019, tourism activities accounted for about 2% of Canada's GDP and generated about 750,000 jobs' (Liu, 2020, p.1; Statistics Canada, 2020). As in most countries, the 2020 travel restrictions and limitations had a major impact on the tourism industry. From February to March 2020, the number of international arrivals fell by 54.2%, 'the largest single monthly drop since 1972' (Liu, 2020). Consequently, many tourism businesses had to lay off workers, or even to close temporarily or permanently, whilst those businesses that remained open operated with reduced hours so impacting their capacity negatively and, in turn, their performance (Liu, 2020).

Accommodation

Accommodation is one of the sectors that was hardest hit by the pandemic (cf. Krishnan, Mann, Seitzman & Wittkamp, 2020). Cancellations and low occupancy rates were evident across all types of accommodation, mainly due to the various restrictions imposed by national governments (OECD, 2020a). Consequently, some companies and independent businesses struggled to stay afloat whilst others were forced to close, or failed, due to the unprecedented historic drop in demand (cf. Borko, Geerts & Wang, 2020). In November 2020, according to the American Hotel and Lodging Association (AHLA) (2020), 71% of hotels would not survive another six months without Government Covid-19 relief. Most hotel businesses that survived had to adapt to changes that required the use of technical resources such as contactless technology, in addition to services and amenities that limited person-to-person contact, for example, in room food delivery, self-catering facilities, in room exercise equipment etc. with some reliance on robots (cf. Sayej, 2021).

Restaurants

Restaurants Canada released a survey detailing the number of jobs lost throughout Canada in direct relation to COVID-19. The survey revealed that approximately 800,000 jobs in the food service industry were lost in March 2020 (Restaurants Canada, 2020). The $93 billion foodservice industry represents 4% of the Canadian GDP and, at the beginning of April 2020, Restaurants Canada estimated that foodservice sales would be down by nearly $20 billion in the second quarter of 2020 (Restaurants Canada, 2020). In line with the accommodation sector, COVID-19 has had potentially long term effects on the future of restaurants. In consequence, the business model of the foodservice industry could change radically with the emergence of ghost kitchens (also referred to as dark, virtual or cloud kitchens), which may be set up within 'delivery only' restaurants (Deliverect, 2021). Some advantages of this model include: lower rental costs; reduced overheads; increased market; opportunities to experiment with new brands, menus and concepts; ease of targeting multiple segments; and the ability to serve multiple different demographics simultaneously (Deliverect, 2021). Furthermore, increasing numbers of potential restaurant guests are opting to dine off-site (cf. Fantozzi, 2021) by ordering on-line takeaways, deliveries or family recipe boxes with ingredients and instructions for home preparation (For example: https://www.blueapron.com/; https://noblehouseprepared.com/; https://shop.rickstein.com). It might be argued that the small family-owned restaurants do not have the resources or the capacity for such delivery options but, apparently, some determined and innovative owners have adapted by using local delivery services. Furthermore, this fundamental service change tends to be accompanied by a reduction in menu items as meals need to be easy to package, using a minimal selection of ingredients to minimise wastage (cf. Waller, 2020). When social distancing measures are in place, the requisite seating arrangements preclude communal tables and reduce the maximum number of seats and exterior (cf. Charnwood, 2021). Pendrill (n.d.) outlines one way in which contactless dining may be set up including, ordering and service and payment; wall boards or digital menus are preferable in line with contactless dining. In future, even more premises might introduce occupation, or booking, of tables for a limited time to increase the seating capacity (Pendrill, n.d.).

