



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

**Edited by:  
Elizabeth Ineson  
Melanie Smith  
Valentin Niță**

 **editura  
Tehnopress**



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

**Volume 5  
2014**

edited by

**Elizabeth Ineson, Melanie Smith and Valentin Niță**

 editura  
**Tehnopress**  
IAȘI – 2014

©Daniela-Tatiana Agheorghiesei (Corodeanu); Eszter Benke; Ivana Božinović; Iwona Burian; Pablo Juan Cárdenas-García; Crispin Dale; Michael Evans; Sonia Ferrari; Elizabeth Ineson; Liběna Jarolímková; Alina Katunian; Marija Knežević; Jure Kristan; Miha Lesjak; Mac McCarthy; Christopher Mitchell; Valentin Niță; Roselyne N. Okech; Mitja Petelin; Gabriela Potoczek-Kantor; Juan Ignacio Pulido Fernández; Neil Robinson; Melanie Smith; Graham Stone; Andrea Szóke; Matthew Yap; Petra Zierer.

Published in Romania by

Editura TEHNOPRESS  
Str. Pinului nr. 1A  
700109 Iași  
Tel./fax: 0232 260092  
E-mail: [tehnopress@yahoo.com](mailto:tehnopress@yahoo.com)  
<http://www.tehnopress.ro>  
Editură acreditată CNCSIS

ISBN 978-606-687-107-5

First published 2014

Cover from an original painting of Loch Glascarnoch, Wester Ross, Scotland by John Ineson

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior permission of the publisher.

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

**Dedication**

to

**Boyan Manev**

*Co-founder and Director of Sunshine Tours, Bulgaria  
and Visiting Professor, Sofia University*

'he put the *sunshine* into Sunshine Tours'

## **Disclaimer**

The editors and the contributors disclaim any and all liability to any third-party anywhere in the world for any injury, damage or direct or indirect loss resulting from reliance on information compiled, or recommendations made, in this text.

## Preface

Volume 5 comprises a further series of international case studies, focusing on problems and key issues related to hospitality, tourism and event management, set not only in Central and Eastern Europe, including the Czech Republic, Hungary, Lithuania, Poland, Serbia, Slovenia and Romania, but also in Africa, Belgium, Cambodia, Cyprus, France, India, Italy and the United Kingdom. The contributors, who represent 11 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 complexity.

The introduction provides a brief overview of the case study and its possible role in teaching, and training, particularly in cross-disciplinary fields. In order to provide a suitable format, the cases have been divided into two sections: Part 1, non-revealed and Part 2, revealed. The main topics covered are: conservation; corporate social responsibility; cultural tourism; dark tourism; guest satisfaction; destination marketing; economic development; environmental concerns; event management; intercultural issues; regulations and legal issues; MICE, safety and security; sustainability; and tourist taxation.

The non-revealed case studies may be distributed as part of a teaching or training session, and responses may be prepared by the individuals, debated by groups of students, trainees or managers, or enacted using role play, to develop a joint solution; the cases focus on at least one curriculum area or department, for example: food and beverage; human resources; customer satisfaction; etc. Each non-revealed case poses at least one question for consideration by students, trainees or managers, and there are also a few activities and some recommended preparatory or follow-up reading where appropriate, as determined by the facilitator. Furthermore, the cases may require some recommended reading which is considered advantageous in preparation for 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 included debate; secondary

information collection and provision; online searching, production of documents and guidelines; projects; management and policy decision-making, and strategic planning. The case questions and activities are designed to encourage and promote experiential learning, embracing a practical problem-solving approach to the achievement of learning outcomes. They are of variable levels of difficulty from very simple to extremely complex, posing different types of questions and activities such as practical, theoretical, problem-solving and brain-storming. Part 3 includes a series of points to promote discussions or further considerations of the issues pertaining to each case.



## Contributors

**Daniela-Tatiana Agheorghiesei (Corodeanu) PhD**, Associate Professor, Faculty of Economics and Business Administration, Alexandru Ioan Cuza University of Iasi, Romania.

**Eszter Benke PhD**, College Professor, Budapest, Business School, College of Commerce, Catering and Tourism, Budapest, Hungary.

**Ivana Božinović Master of Tourism**, Teaching assistant, Faculty of Tourism and Hotel Management, University of Montenegro Kotor, Montenegro.

**Iwona Burian MA**, English Language Teacher, Secondary School of Catering and Hotel Industry, Wisła, Poland.

**Pablo Juan Cárdenas-García PhD**, Associate Professor, Department of Economics, University of Jaén, Spain.

**Crispin Dale BA (Hons) MA PGCE PhD FHEA**, Principal Lecturer, Faculty of Arts, University of Wolverhampton, United Kingdom.

**Michael Evans BA (Hons) MSc PGCE FHEA Dip. FSM**, Lecturer, Salford Business School, Salford University, United Kingdom.

**Sonia Ferrari**, Associate Professor of Tourism Marketing and Place Marketing, University of Calabria, Rende (CS), Italy.

**Elizabeth Ineson PhD FIH FInstTT**, Visiting Research Fellow, Department of Food and Tourism, Hollings Faculty, Manchester Metropolitan University, United Kingdom.

**Liběna Jarolímková PhD**, Assistant Professor, The University of Economics (VSE), Prague, Czech Republic.

**Alina Katunian Master in International Tourism Management**, Head of the Tourism Department at Vilniaus Kolegija / University of Applied Sciences, Vilnius, Lithuania.

**Marija Knežević PhD**, Dean of the Faculty of Tourism and Hotel Management, University of Business Studies, Banja Luka, Republika Srpska, Bosnia and Herzegovina.

**Jure Kristan** BA student, University of Primorska, Faculty of Tourism Studies – TURISTICA, Portoroz, Slovenia.

**Miha Lesjak MA**, Lecturer, University of Primorska, Faculty of Tourism Studies – TURISTICA, Portoroz, Slovenia.

**Mac McCarthy BA (Hons) MA PGCE PGCRSS FHEA**, Senior Lecturer, University of Central Lancashire, Preston, United Kingdom.

**Christopher Mitchell BSc MSc PGCE SFHEA ACIEH MIH**, Senior Learning & Teaching Fellow, Manchester Metropolitan University, Manchester, United Kingdom.

## Contributors cont.

**Valentin Niță PhD**, Professor, Alexandru Ioan Cuza University Iași, Romania.

**Roselyne N. Okech PhD**, Associate Professor of Tourism Studies, Memorial University of Newfoundland, Corner Brook, Canada.

**Mitja Petelin**, Project assistant, University of Primorska, Faculty of Tourism Studies – TURISTICA, Portoroz, Slovenia.

**Gabriela Potoczek-Kantor MA**, English Language Teacher, Secondary School of Catering and Hotel Industry, Wisła, Poland.

**Prof. Dr. Juan Ignacio Pulido Fernández**, Professor of Tourism Economics and Director of the Laboratory of Analysis and Innovation in Tourism (LAIInnTUR), University of Jaén, Spain.

**Neil Robinson BA (Hons), MA, PGCE, FHEA**, Lecturer, Salford Business School, Salford University, United Kingdom.

**Melanie Smith PhD**, Associate Professor and Researcher, School of Tourism, Leisure and Hospitality, BKF University of Applied Sciences, Budapest, Hungary.

**Graham Stone BA Econ. MSc**, Formerly Principal Lecturer, Manchester Metropolitan University, Manchester, United Kingdom.

**Andrea Szőke PhD**, College Associate Professor, Budapest Business School, Budapest, Hungary.

**Matthew Yap BA MSc PhD**, Assistant Professor of Hospitality and Gaming Management University of Macau, Faculty of Business Administration, Macau, SAR China.

**Petra Zierer**, BS student, University of Primorska, Faculty of Tourism Studies – TURISTICA, Portoroz, Slovenia.

# Contents

	Page
<b>Introduction</b> by Graham Stone and Elizabeth M. Ineson .....	xiii
<b>Part 1 Non-revealed Case Studies</b> .....	1
<b>A Precious Loss</b> .....	3
by Gabriela Potoczek-Kantor	
<b>The DND Sign</b> .....	5
by Iwona Burian	
<b>Are you Remembered for the Rules you Break?</b> .....	8
by Mitja Petelin and Jure Kristan	
<b>A Natural Fruit Juice Box and a Broken Glass. Who should Pay?</b> .....	10
by Daniela-Tatiana Agheorghiesei (Corodeanu)	
<b>Flying Chairs: Cold Stew is Bad; Is Hot Stew Worse?</b> .....	12
by Mitja Petelin and Miha Lesjak	
<b>Running the Family Motel</b> .....	16
by Ivana Božinović	
<b>Business Transfer from First to Second Generation</b> .....	18
by Marija Knežević	
<b>The 500 Euro Banknote</b> .....	22
by Daniela-Tatiana Agheorghiesei (Corodeanu)	
<b>A Symbol of Love or an Act of Vandalism?</b> .....	24
by Liběna Jarolímková	
<b>Dark Tourism in Europe; Dark Conflict Sites: Visitor Motivations in Nicosia, Cyprus</b> .....	27
by Neil Robinson, Crispin Dale and Mike Evans	
<b>Dark Tourism in Europe; Dark Camps of Genocide: Visitor Motivations at Auschwitz, Poland</b> .....	30
by Neil Robinson, Crispin Dale and Mike Evans	
<b>Dark Tourism in Europe; Dark Resting Places: Visitor Motivations at Dunkirk Cemetery, France</b> .....	33
by Neil Robinson, Crispin Dale and Mike Evans	
<b>Two Tourists, Two Taxis and an Airport Showdown</b> .....	36
by Christopher Mitchell	

## Contents cont.

	<b>Page</b>
<b>Quality at the Chelsea Club Resort</b> .....	40
by Mac McCarthy	
<b>Is Two better than One?</b> .....	43
by Petra Zierer and Mitja Petelin	
<b>Managing Tourist Information: Convention Bureau</b> .....	46
by Alina Katunian	
<b>Challenges of a Conference in Asia</b> .....	47
by Matthew H. T. Yap	
<b>Part 2      Revealed Case Studies</b> .....	53
<b>Turkish Fast Food Outlets – (How) can they be Different?</b> .....	55
by Andrea Szőke	
<b>The Right Product to the Right Customer at the Right Time for the Right Price.’ But who is the Right Customer?</b> .....	58
by Eszter Benke	
<b>Tourism and Economic Development</b> .....	66
by Pablo Juan Cárdenas-García and Juan Ignacio Pulido-Fernández	
<b>Indigenous Cultural Tourism: Case Study of Himba Community</b> .....	70
by Roselyne N. Okech	
<b>Tourist Marketing Policies for Protected Natural Areas: The Case of Sila National Park</b> .....	76
by Sonia Ferrari	
<b>Tourism Taxation as a Tool for Tourism Destination Competitiveness</b> .....	82
by Juan Ignacio Pulido-Fernández and Pablo Juan Cárdenas-García	
<b>Wings of Heaven</b> .....	87
by Mac MacCarthy	
<b>Part 3      Points for Discussion</b> .....	97

## Acknowledgements

The editors would like to take this opportunity to thank:

- **La fondation pour la formation hôtelière**, in particular **Michel Rey, Jenifer Emery, Victor Emery, John Thurso, Jurg Konzett** and **Alistair Emery**, for their continued generous support for, and interest in, Central and Eastern European projects;
- **Margaret Georgiou**, Executive Administrator to the Board, for her dedicated, extremely competent and very professional assistance;
- **Allison Cridland** for proof reading the text, and
- **the contributors** for providing yet another series of cases that presents a variety of interesting international issues for consideration and debate.



# Introduction

by **Graham Stone and Elizabeth 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 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 a learning and/or training environment where the importance of problem identification and problem solving skills is emphasised. In turn, a variety of 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 data and/or 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 real departmental, inter-departmental and unit/Company problems and situations that may be encountered by operatives, supervisors, managers and/or senior managers in hospitality and tourism. There are also 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. The cases selected for study at any point in the academic course or training programme should follow these principles and should be appropriate to the abilities and experience of the students and/or trainees.

From an academic perspective, case study research is more comprehensive than conducting research on one specific topic. In addressing the more advanced cases, students are encouraged

to collect relevant and appropriate data from a variety of sources and then not only consider this information but also employ divergent thinking to brainstorm the case, followed by convergent decision making in order to devise and justify the solution(s). Questions such as: ‘How?’ and ‘Why?’ need to be addressed in the context of the scenario, paying particular attention to the human element in terms of customer care and the fair and correct treatment of employees and peers. Such studies allow students to gain valuable work related, problem-solving and planning, managerial experience without losing money, upsetting customers and staff, or putting themselves into positions that might evoke embarrassment, pressure 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; they may involve contribution to debates, written responses in the form of answers to questions, reports, the development of strategic plans, training manuals et al. 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

### **Further Reading**

CAUTHE (2012). *The new golden age of tourism and hospitality*; Book 1; Proceedings of the 22nd Annual Conference, La Trobe University, Melbourne.

Ellet, W. (2007). *Case Study Handbook: How to Read, Discuss, and Write Persuasively About Cases*, Harvard Business Press, Boston.

Gillham, B. (2000). *Case study research methods* Continuum, London.

Hartley, J. (2004). Case Study Research. In C. Cassell and G. Symon (eds.), *Essential Guide to Qualitative Methods in Organizational Research*, Sage, London, pp. 323-333.

Hyde, K.F., Ryan, C. and Woodside, A. (eds.) (2012). *Field Guide to Case Study Research in Tourism, Hospitality and Leisure*, Emerald, Bingley, UK.

Saunders, P. (1997). Experiential learning, cases and simulations in business communication. *Business Communication Quarterly*, Vol. 60, No.1, pp. 97-114.



**Further Reading cont.**

Stake, R.E. (1995). *The art of case study research*. Sage, Thousand Oaks, CA.

Thomas, G. (2011). *How to do your Case Study*, Sage, London.

Woodside, A. (2001). *Case Study Research: Theory, Methods and Practice*, Emerald, Bingley, UK.

Yin, R.K. (2008). *Case study research: design and methods*, (3<sup>rd</sup> edn.), Sage, London.

Yin, R.K. (2011). *Applications of Case Study Research*, Sage, Thousand Oaks.