Air Travel

Another area that has been severely impacted globally by COVID-19 is air travel. According to the International Civil Aviation Organization (ICAO) (Hasegawa, Chen, & Duong, 2021), from January to December 2020, there was an overall seat reduction of 51% representing 2,891 million passengers which amounted to approximately USD$391 billion potential loss of gross passenger operating revenues. In consequence, there have been massive layoffs and flight cancellations which have had a catastrophic effect on smaller cities and islands that are dependent on flights not only for commercial purposes but for other goods and services (OECD, 2020a; OECD, 2021). With the ongoing uncertainty regarding the lifting of the restrictions, coupled with the demand for negative PCR test results and/or double vaccinations before landing in many countries, in addition to the variety of quarantine scenarios both home and abroad (Refer to https://www.who.int/news-room/news-updates), a slow recovery for air travel is anticipated and, in turn, for countries that are dependent on international tourist arrivals by air. On the positive side, it is noted that the crisis is an opportunity to rethink tourism for the future, with a stronger focus on domestic tourism (OECD, 2020a). *'The crisis is an opportunity to rethink tourism for the future. Tourism is at a crossroads and the measures put in place today will shape the tourism of tomorrow. Governments need to consider the longer-term implications of the crisis, while capitalising on digitalisation, supporting the low carbon transition, and promoting the structural transformation needed to build a stronger, more sustainable and resilient tourism economy'* (OECD, 2020a, p.1). Further, *'although significant, the reduction in emissions due to containment measures and the economic crisis is likely to be only temporary and will be inconsequential in slowing down climate change. While the grounding of a significant part of the global fleet could result in the retirement of the least efficient aircraft, the COVID-19 crisis could also reduce or postpone the necessary low carbon investment due to financial constraints and the recent drop in oil prices'* (Stacey, 2020, p.1).

Cruises

Until COVID-19 struck, cruises were the fastest growing sector in the travel industry. In 2019, the global cruise industry welcomed nearly 30 million passengers, creating jobs for 1.8 million people around the world and contributing over $154 billion to the global economy (CLIA, 2021). In 2020, Giese reported the global cruise market comprised over 50 cruise lines with more than

270 ships with about 75% of the market being controlled by Carnival Corporation, Royal Caribbean and Norwegian Cruise Lines. She continued: *'many countries across the globe closed their borders in response to COVID-19 … thousands of passengers were kept at sea, while vessels sought a port at which to dock'* (Giese, 2020, p.1). *'In mid-March, Canada banned all ships with more than 500 people from docking in their designated ports' while 'Australia, New Zealand and the United States of America banned the docking of all ships arriving from foreign ports and directed all foreign flagged ships to leave the country'. The resulting impact was that all of the 'passengers were quarantined on board for almost a month before being repatriated'* (Giese, 2020, p.1).

From an environmental perspective this lock down gave rise to a high degree of concern amongst the general public regarding the maintenance of health and safety onboard cruise ships (Giese, 2020). As a result, cruise ships 'now require robust screening and monitoring protocols, implementation of comprehensive sanitation practices with regular inspections, expanded on-board medical facilities and increased medical staff' (Giese, 2020, p.1); however, it may be that some cruise tourism companies could have difficulty attracting customers in future.

Guise (2020) wrote from a financial standpoint: The impact of COVID 19 for all cruise operators on their main revenue channels (ticket sales and other onboard expenses such as gambling, spa treatments, art auctions and shore excursions) has been extremely acute. In consequence, many small island destinations, such as Newfoundland which had an active cruise tourism base, have been impacted severely with a loss of revenue due to cancellations. Furthermore, the impact has been felt by the many food and beverage suppliers that are dependent on the cruise industry. To maintain liquidity cruise lines, in line with airlines, offered various forms of incentive and/or bonus credits, instead of cash refunds, as an option to passengers whose trips were cancelled due to the pandemic (Guise, 2020).

Conferences and Meetings

Clearly, conferences and meetings have been impacted by the COVID-19 pandemic. In the initial phase, most organisers were obliged to postpone, relocate or cancel face-to-face events due to travel and government health and safety restrictions. Such cancellations impacted not only speakers and delegates but also transport companies, venues, accommodation, local tour operators, car rental companies etc. (cf. Congrex team, 2020), however, following the initial phase, both organisers and delegates realised the economic value of virtual events in terms of cost and time, reducing the carbon footprint and improving diversity and equality; by using virtual platforms, the main objectives of the event might still be achieved (Layman, 2020; Price, 2020). Nevertheless, previous arguments against e-conferencing persisted such as technical and time zone challenges, limited or no networking opportunities; no opportunity for the hosts to promote local tourism; and loss of benefits to the local economy (Beyond Summits, 2016; Price, 2020). As governments relaxed their restrictions, hybrid events came to the fore but it is yet to be seen, what the future will hold for the MICE sector.