# Part 1

## Non-revealed Case Studies



## **A Precious Loss**

**by Gabriela Potoczek-Kantor**

An external company hired a venue for a business banquet in a three star hotel in the south of Poland. The management of the company chose this particular hotel in which to hold the party as the hotel is famous for drawing great attention to detail, its excellent service, high quality and attractive location. What is more, the two enterprises had been co-operating for years. A day after the successful banquet, one of the participants, Mrs Nowak, notified the front desk that she had lost a gold ring at the party on the previous day. She filled in an official form, left her details, asked the staff to contact her in case somebody found the ring; she then left the hotel. As she was leaving she met her neighbour, Kevin, who worked in the hotel as a waiter. She also told him all about the unfortunate event. He promised to do his best in order to find the ring.

As soon as the duty manager was informed about the loss, he organised a staff meeting and acquainted all employees who were at work that day with the adverse situation. At the end of the day Kevin, the waiter, found the ring which was deformed and lacked one of the three stones. Although Kevin had participated in the staff meeting and had been informed about the whole situation, exhilarated that he had found the ring he personally called Mrs Nowak from his private mobile phone and told her the good news.

To make matters worse, he did not take the ring to the reception but left it in the hotel restaurant, on the counter. In the meantime, Kevin was assigned to set the tables in the second restaurant and left the ring unattended. When he remembered the ring, it turned out it was gone. Since the restaurant was closed to the hotel guests at that time, the ring was probably thrown away by accident with other napkins which were on the counter. Laundry and rubbish bags were carefully searched but nothing was found.

Meanwhile, Mrs Nowak appeared at the reception desk to claim the ring; however, the receptionist did not know the ring had been found. When she called Kevin, he explained what had happened. The outraged Mrs Nowak made a formal complaint and insisted on receiving a financial compensation. She claimed the ring was of sentimental value to her and she valued it at €200. The hotel manager refused to pay and obliged Kevin to reimburse Mrs Nowak.

**Questions**

1. Was the hotel manager right not to take any responsibility for his employee?
2. What else could have been done to solve the problem?
3. Was the customer's formal complaint justified?
4. Do you think this situation would influence future co-operation between the hotel and the external company?

# The DND Sign

by Iwona Burian

Guests' privacy and comfort in a hotel room are sacred. After a tiring journey, exhausting business meetings, or a hectic day guests want to unwind and sleep soundly in a big and comfortable bed. The last thing they need is to be disturbed by a conscientious room attendant whose main objective is to service the room at all costs.

As the message indicates, guests should not be disturbed when a "DO NOT DISTURB" (DND) sign is activated; however, it has been known for guests to complain about the fact that housekeeping staff have entered their room, regardless of the DND sign. Some guests state that they prefer to have peace and quiet instead of clean towels, replaced toiletries and a full minibar in their room.

Mark, whose story differs from the above-mentioned hotel situations, was a company worker who stayed for a couple of days in a four star hotel of European standard. He placed the DND sign on his door. Housekeeping staff knocked on the door a few times throughout the day to inform Mark about the need to service his room. However, as there was no answer from the room, they decided to respect the guest's right to privacy, and therefore the intended service was skipped on that day.

On the following day, Mark was supposed to attend a business meeting, but surprisingly he did not show up. It was quite strange, as he had always been dedicated to his work. He could have at least informed them that he would not be there. Colleagues from work called his mobile phone a few times but, unfortunately, he did not answer the calls. Eventually, being more and more concerned about him, they called the hotel to check if he was still there.

To make sure Mark was still inside the room and everything was alright, hotel staff members decided to enter his room, ignoring the sign. In this instance, a room inspection was necessary despite the fact that some guests leave the sign up on purpose and others go out of the room and forget to take it off. To make matters worse, such guests may often complain afterwards about the fact that their room had not been serviced while they were out. Unfortunately, this situation was different and very unfortunate. Mark was found dead, lying on the bed. The

hotel staff members were very shocked and upset. Mark's sudden and unexpected death was caused by a heart attack.

### **Reference**

Żegleń Z. (2006). *Utrzymanie czystości i porządku w zakładzie hotelarskim 341[04].Z3.02*, Instytut Technologii Eksploatacji – Państwowy Instytut Badawczy, [on-line] available from: [http://zsz2.hostpark.pl/materialy/th/technik.hotelarstwa\\_341\[04\]\\_z3.02\\_u.pdf](http://zsz2.hostpark.pl/materialy/th/technik.hotelarstwa_341[04]_z3.02_u.pdf) [accessed 24 May 2014] – translation from Polish.

### **Questions:**

1. Should the DND sign always be respected by hotel staff members to make guests feel welcome at a hotel?
2. Should housekeeping staff be allowed to knock on the door despite the DND sign?
3. What actions should be taken if there is no answer from a guest's room despite knocking on the door?
4. In what circumstances should staff members be allowed to ignore the DND sign and enter the room?
5. Was the above unfortunate accident a consequence of the negligence or an act showing respect for guest's rights and wishes?
6. For how long should a guest's room be out of service if the DND sign is apparent?

### **DO NOT DISTURB:**

*It is very important to respect guests' privacy and their time for rest. A lot of our guests will need peace and quiet after a long journey and hectic work days.*

1. *Never try to open the room with the DND sign hung on the handle.*
2. *If the sign is still on the door, when all the rooms are serviced or it is after check-out time, inform your supervisor about it.*
3. *Front office staff can check if guest has already checked out of the room or wishes to prolong his/ her stay. A guest leaving the room might have forgotten to take the DND sign off or might still be inside the room (for example the guest might need medical attention).*
4. *If the hotel expects a guest to check-out on a particular day, the reception manager should call the guest's*



*room and confirm the check-out. If the guest does not answer the call, the reception manager should check thoroughly all of the data concerning the guest's stay.*

*5. If guest's room is occupied, a letter should be slid under the door to find out if the guest wishes to have room service. The guest is also asked to contact reception before 3pm.*

### **Recommended Reading**

<http://www.setupmyhotel.com/> [accessed 24 May 2014].

## **Are you Remembered for the Rules you Break?**

**by Mitja Petelin and Jure Kristan**

Restaurant X is a pizzeria located in the coastal Mediterranean town of Piran, Slovenia. The municipality of Piran generates the most overnight stays in Slovenia (SPIRIT, 2013) but it is a seasonal destination and most of the revenue is made during the summer season. Restaurant X has a good reputation and is located in the old town centre. Their prices are higher than other pizzerias in the town but they are renowned for great service and food. They offer different sizes of pizza (small, medium and family). The family sized pizza is cheaper than four medium sized pizzas although it is similar in quantity. Guests would sometimes rather order a family sized pizza in order to save money but family sized pizzas need more time to prepare so they are available as a “take away” option only, as written on the menu. Guests usually have no problems understanding the rule as it applies to everyone.

One day there were four guests who wanted to order a family size pizza to be served at Table A in the restaurant. The waiter explained that, as written on the menu, this option was not available during the summer season. The manager (owner of the pizzeria) overheard the discussion and gave instructions to the waiter to make an exception, as the guests were his friends. The waiter took an order and continued to the adjacent Table B; they requested an identical order but, on this occasion, the rule applied and there was no intervention by the manager as they were not his friends. The guests at Table B understood the rule and ordered four medium sized pizzas; they had not overheard the order from Table A). The waiter delivered the orders in the kitchen. Meanwhile the pizzeria was getting packed with new guests, as it was dinnertime. The kitchen rung the bell as the family pizza for Table A was ready to serve. The waiter served the family pizza to Table A and noted the puzzled facial expressions of the guests at Table B.

One of the guests from Table B stood up and asked loudly why their table was not able to order a family size pizza? The manager stepped in and tried to calm the guests at Table B, but that only added fuel to the fire. Meanwhile the medium sized pizzas were prepared and the waiter started to serve Table B with their order. At this point one guest on Table B was not able to accept the fact that they were not treated in the same way as Table A and started to shout and curse. This notably upset all the guests in the pizzeria. During the heated discussion

with the manager one of the guests (from Table B) tipped the table and one of the four medium sized pizzas fell on the floor. All the guests, at this point, were well aware of the conflict and were observing the act. There was no other sound in the pizzeria than harsh words and heated debates emanating from Table B. At one point, all the guests on Table B started to grab their things and wanted to leave the pizzeria. The manager threatened to call the police, as they were unwilling to pay their bill. The guests left without paying and the manager realised there was no point in calling the police. The theatrical display made the guests at Table A feel uncomfortable and guilty for the outcome of their ordering a family sized pizza, other guests were shocked by the performance and the bill remained unpaid.

### **Reference**

SPIRIT Slovenia, Slovenian Tourism Board (2013). *Slovenian Tourism in Numbers*, SPIRIT Slovenia, Slovenian Tourism Board, Ljubljana.

### ***Questions and Activities***

1. Identify the problems and the causes of these events.
2. If you were the waiter, how would you have dealt with this scenario?
3. How would you prevent such an incident from recurring?

## **A Natural Fruit Juice Box and a Broken Glass. Who should Pay?**

**by Daniela-Tatiana Agheorghiesei (Corodeanu)**

Hotel Maris is located in one of the major towns, a well-known port on the Danube, in Romania. Many persons come to this city for business tourism. The hotel is located downtown, only five minutes' walk from the seafront, and adjacent to the main shopping centre of the city. It is one of the old traditional hotels, recently renovated in a modern style. Although it is rated at three stars, the hotel offers four-star comfort. The hotel staff are young, very communicative and professional. The upper floor rooms offer a very attractive view of the city centre or the seafront. The terrace, in rustic style, is surrounded by greenery and is a place where guests and locals can enjoy dinner in the beautiful summer evenings. The hotel is surrounded by a garden with secular trees. During the summer, the smell of linden blossoms creates a very pleasant environment for tourists. In comparison with competing hotels in the vicinity that offer similar facilities, the rack rates in the Maris hotel are 20-30 per cent higher.

Elena is professor of tourism management at a large Romanian university. She went to the port to conduct an academic project and was advised by her colleagues to stay in the Hotel Maris. Once she had checked in, Elena found that for the price she had paid for accommodation, she would receive a free dinner with a free menu choice, but that drinks were not included. Elena noticed that the menus were delicious but any beverages consumed (including mineral water) had to be purchased from the very highly priced hotel bar.

Elena returned several times to the Maris hotel. On her third visit, Elena realised that the International Cycling Tour participants were hosted at the same hotel. On this occasion she heard the waiters speaking English fluently. She was extremely delighted and recommended this hotel to other colleagues. Moreover, during her last visit, Elena had been pleasantly surprised; she received a free bottle of natural fruit juice because she was deemed to be a loyal customer. However, on that particular occasion, she did have an experience that she deemed to be extremely badly handled.

Immediately after breakfast, at 8 o'clock in the morning, Elena went to the reception to pay because she had to return home. The receptionist told her that she had to pay for an extra

Coke which had been taken from the mini-bar in her hotel room. She said that the housekeeper had claimed that the product was missing. Elena was extremely surprised and irritated. She knew that she had not drunk that Coke. However, because she did not like such situations, which seemed so humiliating, Elena was willing to pay for that product even although she had not consumed it.

Seeing the reaction of Elena, the receptionist had apologised. She told Elena that, most likely, the housekeeper was wrong, so there was no need to pay for the product. Elena returned to her room to pick up the baggage for leaving the hotel.

She was feeling even more outraged by this incident because she had not yet checked out and therefore she did not understand how the housekeeping staff could argue that product was missing. Just prior to her departure, Elena accidentally broke one of the glasses which were on a table in her room. When she checked out, she owned up to the breakage and the receptionist informed Elena that she must pay for the broken glass which cost €3. Without saying a word, Elena paid for the broken glass, but with a feeling that this was not the way to treat a hotel guest. She recounted these incidents to her colleagues and asked for their opinion. She says she will not return ever to this hotel.

### ***Questions and Activities***

1. Imagine that you are a customer at the Maris Hotel. Analyse the situation presented in the case study. What are the strengths of the hotel? What are its weaknesses? Who is right in the case above? What strategies would you suggest for service improvement?
2. Imagine that you are a manager at the Maris Hotel. You find out about the incidents faced by Elena. How would you address these issues? What recommendations would you make to your staff and for future business?
3. Formulate a written policy to inform customers of their responsibilities in the case of loss or damage to the hotel's property.

## **Flying Chairs: Cold Stew is Bad; Is Hot Stew Worse?**

**by Mitja Petelin and Miha Lesjak**

Hotel Xtra is located in a small industrial town in the north of Slovenia. It is a small hotel with fewer than 70 rooms, a large dining room and a cafeteria. The hotel is one of the oldest in town and it was built and owned by the largest Travel Agency of former Yugoslavia. In the market driven economy, the hotel struggled to survive after the dissolution of Yugoslavia and it was abandoned in the early 1990s for a couple of years, then it was leased to the private sector. The town is renowned for its cultural heritage, having the largest museum and art gallery in the region. The tourism is seasonal as it based upon a smaller ski resort, approximately 20 km from the Xtra Hotel, which had its peak under the Yugoslav collective leisure (Tomlinson and Torer, 1990). The small ski resort attracted predominantly young families, due to its relatively low price (the so-called BOOM packages (Butcher, 2003), who have the option to be accommodated in the ski resort or in the town in Hotel Xtra. Most of the young families prefer to stay at the ski resort so eliminating the need for local transfers. Therefore the Hotel Xtra, with the biggest conference and dining rooms in town, was offered mostly to big companies who are organising end-of-year banquets for their employees.

Most of the companies in the town were manufacturers and the majority of their employees had a relatively low level of education so the banquets were used as treats at the end of the calendar year -the remnants of Yugoslav socialism. Such banquets always offered a three course table d'hôte menu in the evening, with large portions and unlimited alcoholic and non-alcoholic drinks. The banquets usually started at 19:00-20:00 hours and ended around 05:00-06:00 hours on the following day, with a common Slovenian hot dish, sour stew ("Kisla juha", which is a meat and vegetable stew with vinegar being added prior to service) being served most commonly between 1:00-3:00 hours. The Xtra Hotel has always been happy to accept bookings for large banquets and was able to provide reasonable prices, which attracted the majority of the town's companies. Therefore, in October, November and December the hotel was always fully booked for banqueting from Monday to Sunday. Large amounts of alcohol, in combination with the demographics of the target group, always provided some challenging situations.

One cold November day the hotel hosted one of the local companies with 300 guest employees. They ordered a three-course meal, live music, games and a sour stew, of course. There were enough staff to deliver this request, that is, four chefs in the kitchen and five service providers. It was late November and the staff were already showing signs of exhaustion because of the continuous 14-18 hour shifts. The guests started to arrive at 19.00 hours as planned and had their aperitifs before dinner, which was served at 21.00 hours. Everything went as planned. The guests were served, the band contributed to the atmosphere and people were drinking heavily. At these banquets most of Hotel Xtra's revenue came from the consumption of beverages. The company decided to serve the sour stew at 01:00 hours. The waiters served the dish and the chefs cleaned the kitchen and left their positions together with three of the service providers in order to rest before the next day's banquet. The band finished at around 02:30 hours. There were a few groups of guests, who continued to socialise, remaining at that point.

After 03:00 hours, about 30 guests were still in the hotel and the two service providers were making preparations for the next day, occasionally checking on the guests. One service provider, Marko, was cleaning the bar on the other side of the hotel whilst the second (Petr) was polishing cutlery in the back office, which was connected to the kitchen behind. Petr was approached by one group of guests, who were company Board members. They demanded quite aggressively that their table was served with another portion of sour stew immediately; it was now around 04:00 hours. This request was not within the agreed menu and the chefs had already gone home. Petr was in an awkward position, as he knew that if he explained politely and professionally that it was not possible to provide the food because it was not been part of the agreement, and the chefs had left, the hotel may lose the business of this big company next year.

Petr went into the kitchen to find what was left of the sour stew so that he could heat it up. He served hot sour stew to the table where the four company Board members were sitting as ordered. After that, he went outside to have a smoke as the guests had no additional request and everything was prepared for the next day. Meanwhile Marko returned from the bar to the back office as he was finished with the cleaning and preparations for the next day as well. A couple of minutes after he had entered the back office, another table of guests requested the sour stew too. Marko was forced to respond as one guest had noticed that the first table had been served with the stew.

Marko was very tired after a 16 hour shift and he was just waiting for the guests to leave in order to be able to rest in preparation for the next day. However, he had no other choice than to go in the kitchen and find the sour stew. He was not familiar with the inventory of the kitchen so he spent considerable time trying to find the stew. When he finally located the stew and the serving dishes he somehow forgot to heat it up, so he served it cold. The guests did not complain. Marko went back to the office to re-checking if everything was prepared for the next day. After five minutes, Petr returned and assisted with the re-checking, as there was nothing else to do. Through the glass office window, he observed a wooden chair flying across the dining room. It landed on the Board members' table. At first, he thought he was seeing things then he realised that the chair had been thrown from the second table where Marko had served the cold stew. The group at the second table consisted of regular company employees who were drunk and who were enraged by the fact that the leaders of the company had been served hot stew whilst theirs was cold, although they never complained to the waiter.

In a rage, one of the guests had thrown a chair diagonally across the dining room onto the Board members' table. Luckily, the chair had landed directly on the table, spilling the stew, but did not harm any of the Board members sitting at the table. An exchange of strong language from both tables followed then one company Board member called the police. The waiters were surprised and shocked as everything was happening so quickly that they were not able to react to the situation. The company workers left swiftly as they were afraid of repercussions. There were only three guests left in the hotel shortly after the police came and made their report. The company Board members left after reporting the incident to the police. Remarkably, nobody was upset with the service of the hotel or the waiters.

The incident was reported from the perspective of the waiters to the hotel manager the following day. The hotel manager did not bother to analyse the problem as he was of the opinion that there was no time for discussion; the staff had to focus on the next banquet. Interestingly, the management of the company never contacted the hotel manager expressing any kind of opinion. The following year the company's annual banquet took place in the same hotel.

## **References**

Butcher, J. (ed.) (2003). *The Moralisation of Tourism: Sun, Sand...and Saving the World?* Routledge, London, pp. 37-39.



Tomlinson, A. and Torer, I. (1990). Holidays for All: Popular Movements, Collective Leisure, and the Pleasure Industry. In A. Tomlinson (ed.), *Consumption, Identity, and Style: Marketing Meanings, and the Packaging of Pleasure*. Routledge, London and New York, pp. 150-155.

### **Questions**

1. Identify the problem and the causes that led to the incident.
2. Who is to blame?
3. How would you react as Marko?
4. How would you react as Petr?
5. How would you react as a guest at the Board table?
6. How would you react as a guest at the other table?
7. How would you react as the manager of the hotel and how would you approach the incident analysis?
8. Make recommendations for avoiding similar incidents?

## **Running the Family Motel**

**by Ivana Božinović**

A married couple was staying in Sarajevo for the first time in May. They booked a motel over the Internet. It was clean, not expensive and located in the centre of the old town. The motel had 15 rooms and did not offer dinner. The owners and the only staff (mother and her son) were very kind. The owner met the couple on arrival and found safe parking for their car then helped them to bring their baggage into the motel. Their room had a king sized bed and the bathroom was adequate. The couple had even forgotten that breakfast was included in the price! They were surprised by the kindness of the local people, who had just opened that motel and were still learning how to run it. The owners told the couple to feel free to ask if they needed anything during their stay. For three days the couple spent most of their time in the city and just spent the night and ate breakfast in the motel. During their stay, the owners were so polite; they wanted their guests to feel as if their motel was a home from home. At the end of the holiday, the owners asked the couple to complete a questionnaire, providing their opinion on the service. As the motel was a new one, promoted on [www.booking.com](http://www.booking.com), it was important for the owners to receive positive reviews. The couple gave them the highest ratings and said that they would return to the same motel when they visit Sarajevo in future.

In October of the same year, the couple decided to go with another couple for a few days' holiday in Sarajevo. As they were satisfied with the service last time, and the owner was familiar to them; they knew where to stay. The couple contacted the owner of the motel 20 days before their planned visit and booked two rooms for two nights, maybe more. The owner remembered the guests from before and even offered them a small discount. The guests were happy at the start of the trip. When they arrived, the owner gave them one room with a king sized bed, but the other room had separate beds, although they had reserved two rooms with king sized beds. In the twin room, the bathroom was cramped with a sloping ceiling so that their tall friend could not stand up straight. Although the weather was quite cold, it was not possible to watch TV and have the heat on at the same time as there was only one electrical socket in the room. The couples were disappointed. The owner told them that tomorrow they would get the room they had booked. The next day, breakfast was served in the lobby because the dining room was being renovated. During the meal, the guests were asked repeatedly to move their chairs so that workers could pass by and move furniture. The promised bedroom

was still not ready so they went to the city. When they returned at about 18.00 the owner told them that she had waited for them to return all day and that she had just let the room that they should have occupied.

After that, even if they wanted to extend their stay in Sarajevo, they were sure that they would not stay in the same motel. The last two nights had totally changed their opinion about that motel. Despite first positive impressions, the second visit was crucial.

Although the owner knew that she had made a mistake, she did not offer them any compensation or even apologise. She only offered a small discount for paying in cash but this gesture was not enough because they did not get the service that they had reserved and expected. Due to the second disappointing stay, they promised themselves they would never go back to that motel because they knew that there were some more professionally operated hotels in the area for almost the same price.

### ***Questions***

1. Why do you think these problems occurred? Who was responsible for them?
2. How would you have dealt with the problems
  - (i) if you had been the motel owner?
  - (ii) if you had been the guests?
3. What are the advantages and disadvantages of this motel being operated by only two people?

## **Business Transfer from First to Second Generation**

**by Marija Knežević**

Three family hotels and one country household, which operated together in Serbia, were established in 1999. Bojana, the founder and owner of the business, is a professor, working in the field of hotel and tourism management; she loves her work in the local university and would like to continue to work there in future. It seemed the time might have come to transfer the businesses to the second generation, since she has a son, Djordje, who is 32 years old and who appeared to be ready to take over. He has studied in Vienna and Belgrade, holds a postgraduate degree in economics, travelled round the world and speaks several languages. He has rich and appropriate work experience having helped to run the family business for several seasons during his holidays. His special expertise is in marketing, the application of information technology, maintenance of computer systems, hotel networking and sourcing local products from the countryside for use in the hotels. He was employed for three years in tax administration and has two further years' experience as a manager for a local private employer.

As the founder of this family business, Bojana is prepared and ready for the succession, so that the family business in which she has worked so hard will be continued. She wants to avoid the well-known situation: "the first generation creates, the second spends, and the third starts over again". Djordje has the necessary education and practice in the requisite direction and his administrative work experience in the tax system and his management experience would be extremely valuable for the administration and management of the business. Bojana has tried to increase the second generation motivation: all the properties have been transferred to her children - two hotels to her son and the third hotel and household have been transferred to her daughter, who is only 16 years old and still goes to school.

In 2005, Djordje married and he now has three children (third generation), which might be an additional motive to interest him in operating the family business. However, Bojana has hit a planning crisis, since neither Djordje nor his wife want to take over the management of the family business. The reasons they cited were: no fixed working hours; no guaranteed income; "you always owe someone money"; and the family has no peace, because the constant topic for talk is work.

Bojana searched for a solution and found an email from the PUM programme, funded by the EU (<https://www.pum.nl/>), which offered consulting services for family businesses. Immediately, she applied for the programme and her request was accepted. She was visited by a consultant from the Netherlands, who came to help Bojana to solve her problem: the transfer of a business from the first to the second generation. Frankly, the owner did not expect much, because she did not believe that someone from the Netherlands could solve their family problems. The family live in the Balkans where there are not only cultural differences but also a “special mentality”, the business environment is vastly different from that in the Netherlands and there are other general peculiarities and specifics such as transition and business fragmentation in general and particularly in the accommodation industry.

However, the consultant very meticulously approached the problem. She met the hotel staff, interviewed Bojana and her daughter (although the owner thought the daughter should not be included at the age of 16), conducted several interviews with Djordje and his wife. It turned out that everyone should be consulted when it comes to the continuation of the family business, since everyone can support its development and survival, but they also can hinder, impede or block further work. After all the interviews and suggestions, Bojana agreed that somebody would have to be hired as a manager, since she did not want to continue to work and run the business.

The consultant scheduled a meeting with the owner and said: “The problem solved! I have found you the best manager I can. He is in his early 30s, multilingual, well-travelled and married with children. The quality of his education and his breadth of experience in running a family hotel business, in management and in marketing makes him an ideal candidate. He has an additional extra motive: he is the owner of the hotel!” Until the consultant uttered the last sentence, Bojana did not realise that the prospective manager was her own son. Her reaction was: “But he does not want that!” The consultant said that he wants it with just one condition: his mother should be completely out of the business!

This case highlights an important communication problem between the owner and the son, the first and second generation. The son thought that the mother would not agree to be ruled out. He did not want to work with her, because they would not agree on most things (generation gap!) and he did not want to be in conflict with his mother about his work. He had suffered

throughout his entire childhood having to listen to his parents who solved their business issues at home, in the bedroom, on vacations, on family trips etc. Djordje really wanted to run the business that he had watched his mother passionately creating but he did not have the courage to tell her his true feelings, fearing that the truth would hurt her.

These sincere motives and desires were revealed to the consultant who conducted a very committed, professional mediation between mother and son, i.e. the first and the second generation of the family business. With some examples he showed Bojana that she lacked awareness of the current business market situation and the competition. She was too involved in her time-consuming academic responsibilities so her business had to become a “leisure activity”, for which she had very little time even during the summer break. He knew how passionate Bojana was about her academic role since he had visited her lectures at the university and talked with her students on a field trip. He also saw how much love she had for her grandchildren. Of course, Bojana accepted the condition and the succession took place.

### **Questions**

1. Do you know any business that has passed on through one or more generation(s)? Are you aware of the problems that they faced (if any) and how they resolved them?
2. How would you prepare a second generation to take over a family business? Do you think ownership should precede management or vice versa?
3. Based on the above response, (i) when would you transfer ownership to the next generation and (ii) when would you entrust the management to a family member, whether they are children of the first owners, or other selected family members.

### **Recommended Reading**

Barjaktarović, D. (2005). *Uloga menadžmenta u prilagodavanju ponude hotelskog preduzeća savremenim uslovima poslovanja*, magazine “Hotellink”, Visoka Hotelijerska Škola, Beograd.

Čerović, S. (2003). *Složenost procesa upravljanja u turizmu i hotelijerstvu*, Visoka Hotelijerska Škola, Beograd.

Knezević, M. (2009). *Savremeni pristup u dizajniranje menadžment procesa u hotelskoj industriji*, Univerzitet Braća Karić, Beograd.

Knežević, M. (2012). *Porodični hoteli – poslovanje s manjim troškovima*, Visoka Hotelijerska Škola, Beograd.

Nikolić, M. (2004). *Personalni menadžment hotelijerstva*, Čigoja, Beograd.

Pološki-Vokić N. (2008). Article, *Važnost obrazovanja i razvoja za uspjeh hotelske industrije – slučaj Hrvatske*, časopis *Acta turistica*, Vol. 1, No. 8, pp. 20-29.

Radosavljević, G. (2007). *Kvalitet u funkciji unapređenja poslovanja hotelskih preduzeća*, Ekonomski fakultet, Kragujevac.

Radosavljević, Ž. (1996). *Savremeni menadžment hotelijerstva i restoraterstva*, Pronalazaštvo, Beograd.

Svorcan, M. (2005). *Menadžment usluga u turizmu i hotelskoj industriji*, Visoka Hotelijerska Škola, Beograd.

## **The 500 Euro Banknote**

**by Daniela-Tatiana Agheorghiesei (Corodeanu)**

Sonia is a citizen of a country that was part of the former Eastern European communist zone. She often travels to Western Europe, both for tourism and academic purposes. In the summer of 2012 she travelled with two colleagues to an important Western European capital city to participate in a project meeting. Since she had only a small budget, she made a reservation for accommodation on the booking.com site. She chose a three star hotel located very close to the railway station and the main shopping centre of the city. Her colleagues were staying nearby at a four star hotel.

When Sonia arrived at the hotel, the receptionist told her that he could not find the reservation made by her on [www.booking.com](http://www.booking.com). She presented him with a printed copy of the booking that she had made online. Sonia was very worried because it was 23.00 hours and it was very dark. She did not know the city at all and had no idea how to find alternative accommodation. However, a few minutes after Sonia showed the proof of booking, the receptionist offered her a room. The room was small and clean, but Sonia noticed that a pipe behind the toilet was leaking. She called reception to report the problem.

On the day of departure, Sonia faced a new and very unpleasant problem. When she tried to pay for the accommodation, she offered a €500 banknote. However, the receptionist said that its value was too high for a cash payment. Sonia was very worried because she knew the banks were now closed so she asked the receptionist to check the validity of the banknote. She was assured that there was no problem regarding the legality of the banknote but the receptionist refused again to take it.