Conclusion

It is probable that the COVID-19 pandemic has changed travel and tourism forever and that 'business as usual' will not return even with the vaccine roll out. It is likely that those businesses that manage to survive will take several years to recover (OECD, 2020b). Undoubtedly, the recovery process will be slow but the tourism industry has a history of being resilient; plans for the future should 'support sustainable recovery, promote digital transition and move to a greener tourism system (OECD, 2020b). As there is a strong focus in 2021 on domestic tourism (OECD, 2020b), it is probable that some governments will need to re-design their tourism strategies to prevent overcrowding and to keep even more money in the local economy (cf. OECD, 2020a). Many health protocols could become permanent and aggressive marketing to encourage local businesses and customers to shop local might be the new norm (cf. OECD, 2020a). The wound that the pandemic has inflicted on the tourism industry is deep but, in time, this wound is sure to heal.

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Questions and Activities

1. Suggest ways in which destinations, particularly those which rely on international tourism, might address the challenges that could arise in future resulting from COVID-19.
2. Have you any original ideas for adapting businesses, or for promoting alternative forms of livelihood, for hospitality and tourism business managers or owners?
3. In groups, organise a one day virtual tourism conference and invite your classmates to attend.
4. Prepare an advertisement for small souvenir shops encouraging people to shop locally.

Part 3

Points for Discussion

Part 1 Non-revealed Case Studies

Caught in the Act: "Position 69"
by Mitja Petelin

Points for Discussion

- What personality traits do you consider to be important for a guest relations manager?
- Reflect on the hotel manager's perspective.
- Reflect on the guests' perspectives.
- Similar situations with which you are familiar

Dilemma at a Summer School or When a Stranger Asks You for a Favour
by Greta Traigienė and Lina Žirnelė

Points for Discussion

- The moral dilemma faced by the girls
- Problems that might arise if they agreed to take the parcels

Integrating Data Analytics in Hospitality Management
by Detlev Remy and Janet Tan

Points for Discussion

- Application of data analytics in the hospitality sector
- Application of strict requirements for data analytics, from data collection and cleansing to visualisation including responsibilities and in-house acceptance issues.
- Impact of leadership style in the stages of data analytics

Part 2 Revealed Case Studies

Culinary Tourism in Slovakia – What does the Future Hold?
by Anna Šenková and Daniela Matušíková

Points for Discussion

- The relationship between food and tourism
- The role of culinary tourism in regional development (positive and negative impacts)
- Impact of COVID-19 on hospitality and tourism businesses. Tourism support schemes in different countries

- The role of Governments in culinary tourism development support in the post-COVID-19 pandemic period
- Heritage cuisine, regional identity and sustainable tourism development

Towards Implementation of the Circular Economy in Hotels
by Klára Karakasné Morvay

Points for Discussion

- Ways in which services can be circular
- Compare and contrast the sharing economy and the circular economy

Hotel SMART: Solution for Sustainable Development
by Blanka Bejdáková

Points for Discussion:

- Meaning of tourism sustainability
- Sustainable tourism as a solution to overtourism
- Components of sustainable tourism and their relative importance
- Possibilities and limitations of using new technologies in hotels
- Importance of human factors in SMARTsolutions

Geopark Barrandien – Interpretation of Nature Values
by Liběna Jarolímková

Points for Discussion

- Your personal perspective on geological attractions. Do you find them appealing? Why? Why not?
- Which of the offered programmes attracts you most? Why?
- Locate any sites in your country that are geologically interesting and significant. Are these sites declared as geoparks? Are there programmes in place that enable interpretation and appreciation of the geological richness of the sites?