Sonia phoned her colleagues. They loaned her the money to pay for the accommodation and took the €500 banknote to pay for their accommodation. It was accepted at the four star hotel with no problems.

Sonia reflected on the situation..... She made the assumptions that the receptionist did not want to receive a €500 banknote because he did not trust a client from an Eastern European country. She knew that her country did not have a very good image in the eyes of some



inhabitants of Western European countries. Articles in foreign newspapers had blamed her country several times for fraud and certain subgroups of Eastern European immigrants who had left her country had been accused of controversial behaviour in the countries to which they had emigrated. However, Sonia knew that stories in the newspapers were not always true. She thought it was not fair that she should be treated in this way.

### ***Questions***

1. Analyse the situation presented in the case study. Do you think that the receptionist behaved appropriately? Is it acceptable for company policy not to accept high-value banknotes?
2. Reflect on the implications of this incident on the business. Do you think that Sonia had made an appropriate assumption?
3. Consider the wider implications for tourism business development following the integration of former communist countries of Central and Eastern Europe into the European Union.

### ***Follow-up Activities***

1. Locate statistics on the number of tourists from Central and Eastern European countries visiting your country. Construct a profile of tourists to your country from various countries in Central and Eastern Europe. How would you take into account the specific characteristics of these tourists in the strategies to attract and retain guests?
2. Consider the impact on the development and management of the tourism industry.
3. Formulate a policy that covers all guest payment options in a small family-owned hotel.

## **A Symbol of Love or an Act of Vandalism?**

by **Liběna Jarolímková**

### **Introduction**

A new phenomenon has appeared in many cities all over the world in the past few decades – love padlocks. Two lovers write their names on a padlock, which they later lock to a bridge and the key is thrown into the river. The key is never to be retrieved again, locking their hearts together forever.

This case study requires students/trainees to:

1. analyse the consequences of this seemingly harmless act; and
2. offer suggestions to avoid and/or alleviate potential associated problems

### **Initial information for the case study**

The aforementioned padlocks can be found mostly on bridge railings, but have lately expanded to other constructions as well. The love padlock tradition might have many explanations. An old Chinese ritual is the most favoured one: the couple's souls are joined by the lock and everything is sealed for eternity by throwing the key to the depths of water. Federico Moccia most probably brought this tradition to Europe, thanks to his famous novel, *Ho Voglia di Te* (I want you) published in 2006, in which lovers seal their love by locking a padlock and throwing away the key on an ancient Roman bridge Milvio. It is also said, that the patron of love, Saint Valentine died on the very same spot.

Locations filled with love padlocks can be found in many cities all around the world. The favourite places are:

- Hohenzollern, a railway bridge in Koln upon Rheine, holds about 40,000 love padlocks)
- The Charles Bridge in Prague (100 kg of padlocks are removed every week)
- Little Kampa Bridge in Prague (occasional clean up yields around 750 kg of padlocks on every post)
- Ponte Vecchio in Florence (with 400 kg padlocks a year)

Many other favourite spots are located in Rome (Ponte Milvio), Paris (Pont de Arts), Dublin (Ha'penny Bridge), New York (Brooklyn Bridge), China (Mount Huang) and Seoul (N. Seoul Tower).

The padlocks manage to alter the site's appearance as a whole as well as its atmosphere. Some critics consider padlocks, hanging all over ancient historical monuments, to be an aesthetic disaster. It is definitely demeaning to see padlocks in Prague on the Pieta sculptural group, Calvary or the attributes of saints. A further major issue is the weight of the locks, which often exceeds the monuments' tonnage, and might result in distortion and further damage.

### **Conclusion**

Some local authorities are trying to exterminate this act of love, whilst some welcome and support it. The street vendors in Prague have taken advantage of the new craze pretty quickly and are now selling love padlocks for 5-10 euros; they even offer to lend the happy couple a marker pen with no charge.

### **Activities in connection with love padlocks include:**

- A 50 euro penalty (fine) for hanging a padlock (Rome)
- Regular removal of padlocks (just a short term solution; they reappear in a short period of time)
- Clearing and storing for museum purposes (Prague)
- The National Prague gallery appeals to lovers to donate the money they would spend on the padlock to the renovation of statues on Charles bridge
- Setting up of special sculptures or designation of trees for love padlocks (Moscow, South Korea)
- Giving names to the favourite bridges of love, including celebrations on St. Valentine's day
- Valentine happenings called "Throw the key away"

### **References**

Oppelt, R.(2009). *Na Karlově mostě*. Newspaper Metro. 9 Oct., 2012.

Sage, A. (2013). *'Love padlocks' taken a bridge too far as Paris Council fears damage and injury* [online] available from: <http://www.thetimes.co.uk/tto/news/world/europe/article3856446.ece>. [accessed 24 May 2014].

### **Questions**

1. What might be the reason for a couple to hang a love padlock?
2. Taking account of the estimated weight of an average sized padlock, enumerate the estimated burden, for example on Hohenzollern bridge in Koln which bears around 40,000 locks.
3. Find some pictures of monuments with padlocks and evaluate their appeal.
4. Examine the pros and cons of hanging padlocks and brainstorm a solution. What might be the opinions of the owners, governors and protectors of structures and monuments?

*N.B. Liběna would be very pleased to receive any group or individual views/ results/ perspectives suggestions re Question 4. above at jaro@vse.cz*

# Dark Tourism in Europe; Dark Conflict Sites: Visitor Motivations in Nicosia, Cyprus

by Neil Robinson, Crispin Dale and Mike Evans

Cyprus is an island in the Mediterranean Sea, which was ruled by the British until 1960 when the country was granted independence. In 1974 the country was invaded by its near neighbour, Turkey, in an attempt to protect the minority Turkish communities post a period of sectarian tensions and atrocities. Ever since the 1974 invasion approximately one third of the northern proximity of the island has been under Turkish control; the northern part is now a disputed territory with the Cypriot government in the South demanding full withdrawal of the occupying Turkish army, in the North of the island. The north of Cyprus is named the Turkish Republic of Northern Cyprus, and is only recognised by Turkey. During the invasion of 1974, Nicosia saw much battle and loss of life with many of the Cypriot community having to leave their properties in Nicosia. The city of Nicosia is now divided, with the northern part under Turkish control, the central zone under United Nations administration and the south under Cypriot control. Although it is now possible to cross from the south and enter the Turkish operated part of Nicosia, much of the landscape is still reminiscent of the 1974 conflict (Farmaki, 2013). A series of interviews were undertaken with prospective visitors to Dark Conflict sites in Cyprus. One interviewee's response is recorded below.

## **Discussion of findings from an interview with Joseph (male, aged 22 years), a regular visitor to Nicosia, Cyprus.**

A number of interesting themes emerged from this interview. First, the importance of technology to facilitate and inform the visit should not be underestimated. The internet greatly enhanced the information search and visitor's pre-visit knowledge. The main searchable item was associated with the 1974 invasion and information sources such as YouTube where information was used to add context to the destinations to be visited in Cyprus. However, the on-line proved to be very time consuming and resulted in the interviewee, in his opinion, spending too long and getting too immersed in the politics of Cyprus. *"Before I visit Cyprus, I always check sites such as YouTube so as to get a better feel for the locations that I am going to visit. This is a wonderful information source, the only problem is that I spend too long viewing the materials, I become totally immersed in it and possibly spend too long on-line"*

A second key factor that emerged from the interview related to the development of broadmindedness evolving from studying the literature pre-visit. The notion that Joseph became more knowledgeable as a result of planning his own trip is interesting. The opportunity to plan the visit at his own pace created a feeling of freedom. The fact he could tailor make his own trip and experience, with its many components, created a feeling of empowerment and freedom.

Third, during the visit to Cyprus, Joseph detailed how important the internet was to inform the physical visit. For example, of key importance for Joseph during the visit was to experience the topography of the environment, including walking and exploring those sites associated with Nicosia and the invasion of 1974. This experience was then compared with the images of the same environment that had been viewed on YouTube, including the similarities or differences associated with the archaeology of the building and the land mass, often unchanged from the 1974 invasion and giving Joseph a feeling of experiencing real history. *“I love being able to view media (albeit on line) that shows locations back in the day, if I can then visit them now and compare the now and then and view the differences or similarities, it gives me a real thrill, experiencing where history happened”*.

Next, by comparing the environmental factors such as topography at the site with the video footage, a better understanding of the conflict emerged. In many cases this perception developed in conjunction with the images that had been viewed on-line, further enhancing Joseph’s imagination as to what had really happened in Nicosia; it also facilitated a sense of accomplishment and completion. *“By visiting such a site I feel that I have experienced the authentic. I can put pictures together from media in my mind and authenticate them. I then feel that I leave having got closure to my visit”*.

Then the souvenir collection took two forms: (i) the taking of pictures on a digital camera, which upon return home were uploaded, distributed via social media, namely Facebook and were showcased on this social media platform, and (ii) brochures, tickets and related materials associated with transportation were collected to be archived in a scrapbook upon return home. This was not to be shared electronically but occasionally viewed post visit.

Finally the interviewee made much of the importance of being able to re-visit the destination, quickly and cheaply after the initial visit. This activity made Joseph feel reassured in so much that if he had missed anything on the initial visit he could then access the location easily at later

dates and clarify any remaining issues re the conflict. A downside of such repeat visits might be that Joseph would become biased in his understanding, and possibly view the whole conflict from his own personal perspective, rather than recognising the many differences that exist with conflict. As a result of each visit, his ability to empathise with the perceived enemy and to engage in the act of forgiveness became easier. Once back home and within the confines of family and friends Joseph would often bask in the glory and social recognition awarded by his friends and peers, because he had visited an unusual destination associated with conflict.

### Reference

Farmaki, A. (2013). Dark tourism revisited: a supply/demand conceptualisation, *International Journal of Culture, Tourism and Hospitality Research*, Vol. 7, No. 3, pp. 281-292.

### Questions and Activities

1. How important is the role of technology for Joseph in recording his visit to such a site?
2. Evaluate the use of taking pictures at dark tourism sites.
3. In the case of Joseph, what do you think are the key motivations for his visit?

### Recommended Reading

Foley, M., and Lennon, J. (1997). Dark tourism – an ethical dilemma. In M. Foley, J. Lennon and G. Maxwell, (eds.), *Strategic issues for the hospitality, tourism and leisure industries* Cassell, London, pp. 153-164.

Robinson, N. and Dale, C. (2011). Dark Tourism. In P. Robinson, S. Heitmann and P. U. C. Dieke, *Research Themes for Tourism*, CABI, Oxford, pp. 205-217.

Seaton, A.V. (1996). Guided by the dark: from thanatopsis to thanatourism, *International Journal of Heritage Studies*, Vol. 2, No. 4, pp. 234-244.

Sharpley, R. and Stone, P. R. (2009). *The darker side of travel: the theory and practice of dark tourism*, Channel View Publications, Bristol.

## **Dark Tourism in Europe; Dark Camps of Genocide: Visitor Motivations at Auschwitz, Poland**

**by Neil Robinson, Crispin Dale and Mike Evans**

Auschwitz concentration camp is located in Poland. It is a collection of concentration and extermination camps built and operated by Nazi Germany during World War II. Auschwitz has three main components: (i) Auschwitz I (the base camp); (ii) Auschwitz II–Birkenau (the extermination camp); and (iii) Auschwitz III–Monowitz. Approximately another 45 satellite camps also existed at the location. Whilst originally constructed to hold Polish political prisoners, it was later used to facilitate the Nazi Final Solution. From 1942 until late in 1944 trains delivered men, women and children of the Jewish faith to Auschwitz from all over German occupied Europe (other prisoners included Polish, Romani and Sinti, Russian POWs, Jehovah's Witnesses and other people of diverse heritage from all over Europe). These individuals were instantly either put to death in purpose built gas chambers, or put to work for the German war effort, eventually resulting in their being worked to death. By far the largest number of deaths was those from the Jewish community, running to several million. The site now stands as a museum (<http://en.auschwitz.org/m/>).

### **Discussion of findings from an interview with Fred (Male, aged 20 years) who had visited the dark camps of genocide, Auschwitz, Poland.**

A number of interesting themes emerged from the interview with Fred. First the visit itself must have a historical reference point to the interviewee and his family. In this case Fred had distant relatives who had been taken to Auschwitz and therefore it had a historical reference point in the context of his own family. Sites that were not specific to his own family history were not of interest. *“Generally speaking I only visit sites associated with my own family or where a tenable link can be made with my own faith”*. Whilst the historical context of the visit should not be underestimated it was clear that such a visit did greatly facilitate Fred's knowledge of family members who may have been at Auschwitz. However, researching family history was very time consuming and, whilst hugely relevant, would see Fred spending huge amounts of time both off-site and on-site (at Auschwitz) searching for any type of information. *“I tend to spend too much time searching for information on-line pre-visit and hours on site walking round looking for bits of information or talking with guides and other visitors”*. Nevertheless, the information search greatly facilitated Fred's intellectual capacity, and ultimately his own wisdom.



In terms of activities carried out on site, and of paramount importance, was the need to be educated by formal interpretation methods. Rather than just stumbling along with a guide book and trying to interpret and guess meanings of writings, symbols and artefacts, Fred appreciated on-site signage and evidence in museums that aided interpretation. *“All sites should use signage to inform the visitor, or should have a museum on the site so as to better inform the visitor”*.

Whilst formal methods of interpretation were important to Fred, the items on display often made him feel very sad. Whilst he craved information, the display and detailed recollections brought home the horror of the origins and purpose of the site. Fred was of the opinion that all of the displays at the site should have accompanying information so as to inform the visitor of what exactly happened at the site, ensuring that visitors would be under no illusion regarding the terrible evils that were committed against innocent people. Whilst such visitor information tools were of major importance to Fred, the experience resulted in a heavy feeling of sadness throughout the visit and for subsequent days. It was also important for Fred to fully explore the site, whilst not being totally controlled by a guide, although he was grateful for reference points and some human advice and assistance during his own visit.

Fred collected souvenirs in abundance, primarily in the form of photographs taken and stored digitally on camera; he also took a video recording of his visit. The pictures and video were disseminated via Facebook after the visit and Fred actively encouraged friends who visited to take more pictures of the location. *“The terrible things that happened here should never be allowed to happen again, take a picture and tell the world of the horrors that went on here”*.

In addition to taking pictures, Fred removed a stone or a twig from each site and showcased them upon return home. The stones and twigs were primarily used as motivational devices by Fred, as a way of making himself feel better on a bad day at work. By viewing these items, no matter how unhappy he was, he would always feel positive as those individuals did not have the luxuries he took for granted on a daily basis. Such an approach in remembering his own good fortune in having a life against the backdrop of those who died in Auschwitz remained in his memory, made him feel responsible for keeping their memories alive and resulted in his feeling a sense of accomplishment; he did what he could to inform the present of the terrible crimes of the past, perpetrated at this very site.

As a result of his visit, Fred had indeed become a stronger person, citing personal experience at the site as making him value his own life more, and being more outspoken about the political ideologies that perpetrated such crimes. In addition, Fred was more knowledgeable about the history of the period and its subsequent actions, leading to the rise in extremist views during the 1920s and 1930s in Germany. Finally the acquired knowledge and improved intellect made Fred feel at peace knowing that those people who facilitated this great evil act were gone, but his people and the Jewish faith had survived. *“I feel very happy and almost euphoric having visited such a site, the terrible people who attempted to exterminate the Jews are gone, but my faith, the Jewish people and our homeland survive”.*

### **Questions and Activities**

1. Discuss the ethics associated with visiting a site where mass murder has been committed. To what extent is it ethical to open such sites up as a visitor attraction?
2. What role do you think religion played in facilitating people’s visit to such sites?
3. How important is it to preserve such sites as educational tools for future generations to visit?
4. What is your view on the removal of stones and twigs as souvenirs from such sites?  
Discuss the ethical and personal perspectives.

### **Recommended Reading**

- Beech, J. (2000). The enigma of holocaust sites as tourist attractions - the case of Buchenwald, *Managing Leisure*, Vol. 5, No. 1, pp. 29-41.
- Blom, T. (2000). Morbid tourism – a postmodern market niche with an example from Althorp, *Norwegian Journal of Geography*, Vol. 54, No. 1, pp. 29-36.
- Lennon, J., and Foley, M. (2000). *Dark tourism – the attraction of death & disaster*, Continuum, London.
- Miles, W.F.S. (2002). Auschwitz: museum interpretation and darker tourism, *Annals of Tourism Research*, Vol. 29, No. 4, pp. 1175-1178.
- Robinson, N. and Dale, C. (2011) Dark Tourism. In Robinson, P. Heitmann, S. and Dieke, P. U. C., *Research Themes for Tourism*, CABI, Oxford, pp. 205-217

### **Websites**

<http://en.auschwitz.org/m/>[accessed 24 May 2014].

## Dark Tourism in Europe, Dark Resting Places: Visitor Motivations at Dunkirk Cemetery, France

by Neil Robinson, Crispin Dale and Mike Evans

“Dunkirk Town Cemetery lies at the south-eastern corner of the town of Dunkirk immediately south of the canal and on the road to Veume (Fumes) in Belgium”. (<http://www.cwgc.org/find-a-cemetery/cemetery/2082800/DUNKIRK%20MEMORIAL>).

The cemetery contains two Commonwealth war graves from the First World War (WW1) and the Second World War (WW2). Dunkirk itself witnessed the demise of many of the ill-fated First World War British Expeditionary Force in September and October 1914 resulting in the huge loss of approximately 4500 military lives. In May 1940, Dunkirk was the backdrop for the evacuation of the British Expeditionary Force from France at the end of the Second World War. The cemetery holds 460 Commonwealth burials of the First World War and 793 Second World War burials. At the main entrance to the cemetery, the Commonwealth War graves section (The Dunkirk Memorial) commemorates the lives of the British Expeditionary Force who died in the campaign but have no known grave

(<http://www.cwgc.org/find-a-cemetery/cemetery/2082800/DUNKIRK%20MEMORIAL>).

### **Discussion of findings from an interview with Felicity (female, aged 20 years), a repeat visitor to WW2 Graves, Dunkirk, France.**

A number of interesting themes emerged from interview one. Felicity had in the past visited WW2 sites regularly with her relatives, normally with her mother or father. As a starting point her interest had been greatly facilitated by her secondary school history teacher. *“My history teacher was excellent; he made history come alive and it was whilst doing history that I became interested in WW2 sites”*. Her father was also interested in WW2 history and he actively encouraged her interest as she studied for her school examinations. Felicity’s interest was further facilitated by her great grandfather who had kept a diary during WW2. She had read and used this diary as a reference point during her visits to such gravesites.

As a precursor to any visit, Felicity would carry out an information search to become familiar with the location. This was done primarily to allow better appreciation in the context of the location’s history. The information search took two formats: (i) an electronic search using the internet to provide a better understanding of the history associated with the battles that

resulted in the war dead at the cemetery; and (ii) a visit to the local travel agency for tangible brochure material to add a physical dimension to the location before each visit.

During each visit a number of activities took place. Felicity liked to take control of the visit and act as a semi-official guide with her parents, informing them of locational issues and history of the site. At certain points in the tour, Felicity preferred to detach herself from her parents and leave them to their own devices as she went on her own self-guided tour. This time alone allowed her to view the graves in more detail so that she could record her experiences in a diary, a possible subconscious reference point to her great grandfather, who himself kept a diary during WW2 and recorded his experiences. The diary formed part of a larger archive which was used on her return home as part of a larger scrap book, which Felicity shared with her family and friends. Aligned next to this archiving activity, photographs taken at the cemetery on a digital camera were printed and stuck inside the scrap book for viewing. In addition, the digital photographs were uploaded and shared via Facebook then archived electronically in a photo album (Picasa web album). During the site visit, postcards were collected; some were written and sent to friends back home; other products bought included fridge magnets, all of which were later stored in a scrap book. Stones were never collected as Felicity thought such an activity to be disrespectful.

One of the underlying issues to emerge from the interview was the importance held by Felicity of informing people about the history of the site on her return home, stressing the terrible loss of life. A responsibility on behalf of Felicity to tell the real truth, her own truth associated with her great grandfather who served in WW2 and the love she felt for him and her extended family. A sense of accomplishment was felt post visit.

## **Reference**

Whitfield N. and Strong, B. (1969). *War*, Motown record label, Detroit, Michigan.

## **Questions and Activities**

1. Discuss the role of personal family history in facilitating dark tourism visits.
2. What role do such sites play in educating society? Evaluate the learning experience.
3. “War, good God what is it good for absolutely nothing listen to me, ohhh, war, I despise because it means destruction of innocent lives” (Whitfield and Strong, 1969). Discuss.

### **Recommended Reading**

Muzaini, H. et al. (2007). Intimations of postmodernity in dark tourism: the fate of history at Fort Siloso, Singapore. *Journal of Tourism and Cultural Change*, Vol. 5, No. 1, pp. 28-45.

Robinson, N. and Dale, C. (2011). Dark Tourism. In P. Robinson, S. Heitmann and P. U.C. Dieke, *Research Themes for Tourism*, CABI, Oxford, pp. 205-217.

Seaton, A.V. (2000). Another weekend away looking for dead bodies. *Tourism Recreation Research*. Vol. 25, No. 3, pp. 63-67.

Seaton, A.V. (2002). Observing conducted tours: The ethnographic context in tourist research, *Journal of Vacation Marketing*, Vol. 8, No. 4, pp. 309-319.

### **Websites**

<http://www.cwgc.org/find-a-cemetery/cemetery/2082800/DUNKIRK%20MEMORIAL> [accessed 24 May 2014].

## **Two Tourists, Two Taxis and an Airport Showdown**

**by Christopher Mitchell**

Mr and Mrs MacDonald are on holiday in Eastern Europe. They planned their holiday so that it took in two countries over a 2-week period. They are spending the first week in Montria and the second week in Slatia. When they arrived at Laskia airport, Montria, they were met by a taxi, arranged by their hotel. The taxi took them from the airport to their hotel in Katre through the beautiful mountains and scenic villages of Montria. A price of €60 was agreed in advance by the hotel and it seemed very reasonable to the couple as the journey was over 100 kilometres, and it took over 2 hours. The McDonalds enjoyed their six days in Montria, experiencing the beautiful walks and trips around the local sites of interest. They took a trip to the local markets, also arranged by the hotel; they enjoyed the hospitality offered by the hotel and many of the local restaurants that were recommended by the hotel.

The next leg of their journey was a relatively short trip by taxi to Krace in Slatia to the coast of Dacia, where they would spend the next five days before flying back to the United Kingdom via Frankfurt, Germany. To catch the flight they needed to arrange transport from Krace in Slatia back to Laskia airport, a journey of 98 kilometres that would also take them across the border back into Montria. They asked a local taxi company to quote a rate for the journey and were informed it would be €95; they would be collected from their hotel and the journey time would be 90 minutes. This quotation seemed a little high to the couple, based on what they had paid on arrival, so said they would think about it. When they got back to their hotel, they asked the receptionist if she could arrange a taxi to Laskia airport and let them know what the rate would be. The receptionist said she would contact a few of their drivers and see what they could offer. Mr and Mrs MacDonald headed back to their room and changed for dinner on their last night.

On their return to the hotel that evening, the receptionist called them over to say that she had found them a local taxi who would take them to the airport the next day for €70. The receptionist said she managed to get the rate from a local driver and gave them a card with his name, telephone number and taxi number. She also confirmed he seemed very nice, spoke good English and assured them that he was a careful driver. The couple felt this was a good price and the card was from a taxi firm they have seen around the town so they asked the

receptionist to confirm the collection time and location. They had just €100 left so that would easily cover the cost of the taxi.

The next day, Mr and Mrs MacDonald were packed and ready to leave early. They checked out of the hotel and headed towards the taxi collection point. They were a few minutes early but were greeted by a large friendly looking man who confirmed he was the taxi driver who had arranged to collect the couple. The couple were very happy as he was prompt and his English was very good. The driver collected their bags and placed them quickly in the boot of the taxi. The couple got into the taxi and set off for the airport. The driver engaged the couple in conversation about the local area and gave them some background of his life in Slatia and the local history as they drove around Lake Losti.

Twenty minutes into the journey, the driver started to search through the glove box and his pockets. He was looking a little concerned and started to mutter in Slatian. He located his passport, which he needed to cross the border but still seemed a little flustered. He explained that he could not find his taxi driver's licence, which he needed to cross the border. He recalled leaving it on the table at home with his passport but must have only picked up the passport before leaving. He smiled and said: "We will be fine", showing a number of Montrian stamps in his passport, and adding: "I have crossed many times and I can leave my passport as collateral that I will return; it is not as though I am not going to return home." The driver suggested: "We can tell them we are late for your flight also, as this may help." Mr MacDonald glanced at his watch, and although a little concerned, he thought that they would lose too much time if they turned back now so accepted the fact that the driver 'knows best'. Mr MacDonald nodded in agreement and, with a shrug of his shoulders, the taxi driver returned to explaining some of the features of the landscape.

After 10 minutes, the taxi driver explained there were two border crossings into Montrian - the main busy border and a smaller, closer border that local people and taxis used. He explained that he was going to head to the smaller border as it would have little or no waiting time to cross, and he was more likely to get through without any problems. A few minutes later, he makes a left turn off the main border road and drove towards the small border. After a short period, the taxi approached the Slatian border and the driver handed over the passports and explained the issues regarding the licence. The border guard nodded and shrugged his shoulders; after a few moments, he went into his cabin to check the passports. The guard

returned a few minutes later and let the taxi through. The taxi driver looked a little nervous but continued to the Montrian checkpoint. The taxi driver explained the situation again to the guard as the guard looked through the passports. The guard looked unsympathetic, shook his head and went into the guardroom. Mr and Mrs MacDonald asked the taxi driver if everything was OK. He shrugged his shoulders and said: "Maybe; maybe not." The couple looked at each other and wondered what was going to happen, as they were on a quiet mountain road and miles from the airport and any real sign of a town.

The guard returned and, after a brief conversation, handed the passports back. Another guard left the guardroom and walked over to the taxi. He leaned into the window and asked Mr MacDonald where they were going then at what time was their flight. The couple were now getting a little nervous but, without a moment's hesitation, Mr MacDonald said: "Frankfurt from Laskia. 19.30 I think." The guard walked back to the guardroom. The couple asked the driver what was happening and he explained: "They will not let us through but the guard is going to arrange a taxi to take you the rest of the way; it will arrive in 15 minutes." He added: "It is not a problem; you have time and I will wait with you until it arrives." Mrs MacDonald asked how much it will cost. The taxi driver looked at the meter and said: "€53." What about the next taxi?" asked Mrs MacDonald. "I will find out when the taxi arrives," says the taxi driver. As it was only 10 kilometres to the airport, the couple expected it would be €15-20 so they got out of the first taxi and waited by the road.

The second guard returned with a smart phone and again asked the couple their destination. Mr MacDonald said: "Frankfurt, 19.15-19.30, I think." The guard replied: "This flight leaves at 20.30, not 19.30 and you have plenty of time." Mr MacDonald quickly responded: "Sorry, we must have to check in by 19.30, my mistake." The guard nodded, glanced at Mrs MacDonald, and returned to the guardroom. The couple were now very worried; they could be stranded with very little money.

After 20 minutes, the taxi from Laskia airport arrived and the driver put the luggage into his taxi. There was a brief discussion between the drivers and the couple got into the new taxi. The Slatian taxi driver again shrugged his shoulders, said goodbye to the couple and the taxis set off in opposite directions. The couple were a little concerned as the new taxi driver was driving very fast and not engaging the couple in any conversation. They discussed the fact that they did not know the price of the second taxi but they have €47 so it should be enough. The roads



were narrow and unlit so they did not attempt to engage the driver in further conversation as he was still driving very fast.

After 10 minutes they turned on to a main highway, which was clearly the main route through the border and they arrived at the airport a few minutes later. The couple were relieved as they pulled up at the terminal. The driver stated: "€70" and clicked his meter. The couple looked at him and each other in disbelief. Mr MacDonald asked: "How can that be? It was only 10 kilometres." The driver said: "This is the price all the taxis charge; it is fixed." The couple and the driver argued about the prices as they left the taxi. Mr MacDonald discussed the distance and the time it had taken whilst taking their luggage out of the taxi. The driver grabbed Mr MacDonald's hands and forced the boot of the taxi closed with a piece of luggage still in it. He was clearly holding onto the luggage until the price was paid. Mr MacDonald and the driver started to argue, and Mrs MacDonald asked for the police to be called. The taxi driver pointed to the other taxis and said loudly: "We go to the police. I show you the price." At this point, the couple noticed a number of taxi drivers surrounding them and the exchange became heated. The couple explained they had only €47. After a few minutes, they agreed to pay with €47 and a £20 note. The driver took the money and released their luggage. The couple entered the airport terminal clearly shaken by their experience.