Walking Trail around the Lužnice River - an Example of Sustainable Rural Tourism
by Jiří Vaníček

Points for Discussion

- In your opinion, which five factors make the most important contribution to: (i) sustainable, and (ii) unsustainable, rural tourism. Why?
- What is your viewpoints on the six themes of developing sustainable rural tourism?

A New Opportunity for Sustainability in the Tourism Sector after COVID-19
by Yaiza López-Sánchez and Juan Ignacio Pulido-Fernández

Points for Discussion

- Pandemics, tourism, sustainability and global change.
- Challenges to sustainable tourism after COVID-19.
- Rethinking sustainable tourism in crisis time.

Corporate Social Responsibility in Tourism: The Concept; Barriers; Motivations; and Implications for Subsectors
by Isabel Carrillo-Hidalgo and Juan Ignacio Pulido-Fernández

Points for Discussion

- Importance of stakeholders in CSR strategies.
- Importance of CSR in hotels.
- Importance of CSR in tour operators and travel agencies.
- Importance of CSR in passenger transport.

From a Post-Fordist to a Post-pandemic Model of Tourism
by José Luis Durán-Román and Juan Ignacio Pulido-Fernández

Points for Discussion

- Evolution of, or gaps in, the transition between models.
- New tourist motivations as a tool for social repositioning.
- Flexibility, as a key element of the post-pandemic tourism supply.
- Public-private partnerships as a reconfiguring element of post-pandemic tourism activity.
- New technologies as a generator of secure, contact-free solutions.

Understanding the Environment of a Tourism Destination: The Application of Network-based Methods
by Jairo Casado-Montilla and Juan Ignacio Pulido-Fernández

Points for Discussion

- Locating the stakeholders who are best informed about the destination and benefitting from their knowledge and expertise
- How stakeholder collaboration might be hampered by the competition factor and ways of resolving this issue
- The extent to which tourism destination research relies on human input

The Phenomenon of Medical Tourism
by Markéta Kalábová and Monika Hilšerová

Points for Discussion

- According to Adams et al. (2015) medical tourism deepens global inequalities in access to health care. Discuss.
- Medical tourism may initiate the emergence of black markets with human organs. Discuss.
- Economic impacts of medical tourism
- If you had to undergo a medical procedure, would you choose to undergo a procedure abroad? On what criteria would you make your decision? Which countries would you choose/not choose? Why?

Medical Spas and Wellness: The Case of Slovakia
by Anna Šenková

Points for Discussion

- The relationships amongst health, medical spa and wellness tourism
- Future challenges, opportunities or development options for your (or another chosen) country´s medical spas and wellness services
- Impacts of COVID-19 on spa tourism and wellness
- The role of Governments in spa tourism development and support in the post-COVID-19 pandemic period

Towards a Climate of Ethical Behaviour: Codes of Ethics and Business Students' Concepts of Academic Integrity
by Eszter Benke and Andrea Szőke

Points for Discussion

- How have codes of ethics changed over time? What new aspects of ethical conduct have appeared recently as new elements in codes of ethics?
- 'Anything outside the scope of the code of ethics is ethical.' Do you agree? Why? Why not?
- Benefits and drawbacks of compulsory formal training in ethics in higher education.
- How might drafting a code of ethics serve as a team-building activity in an organisation?

Impact of the COVID-19 Pandemic on Tourism Businesses
by Roselyne Okech

Points for Discussion

- Survival of the accommodation and restaurant sectors during and post COVID-19
- The future of conference and meetings post COVID-19
- Changes that the airline and cruise ship industry might adopt to survive the pandemic

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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.

These case studies have a truly international focus and embrace a full range of scenarios. What I particularly like about the series is that there are short case studies as well as longer ones that will be suitable for the attention spans of different students. As academics we may want something that will fit into a short time slot just to add variety to our sessions and you will find it here. In these 'online times' why not try cross country participation with students tackling the same case study from different institutions and countries. I would highly recommend this new addition to the series 'International Case Studies for Hospitality, Tourism and Event Management Students and Trainees'.

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