### **Questions**

1. Who is at fault for the negative experience and why?
2. Weiermair (2000, p.398) states "The tourism value chain constitutes the total customer (tourist) value associated with the holiday experience at a destination. With this in mind, what are the key 'value chain' issues associated with the trip above?"

### **Recommended Reading**

Weiermair, K. (2000). Tourists' perceptions towards and satisfaction with service quality in the cross-cultural service encounter: implications for hospitality and tourism management, *Managing Service Quality*, Vol. 10, No. 6, pp. 397-409.

## Quality at the Chelsea Club Resort

by Mac McCarthy

Sydney Brewer was about to embark on a one-week, three city business trip in India, beginning in Bangalore then moving on to Mumbai, next Delhi and finally back to Bangalore prior to flying home to Manchester. His organisation, ever conscious of budgets, had booked the hotels and, because two of his flights were very early morning, they had not booked hotels for those nights. The final one was on the return to Bangalore, where he had a one night stay (Saturday) and then the flight to Manchester at 04.00 hours Monday morning.... So no room was booked for Sunday night. His schedule was gruelling to say the least.

When he first landed in Bangalore at 03.30 hours Sydney realised that having no room for that final night was a bad idea so he checked into his room at the Chelsea Club Resort, got some sleep and before breakfast asked about booking a second night in one week's time. The Front Office manager said "I'll get back to you".

Sydney went to the first of his meetings across town that afternoon and then attended his second one the next day. Back at the hotel he asked again about extending his final stay; he booked a taxi to the airport for the following morning and he asked for an alarm call. The next morning, finally feeling refreshed after a proper night's sleep, Sydney prepared for the day, went to breakfast and then went to the desk to check on the situation. He had not received his morning call but it had not been a problem because he had woken up in time. He discovered that the taxi hadn't been booked either but that was quickly fixed – and the extra night had not yet been sorted but "there would be no problem, sir".

Mumbai and Delhi were both two day trips, Mumbai involved a two hour drive to his destination and then back to the airport the next evening for his 02.00 hours flight to Delhi. Facing his second night without sleep in five days, Sydney was glad he had extended his stay in Delhi, even though he would be checking out at midnight. Delhi is a huge city and so quite a lot of taxi travel was required before his return to Bangalore two days later. The hotel in Delhi was pleasant enough but freezing cold – for a short period each year the temperature in Delhi falls dramatically but for the rest of the year it is quite high. Consequently Sydney's hotel was

one of many that do not bother to install heating systems since for most of the year they require air conditioning instead.

Sydney's return flight was delayed by two hours so it was late when he finally got back to the Chelsea Club Resort in Bangalore, tired, a little demoralised and hungry. He asked again about his extended stay and was told "no problem – we can sort it when you have rested." He mentioned it before going to breakfast and again was told it would be sorted. After breakfast, he was told that the hotel was full and his room was needed. Furthermore, since the manager was not available, nothing could be done. The same receptionist from a week ago told him to wait and he would see what he could do.

When Sydney returned, he offered the hotel a solution, indicating that what he needed was a lounge in which to spend the afternoon, somewhere to shower later in the evening and somewhere to change into his travel clothes. More waiting was required so Sydney went for a walk. When he returned, he was told to vacate his room after he had eaten lunch. When he pressed for his other needs, he was told he could shower in the gym that evening and somewhere would be found for him to change his clothes before he left for the airport at midnight. No apology was offered; the receptionist merely turned away. Shortly before his departure, the restaurant manager brought Sydney a complimentary cup of tea. Just as he was leaving the night manager presented him with the bill for the use of the gym.

In an exchange of emails a couple of weeks later, the hotel manager pointed out to Sydney that the hotel had excellent systems and procedures in place that worked effectively; the hotel "rarely" had problems with bookings. Some problems were caused by staff, he added, but there was not a great deal he could do about that – "these things happen". He went on to remind Sydney that he had received excellent food and service in the garden restaurant, which was true. The manager's email further pointed out that the normal method of booking a room was either through a website or through a travel agent, neither of which occurred here. He suggested therefore that Sydney's informality of approach had contributed to the difficulties.

Nevertheless, Sydney felt aggrieved by the way he had been treated consistently by the same person at the desk throughout his dealings with the hotel so he sent another email to the manager who replied saying that there was nothing further he could do. He had not been on duty so it was not his fault. The person at fault was, in fact, the receptionist, who was actually

the Front Office supervisor, who had dealt with Sydney. Whilst the hotel's systems were excellent the situation relies on staff following them and it is more difficult when the person who fails to do so is in a supervisory role!

Sydney couldn't believe this response. He therefore asked for his complaint to be forwarded to the company head office. One month later he received a perfunctory reply stating that his complaints had been noted and if he chose to visit again, he could have a free dinner. That was the day that Sydney's boss sent his expenses claim back, stating that the company did not pay for staff making use of gym facilities!

### ***Questions and Activities***

1. Analyse the approach to Sydney's request at Chelsea Club Resort taken by the Front Office Supervisor, in relation to a quality approach to reservation systems.
2. If the failure to respond satisfactorily is human error rather than systems' failure, what can the hotel management and staff do about this?
3. Critically evaluate the Chelsea Club Resort's responses to Sydney in relation to their service.
4. Should Sydney have handled the situation differently at any point?

### **Further Reading**

Fleming, J. and Asplund, J. (2007). *Human Sigma: Managing the Employee Customer Encounter*, Gallup Press, New York

Ford, C., Sturman, M. and Heaton, C. (2012). *Managing Quality Service in Hospitality*. International Edition. Cengage, London.

Goodman, G.S. (2000). *Monitoring, Measuring, and Managing Customer Service*, Jossey Bass, San Francisco.

Mok, C., Sparks, B. and Kadampully, J. (2013). *Service Quality Management in Hospitality, Tourism and Leisure*, Routledge, London.

Williams, A. (2012). *Understanding the Hospitality Consumer*, Routledge, London.

## **Is Two better than One?**

**by Petra Zierer and Mitja Petelin**

The five-star Hotel XYZ is located in the idyllic suburbs of the city of Maribor at the foot of a mountain Pohorje, Slovenia, famous for its ski slopes and nature. It once was a small, family owned luxurious hotel with personal touch. In the 1980s it was therefore the place to be for the upper classes. Nowadays, the intimacy and familiarity between the customer and staff is gone. The hotel now consists of a large complex with 200 deluxe rooms, a few executive and presidential suites, a large pool complex, spa facilities and the best conference hall in the area. Target groups are skiing enthusiasts, families and business (MICE); the latter generates most of the hotel's revenue.

At the beginning of the economic crisis, the hotel had no problems due to its good reputation but later, it started to struggle to retain its high level of service. For financial reasons, some of the hotel staff in key positions were made redundant; the most shocking loss was that of the event manager, John Black, who was one of the best event managers in the region. With John Black gone, events were co-organised by the hotel manager, Jane White, and the head of marketing, Jim Brown. They were both successful in their fields, but neither of them had the experience or time for event organisation; they both still had their own departments to run.

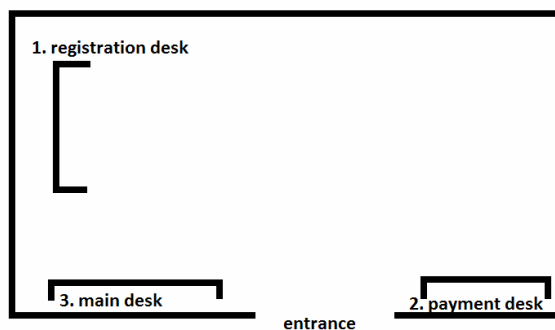
The first conference organised solely by Ms White and Mr Brown happened in the last weekend of November, when they had to organise a learning seminar for 500 people on the topic of "The Healing Powers of Bio-energy". The annual seminar's clients were regular guests and they expected the usual high quality service. They did not know that Mr Black, with whom they had an exceptional working relationship, was gone and that Miss White and Mr Brown, whose organisation of this event was of secondary importance to their work, were putting too few hours into planning. Furthermore, they did not bother to ask how the seminar was usually organised as they thought they could manage to do it without any problems.

On the first day of the seminar, considered to be the most important one in order to get the entire organisation running smoothly, things turned sour for the hotel staff. The event was supposed to start at 09.00 hours, but when the clients arrived one hour earlier to check if everything was in order, they found out that nothing was as prepared as it had been in previous

years. The clients had scheduled the first two hours for registration. It was vital that the registration process, consisting of: signing in; getting a badge; paying the fee if not paid in advance; and receiving a bag with learning material and schedule) is organised correctly and that staff at the reception desk are quick and briefed on all the information regarding the seminar. What the organisers of the seminar saw upon arrival shocked them. Everything was in a different place than previous years. They were so puzzled, they questioned if they were in the right hall. They quickly telephoned Ms White to inform her of the mistakes, but she assured them that everything was in order and that they simply changed the layout of the room to make the application process faster. She also assured them that she would be there personally when the seminar registration began, to make sure everything was in order. Due to years of good event management from the hotel, the clients relaxed and trusted Ms White as she always gave them the best suites and was trustworthy.

At 09.00 the first delegates began to arrive. It was soon apparent that the new layout of the room was not working as planned; the registration process was very slow and awkward. Ms White and Mr Brown created uncontrolled chaos. In order to get the registration process faster, they divided the reception desk from one big unit into three smaller ones as seen on the picture below (1. the registration desk where badges were given, 2. the payment desk where delegates who had not pay in advance paid and 3. the main desk where delegates received learning material and the schedule).

**Figure 1 Reception room layout**



The idea seemed good at first glance, but the realisation was a disaster. The registration desk, which was supposed to be the first point of contact for the delegates was opposite the entrance so when delegates arrived they positioned themselves in the wrong queue. Some delegates were waiting for 15 minutes or more before they realised that they were standing in the wrong

queue. Furthermore they were moving around the reception area from one desk to another and were slowly but surely losing patience.

The next problem happened at the payment desk – out of 500 applicants, only half of them had paid the seminar in advance. To make things worse, there was only one person at the payment desk who was overwhelmed with work. Mr Brown tried to assist but as he was a marketing man and not an accountant; he created more problems than solutions. At the main desk, there were two employees in charge of handing out learning material, schedules and answering questions. They were well organised and thorough but due to the volume of paperwork, the number of people in the queue was rising. When Ms White saw the crowd of people at the main desk, she decided to assist. What she had forgotten to do was to arrange checking off the names of the delegates who had received the bags. As a result, the duo had to compile and hand out 54 bags too many; the hotel had to cover their cost. Because of all the problems, the seminar had a delay of 45 minutes. This was the first time that such mismanagement occurred in that hotel.

The clients were deeply disappointed because of the lack of management, but were calmed down when they received an apology and special discounts. However, this compensation calmed the clients but not their delegates. The next two days of seminar continued without any bigger problems except for complaints about loud music on the last day of the seminar from the wedding in the near hall.

Questionnaires were distributed to the delegates by the clients on the last day in order to evaluate the organisation; such procedure was standard. Some delegates graded the event as “poorly organised” as they expected better value for money. On seeing the results of the survey, the clients communicated them to Ms White and Mr Brown and informed them that they might not even consider booking this hotel for their seminars in the future.

### ***Questions and Activities***

1. Identify the problems and factors leading to the service failure.
2. What should Miss White and Mr Brown change in order to organise the event efficiently and effectively to the satisfaction of the clients?
3. As the GM, respond formally to the clients’ complaints in an attempt to keep this annual event in the XYZ hotel

## **Managing Tourist Information: Convention Bureau**

**by Alina Katunian**

A local Convention Bureau promotes the closest city to your current location as an international meeting, conference and incentive destination. The office constantly gathers information about available facilities and services, and offers impartial advice to organisations that may use them. The bureau receives the following email from a foreign travel agency:

*“Good afternoon. Let me introduce myself; my name is Peter Malkin. I am the manager of a Ukrainian tour operator ‘GBP travel’. We are looking for a location for our conference at the beginning of February next year. The number of delegates is estimated to be 150. We are looking for a place close to [your location] but outside a major city. Ideally, it should have a restaurant close to the conference hall, with national cuisine if possible. I look forward to hearing from you soon.*

*Best regards*

*Peter Malkin”*

### ***Activities***

1. Research the case and recommend, with justification, evidence and costings, three alternative venues for the conference.
2. Respond to Peter offering the options, also informing about air transport options for next February.
3. Advise Peter regarding key tourist information for the possible conference location, using electronic links to support your response.



# Challenges of a Conference in Asia

by Matthew H. T. Yap

The global Meetings, Incentives, Conventions, and Exhibitions (MICE) market is lucrative for the hospitality and tourism industries as it can generate direct and indirect revenues from a large number of organisers, sponsors and attendees (Rittichainuwat, Beck and Lalopa, 2001). For instance, the Thailand Convention and Exhibition Bureau (TCEB) estimate the MICE industry in Thailand generated two to four times more revenue than from other tourism sectors (TCEB, 2006). As such the MICE growth rate in Asia is strong (Wan, 2011). With reference to the International Congress and Convention Association (ICCA), the total number of meetings in the three most prominent cities in Asia has increased annually over the past four years (See Table 1).

**Table 1 Total Number of Meetings in Three Prominent Asian cities**

Year	Singapore	Beijing	Seoul	Total	Source
2009	119	96	90	305	ICCA (May, 2010)
2010	136	98	91	325	ICCA (2010)
2011	142	111	99	352	ICCA (May, 2012)
2012	150	109	100	359	ICCA (2012)

Despite the positive outlook of Asia's MICE market, conference managers have encountered numerous human, technical, financial and logistical challenges during pre-conference, actual conference and post conference as depicted in the following case.

Joe Mak is a freelance conference manager who specialises in organising academic conferences for several universities in Asia. His work experience with those universities was enriching and rewarding. Joe was approached by a renowned university (RU) in the Far East to organise a four day international conference (IC) for more than 500 participants. His responsibilities included planning, organising, controlling the operation and financial aspects of the conference. The participants would consist of educators, students, managers and entrepreneurs from the region. The key activities of the IC included a keynote speaker during the opening ceremony, concurrent full paper presentations and a series of panel speakers across the four days, one poster session and marketing presentations by sponsors.

The management of RU met Joe to discuss the details. RU told Joe that the IC venue was an international five star hotel, the provisions and fees have been negotiated. As part of RU's commitment to education, RU would like Joe to lead a group of 25 student volunteers who would help out with the planning, organising and operation of the IC. With some initial hesitation and after some consideration, Joe agreed to RU's request because he wanted to secure this lucrative contract. However, he was concerned that the students were inexperienced and that they would delay or lower the value of his work.

One of the urgent tasks on Joe's list of chores was to bring the 25 student volunteers up to speed. Hence, he decided to hold a meeting to share his training agenda with the students. After that first meeting, Joe was very disappointed and worried because the students were neither prepared nor motivated to participate in this event. The students knew very little about the IC and its purpose. In fact, a group of students told him that they were not going to work without payment. They demanded Joe should pay them a fair salary to do their jobs. Joe did not agree to their requests; instead, he told the management of RU. However, the RU management was not supportive; Joe was instructed to resolve his disputes with the students as he was being paid for managing the IC. In addition, the students' spoken and written English communication was very weak. Particularly, some of them were too shy to communicate to foreigners, especially in English. Furthermore, they did not demonstrate hospitality professionalism and quality service orientation. Most of them had no sense of how to dress professionally to work in conferences. Worst of all, some of the male students had coloured their hair orange and others wore necklaces, bracelets and earrings.

However, following his series of intensive training sessions for the student volunteers, Joe was confident that the students were prepared to work for the IC. He did notice that several professors attending the conference had brought their teaching assistants along and they did not register for their assistants to attend the conference activities. One student volunteer working at the registration desk told a professor that his conference registration did not include his assistant and that his assistant must pay the registration fee before she was allowed to attend all the conference activities. After hearing what the student volunteer said, the professor was furious. He refused to pay for his assistant and insisted that his assistant could attend the conference. He also told the student that he knew the management of RU and that he would talk to the management about his dissatisfaction and her incompetence. To a great

extent, the student volunteer felt threatened. Hence, she allowed the assistant to attend the conference activities without paying the registration fee.

Joe encountered one major technical challenge throughout the conference. Firstly, the registration fee payment system on the official conference website malfunctioned during the pre-conference period and many attendees were unable to make payment online using their credit/debit cards. As such, many registrations had outstanding fee payments. Despite Joe's complaints to RU's information technology department, the online payment system was not fixed until the opening of the conference. This technical issue had created a lot of misunderstanding and confusion. For instance, the attendees were given the option to make cash payment upon arrival. However, many of them insisted on paying the registration fee using US dollars and were not willing to change it to the local currency. Furthermore, some of the credit card payments were declined and the attendees did not bring enough cash to settle the registration fees. To make the situation worst, the credit card payment machine had a very slow connection. In many cases, each transaction took a long time to process.

Due to the non-profit, educational nature of the IC, several sponsors had generously donated money to support the conference. In exchange, the sponsors were given entitlements like advertisements, exhibition booths and free registration. However, some sponsors requested further entitlements. On the one hand, Joe was reluctant to give in as he did not find it fair to the other sponsors. On the other hand, Joe did not want to offend the sponsors as the overall budget to organise the IC was very tight. Joe needed the sponsorships to break even. Furthermore, he had no control over the financial aspect of the IC as the accounting procedures must conform to RU's system. Joe had to rely on RU's finance department to inform him of sponsorship payments. However, RU's finance department was overwhelmed with daily chores and often he was not informed immediately of a payment or non-payment. Joe was actually contacted by RU's finance department about three outstanding payments six months after the end of the conference. He was extremely annoyed because he had to locate all the correspondence and documents to investigate this issue. However, Joe did not want to damage his business relationship with RU because he wanted to maintain a good relationship with the institution.

There were also several petty issues that had occurred during the conference. On the first day of the conference, one professor lost his conference bag and he had his mobile phone,

collected name cards and purchased books in the bag. On the second day of the conference, one of the sponsors complained that two books displayed on the exhibition booth went missing. On the same day, two paper presentation session moderators and two full paper presenters did not show up for duty/presentation. Their absences were not announced to Joe in advance but he was informed of these incidents immediately they occurred and he managed to defuse them.

## References

ICCA (May 2010). *ICCA Publishes Country and City Rankings 2009: U.S.A. and Vienna Still Most Popular Association Meeting Destinations*, <http://www.iccaworld.com/newsarchives/archivedetails.cfm?id=2175> [accessed 24 May 2014].

ICCA (2010). *Statistics Report: The International Association Meetings Market 2010*, ICCA, Amsterdam.

ICCA (May, 2012). *ICCA 2011 Statistics: International Association Sector is Resilient and Showing Healthy Growth*, <http://www.iccaworld.com/newsarchives/archivedetails.cfm?id=3052> [accessed 24 May 2014].

ICCA (2012). *Statistics Report: The International Association Meetings Market 2012*, ICCA, Amsterdam.

Rittichainuwat, B. N., Beck, J. A. and Lalopa, J. (2001). Understanding motivations, inhibitors, and facilitators of association members in attending international conferences, *Journal of Convention & Exhibition Management*, Vol. 3, No. 3, pp. 45-62.

TCEB (2006). *Executive Summary Report: Survey on MICE in Thailand 2006*, Information Provider and Consultants Co. Ltd., Bangkok.

Wan, Y. K. P. (2011). Assessing the strengths and weaknesses of Macao as an attractive meeting and convention destination: Perspectives of key informants, *Journal of Convention & Event Tourism*, Vol. 12, No. 2, pp. 129-151.

## Questions and Activities

1. How would you motivate the student volunteers?
2. What are the training needs of the student volunteers?
3. How would you diplomatically handle the difficult Professor?
4. How would you resolve the technical issues?
5. How would you address the outstanding payments issue?
6. Discuss methods to defuse all the petty incidents.

### **Recommended Reading**

Allen, J. (2009). *Event Planning: The Ultimate Guide to Successful Meetings, Corporate Events, Fund-Raising Galas, Conferences, Conventions, Incentives and Other Special Events*, Mississauga, Ontario, John Wiley & Sons.

Cava, R. (2013). *Dealing with Difficult People: How to Deal with Nasty Customers, Demanding Bosses and Uncooperative Colleagues*, Queensland, Cava Consulting.

Greenberg, J. (2012). *Comprehensive Stress Management*, 13<sup>th</sup> ed., McGraw-Hill, New York.



## Part 2

### Revealed Case Studies





## **Turkish Fast Food Outlets – (How) can they be Different?**

**by Andrea Szőke**

According to the Wall Street Journal (Angelos, 2012), Germany is the leader of the European Döner industry. The Association of Turkish Döner Producers claims that the Döner industry generates €3, 5 billion annual revenue and 200,000 jobs across Europe. The Döner business boom is apparent not just in Germany but in other European countries as well. Germany sells most of the 400 tonnes of Döner meat produced daily to France, Poland and other European countries.

The presence of Turkish dishes in Germany is connected to the migration of Turkish labour force into the country in the second half of the 20th century. Today, Germany is home to 2.7 million people of Turkish origin, so it does not come as a surprise that Döner kebab has become Germany's favourite fast food and is nowadays a synonym for Turkish cuisine in Germany. While the Germans still show an unaltered preference for Italian restaurants, the Döner kebab has overtaken traditional German fast food as the country's favourite snack 'on the go' (Möhring, 2011). Today, most Turkish restaurants are located in Germany's capital city Berlin; there are more Döner stands there than in Istanbul (Angelos, 2012). A Döner industry evolved in Germany that sells Döner kebab as a German-Turkish product across Europe.

In the 1990s the traditional ethnic Döner restaurants were more and more uniform to keep up with the changing time and to follow the global fast food culture. Unfortunately the Turkish cuisine could not put down its roots in the high price restaurant segment and is underestimated in the hierarchy of ethnic gastronomy, too (Möhring, 2011). In Hungary, one can observe a similar situation to that in Germany. Turkish restaurants are popular but are also associated with fast food, especially Döner kebabs. One may read many blogs on Turkish restaurants in Budapest which are highly recommended because of their tasty foods. Most of them are owned or run by Turkish people and are operated in the usual self-service way. There is takeaway service, too and also facilities to eat in. Inside the restaurants, however, customers can choose from a variety of foods, not just Döner kebabs.

Within one kilometre of the Hungarian Parliament there are more than 12 Turkish restaurants with almost the same offering. This area of the city houses governmental institutions, offices, banks and schools; one of the biggest railway stations is also located here. These Turkish restaurants are very highly frequented and the clientele are heterogeneous including state officials, bank workers, students, tourists, etc. They go to these restaurants to have tasty fast food, either to take away or to eat in the restaurant. Recently a new Turkish restaurant has been opened in the neighbourhood.

## References

- Angelos, J. (2012): There's Nothing More German Than a Big, Fat Juicy Döner Kebab. Turkish Meat Treat Has Made Some Rich, but It Causes Political Indigestion, Too. *The Wall Street Journal*, 18 April [on-line] available from: [http://online.wsj.com/news/articles/SB10001424052702304432704577350194262835880?utm\\_source=feedblitz&utm\\_medium=FeedBlitzEmail&utm\\_content=23327&utm\\_campaign=0&mg=reno64-wsj&url=http%3A%2F%2Fonline.wsj.com%2Farticle%2FSB10001424052702304432704577350194262835880.html%3Futm\\_source%3Dfeedblitz%26utm\\_medium%3DFeedBlitzEmail%26utm\\_content%3D23327%26utm\\_campaign%3D0](http://online.wsj.com/news/articles/SB10001424052702304432704577350194262835880?utm_source=feedblitz&utm_medium=FeedBlitzEmail&utm_content=23327&utm_campaign=0&mg=reno64-wsj&url=http%3A%2F%2Fonline.wsj.com%2Farticle%2FSB10001424052702304432704577350194262835880.html%3Futm_source%3Dfeedblitz%26utm_medium%3DFeedBlitzEmail%26utm_content%3D23327%26utm_campaign%3D0) [accessed 20 January 2014].
- Möhring, M. (2011): *Die türkische Gastronomie in der Bundesrepublik. Eine Migrations- und Konsumgeschichte*. [on-line] available from: [http://www.migration-boell.de/web/integration/47\\_3032.asp](http://www.migration-boell.de/web/integration/47_3032.asp) [accessed 24 May 2014].

## Questions and Activities

1. Why do you think it seemed financially viable and justified for the owner to open a new Turkish restaurant in this area given the apparent competition?
2. If you were local to the area, how would you conduct a feasibility study if you planned to open a new catering outlet?
3. Search the internet to familiarise yourself with the other Turkish restaurants in this area and their offerings. How do you think the owners of a new outlet in the area might differentiate the product offerings?
4. Which marketing tools would you recommend for the target groups of clientele mentioned above?

## Recommended Reading

- Timur Ögüt, S. (2008): *Turkish restaurants in London: An ethnographic study on representation of cultural identity through design*. ITU A | Z VOL: 5 NO: 2 62-81 2008-2 [on-line] available from: <http://www.az.itu.edu.tr/az5no2web/07timur0502.pdf> [accessed 24 May 2014]

Jones, A. (2012). Prima doners: The kebab gets a culinary makeover. *The Independent.*, 8 June [on-line] available from: [http://www.independent.co.uk/life-style/food-and-drink/features/prima-doners-the-kebab-gets-a-culinary-makeover-7827835.html?utm\\_source=feedblitz&utm\\_medium=FeedBlitzEmail&utm\\_content=23327&utm\\_campaign=0#](http://www.independent.co.uk/life-style/food-and-drink/features/prima-doners-the-kebab-gets-a-culinary-makeover-7827835.html?utm_source=feedblitz&utm_medium=FeedBlitzEmail&utm_content=23327&utm_campaign=0#) [accessed 24 May 2014]

# **‘The Right Product to the Right Customer at the Right Time for the Right Price.’ But who is the Right Customer?**

by **Eszter Benke**

## **Introduction**

Whereas the tourism industry has always appeared to be resilient to economic downturns, growing competition and widening markets, the new possibilities opened up by the rapid growth of information technology offer real challenges to its players (Öörni, 2004, Buhalis and Law, 2008; Hojegah and Esfangareh, 2011). The accommodation sector is no exception in the world of competition for the custom of guests, in addition to the compelling need to generate revenue to survive. In order to respond to the needs of tourists in the aftermath of the global recession at the beginning of the 21st century, hotels need to make use of new platforms and new approaches to acquire guests and to increase their profits

The operational performance of the hotels can be measured using a number of different indicators (for example, Page and Connell, 2009). The occupancy rate (OR) focuses on the proportion of guests staying at the hotel, the average daily rate (ADR) considers different rates charged for a room and the revenue per available room (RevPAR) concentrates on profits; the latter is the product of the former two performance metrics. It is obvious that the higher the OR and the ADR, the higher the RevPAR.

The pricing of hotel rooms depends on a large number of factors and is a continuous process. It is at the service provider’s discretion to decide how to increase profits. Whereas the aim of Revenue Management is to sell the right product to the right customer at the right time for the right price (Heoa and Leeb, 2011; Wang, 2012), no customer should know or see what goes on behind the scenes. The customer should also receive the right product at the right time for the right price and each customer should be the ‘right’ customer. But do guest satisfaction and guest loyalty also correlate in such a simple and direct way as OR and ADR with the RevPAR?

In the tertiary sector of the economy, to which tourism belongs, the role of the customer has always been of major importance. The growing presence and impact of the social media as an influential marketing tool has further increased the role of the customer. Word of mouth, both

traditional in the past and electronic more recently, has made it possible that all tourism-related events and incidents might be unrevealed to the public at large on a global scale. Social media and e-WOM have recently paved the way for customer service to be potentially on (e-)display for all to see and for all to base decisions on. Thus, customer loyalty as an important intangible asset and one which has a number of easily accessible channels to manifest, should receive special attention. Revenue Management should directly increase profits but it may not directly or automatically enhance customer satisfaction or loyalty. Loyal customers, however, might significantly contribute to the profitability of the accommodation facility not only by providing repeat business but also by spreading word about the service and thus generating potential further business for the hotel. The following case study seeks an answer to the question of how to harmonise pricing considerations with loyalty issues.

### **Background**

The Hotel Association of Hungary (HAH) has been an influential professional organisation since 1968. Its mission is to represent, lead and serve the hospitality industry. With almost 500 members in 2014 the association aims to influence positively the business environment affecting its members, to ensure growth, sustainable operation and success of the sector through legislation and other processes (<http://www.hah.hu/>). The organisation issues a membership card which entitles its users to various discounts at different accommodation facilities in Hungary. Whereas some hotels offer only a certain percentage reduction on the rack rate, perhaps with certain restrictions on its use, others are more generous with discounted prices for complete packages. There are no standard set rules for the hotels to follow in the application of various discounts associated with the membership card; nevertheless, it appears that each accommodation facility has its own standard practice.

The case described below is a fairly common hotel booking situation which, in spite of its simplicity, raises a number of issues to consider. The questions posed by the case are: Would you accept the booking of a loyal customer at a discounted price when potential full-fare paying guests could generate larger revenue for the hotel? Should loyalty be considered first and foremost as it is expected to have a knock-on effect to generate more revenue by positive word-of-mouth? Should guest loyalty be given preference over a potential one-time large income? The introduction provided a brief summary of the areas that might be further explored in order to discuss the implications of the case. Both the guest's and the service provider's perspectives should be addressed and analysed. A simple booking situation might

have significant implications for customer service and customer care, an essential element of which is communication. Such psychological elements as communication may have a major impact on customer loyalty, consumer behaviour, decision making and the purchase process (Ball, Coelho and Macha, 2004; Hana and Ryub, 2012). On the other hand, the same booking situation raises issues related to revenue management, pricing and relationship management for the service provider to consider.

### **The case**

The Kovacs family considered themselves to be loyal guests of a five-star wellness hotel, one which occupies a prominent position among Hungarian wellness hotels and deservedly boasts a large number of favourable reviews given by the TripAdvisor community. They emailed an enquiry about room availability for three people for a weekend in the run-up to the Christmas period but still some time before the festive season. Mr Kovacs also made inquiries about the possibility of using the HAH membership card for the stay. His enquiry sent to the information email address of the hotel remained unanswered, but his message resent to the reservations' department, the address of which was retrieved from an earlier email exchange, was answered the following day. The two line reply informed Mr Kovacs about the lack of possibility of using the HAH membership card due to a period of high occupancy. Apparently the answer to the enquiry provided fair and accurate information; nevertheless it caused a major wobble in Mr Kovacs' loyalty.

In the current case no change could be observed in the quality of the product itself as obviously the rooms continued to be furnished cosily and with excellent taste, neither did the wellness facilities lose their superb quality. The fact, however, that Mr Kovacs was simply rejected and not considered as a potential client for a full rate offer made him feel 'second rate' – he was not considered the 'right' customer.

Service quality, more precisely customer care and communication, is of primary importance in creating and enhancing favourable impressions about the product and thus in retaining customer loyalty. Customer service is as important in creating and maintaining customer loyalty as the product quality itself. Feeling like a second-rate client, Mr Kovacs immediately emailed two other similar establishments, most probably important competitors to the wellness hotel in question, to make inquiries about availability. The reply from one of the competitors arrived within seconds, well demonstrating that a rejection can be communicated in a way that does

not damage the image of the service provider. This hotel sent an alternative offer in reply to the enquiry and apologised for not being able to offer a lower price than the one quoted in the message as it was an offer for the final available room. However, the answer did not make it quite clear whether the price quoted already included a discount or whether it was the rack rate but the fact that firstly, Mr Kovacs was considered to be a potential client for the service at full price and secondly, that he was considered important did make a highly favourable impression of the service provider even if previous experience confirmed that the product itself excluding the human element was not on a par with that of the originally selected wellness hotel. The third hotel also sent an immediate answer with apologies claiming that they were fully booked for the specified date but offered accommodation for alternative dates in addition to offering to forward the enquiry to a partner hotel.

Mr Kovacs' first reaction was to post a message on TripAdvisor to draw potential guests' attention to the fact that they may not receive an immediate answer to their enquiry even if the hotel is a five-star superior property. This reaction could have been natural for any client in a similar situation and certainly would not have contributed positively to the public image of the hotel on the largest travel website. Yet Mr Kovacs considered himself to be a semi-insider in the tourism industry after 23 years as an academic in the field. Thus he felt the responsibility for doing more than purely criticising the practice that the hotel adopted in dealing with his case and he decided not to expose the hotel publically. A letter of complaint was sent to the general manager (GM) of the hotel drawing attention to the late response to his initial enquiry and also to the lack of an alternative offer for the one that was not available.

The reply, as could be expected, arrived in due course with the apologies of the GM and included an offer with a free upgrade for the requested period. The offer, however, was not accepted as the aim of the complaint was not to press for a stay at a reasonable price but to draw the attention of the service provider to the need for, and the role of, appropriate and timely communication. Mr Kovacs felt that, as an educator in the tourism industry, that he should raise all similar service providers' awareness directly or indirectly to the importance of communication to enhance the image of their properties in gaining and maintaining customers as well as in retaining customer loyalty.

## **Implications**

Communication assumes an increasingly important role in customer service, and in today's social media driven world the mishandling of even one guest can have unexpected consequences, as the widely known example of the 'Yours is very bad hotel' case (Shea, Enghage and Kullar, 2004) suggests. The case and complaint described in the current study did not result in an electronic complaint; neither did it generate an unfavourable review on any of the popular travel websites. It is expected, however, to show an example of how a minor issue could be a potential source of negative consequences, as in the 'Yours is a very bad hotel' case. The case also suggests that communication training for hotel staff can significantly enhance the image the hotel guests create about the accommodation facility and the service they receive. Furthermore, care should be taken to maintain guest loyalty. As studies exploring other forms of loyalty suggest, it is not necessarily and always financial benefits that are essential in creating and maintaining loyalty.

## **Appendix**

### ***Complaint to the GM of the hotel***

*Dear Ms X*

*After a number of pleasant stays at your hotel, we intended to make a booking in your hotel for a weekend in early December. My first enquiry, sent to the public email address displayed on the hotel website, remained unanswered and I only received an answer to my forwarded message to your reservations' department.*

*In the reply the reservations' assistant let me know that due to high occupancy you were not in a position to offer me a room using the HAH membership card. I do understand that the discount is not available in a busy period; nevertheless, I would have appreciated an offer at the rack rate, especially in the light of the large number of available rooms evident on various online booking sites, including your own online booking facility.*

*I have been involved in teaching hospitality students for more than two decades and feel responsible for the kind of professional communication hotel staff apply in their daily work. As educators, we make strong efforts to point out to our students how important it is to ensure that the client feels of prime importance to the service provider and highlight the significance of winning the customer. We also try to underline the value of maintaining customers as it seems to be considerably easier and cheaper to retain existing customers than winning new clients. Although nothing happens automatically, communication plays a very important role in enhancing or damaging the image of an employer.*



*My correspondence with the reservation staff does not reflect either your interest in my custom or your endeavours to win me as a client. I would like to point out that my complaint does not concern the unavailability of the discount. As a potential guest I miss the kind of service and communication that could be expected from a five-star hotel.*

*Regards*

### ***Reply to the complaint***

*Dear Dr X*

*Thank you very much for taking the time to write your letter. I completely agree with you and I am deeply sorry that such things can happen and are thus brought to my attention.*

*Please find attached our offer and we are hoping to welcome you as our guest again. I would also like to apologise for the inconvenience. It would be to my greatest pleasure to meet you in person on your next stay at our hotel if this does not interfere with your holiday.*

*Best regards*

### **References**

- Ball, D., Coelho, P. S. and Macha, A. (2004). The role of communication and trust in explaining customer loyalty, *European Journal of Marketing*, Vol. 38, No. 9/10, pp. 1272-1293.
- Buhalis, D. and Law, M. (2008). Progress in information technology and tourism management: 20 years on and 10 years after the Internet -The state of eTourism research, *Tourism Management*, Vol. 29, pp. 609-623.
- Hana, H. and Ryub, K. (2012) The theory of repurchase decision-making (TRD): Identifying the critical factors, *International Journal of Hospitality Management*, Vol. 31, pp. 786-797.
- Heoa, C. Y. and Leeb, S. (2011). Influences of consumer characteristics on fairness perceptions of revenue management pricing in the hotel industry, *International Journal of Hospitality Management*, Vol. 30, Issue 2, pp. 243-251.
- Hojeghan, S. B. and Esfangarch, A. N. (2011). Digital economy and tourism impacts, influences and challenge, *Procedia Social and Behavioral Sciences*, Vol. 19, pp. 308-316.
- Kotler, P. (2010). *Marketing Management*, Prentice Hall, New York.
- Kotler, P., Bowen, J. T. and Makens, J. C. (2010). *Marketing for hospitality and tourism*, Pearson Prentice Hall, New York.

Mills, J. E., and Law, R.(eds.) (2004). *Handbook of consumer behaviour, tourism and the Internet*, Routledge, New York and London.

Öörni, A. (2004). Consumer objectives and the amount of search in electronic travel and tourism markets. In J. E. Mills and R. Law(eds.) *Handbook of consumer behaviour, tourism and the Internet*, Routledge, New York and London, pp. 3-13.

Page, S. J. and Connell, J. (2009). *Tourism. A modern synthesis*. (Third edition). Cengage Learning EMEA, Cheriton House, UK.

Wang, X. L. (2012). Relationship or revenue: Potential management conflicts between customer relationship management and hotel revenue management, *International Journal of Hospitality Management*, Vol. 31, Issue: 3, pp. 864–874.

The Hotel Association of Hungary [on-line] [http:// http://www.hah.hu](http://www.hah.hu) [accessed 24 May 2014].

*Yours is a very bad hotel*, <http://www.slideshare.net/politicsjunkie/yours-is-a-very-bad-hotel> [accessed 24 May 2014].

Online complaint about hotel service scores, USA Today, <http://usatoday30.usatoday.com/tech/news/2002/01/04/online-hotel-complaint.htm> [accessed 24 May 2014].

### ***Questions and Activities***

1. Why and how does a hotel apply different room rates?
2. What are the factors that influence hotel room pricing?
3. What tangible and intangible benefits can make customers loyal?
4. How do loyalty programmes aim to attract customers?
5. Why do front office staff need special communication skills?
6. What role do written and oral communication play in forming the image of a product?
7. How have social network sites changed the role of communication in the hospitality industry?
8. Identify and discuss the beneficial and the harmful effects of the social media in the tourism industry.

### **Recommended Reading**

Gandolfo, D. (2010). Customer Satisfaction in the Hotel Industry: A Case Study from Sicily, *International Journal of Marketing Studies*, Vol. 2, No. 2, pp. 3-12.

Hermans, O. (2011). Customer relationship management (CRM) in hospitality: Adding a relationship dimension to a relational service. In published poster sessions of the 16th Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Houston, USA, 6-8 January 2011.

Ineson, E.M., Benke, E. and László, J. (2013). Employee loyalty in Hungarian hotels. *International Journal of Hospitality Management*, Vol. 32, pp. 31-39.

Keiningham, T., Aksoy, L., Buoye, A. and Williams, L. (2009). Why a loyal customer isn't always a profitable one, *The Wall Street Journal*, 22 June, p.4.

Lo, C. S. (2012). A Study of Relationship Marketing on Customer Satisfaction, *Journal of Social Sciences*, Vol. 8, No. 1, pp.91-94.

Milovic, B. (2012). Social Media and eCRM as a Prerequisite for Hotel Success, *Management Information Systems*, Vol. 7, No. 3, pp.26-31.

Tyrrell, B. and Woods, R. (2004). E-complaints: Lessons to be learned from the service recovery literature. In J. E. Mills, and R. Law, (eds.), *Handbook of consumer behaviour, tourism and the Internet*, Routledge, New York and London, pp. 183-190.

# Tourism and Economic Development

by Pablo Juan Cárdenas-García and Juan Ignacio Pulido-Fernández

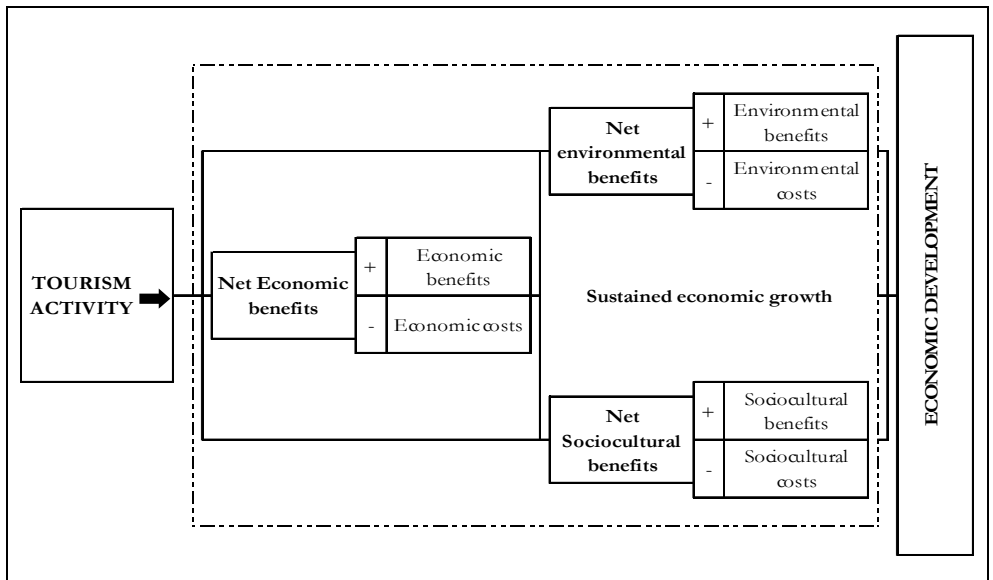
Economic growth is considered a key element in achieving the real progress of society. However, to realise the full potential that the growth of an economic sector can offer, this process must be properly managed, as there is no automatic link between economic growth and economic development. Economic growth can be attained through different economic activities, although the expansion of any production sector must be significant enough to have a major impact on the growth of certain economic variables (economic revitalisation through multipliers, improvement of the balance of payments, employment generation, revenue, etc.).

In this sense, tourism is an activity that has major significance in many countries, to the point of being consolidated in some areas as a fundamental pillar of its economic activity. Data collected by the United Nations World Tourism Organization (UNWTO) reveal this fact; in 2012, international tourist arrivals amounted to 1.035 billion, breaking for the first time the billion barrier, while revenues from international tourism (tourism exports) were over 1.3 trillion US dollars, which amounts to 6 per cent of all world exports. Furthermore, the contribution of tourism to the gross domestic product (GDP) in that year was estimated at 9 per cent, while the contribution to employment was estimated at one out of eleven jobs available worldwide (UNWTO, 2013).

In this context, many international institutions (OECD, 2010; UNCTAD 2011; UNWTO, 2013, to name but a few) have highlighted the importance of tourism as a tool for economic growth, even the potential of such activity as a driver of social transformation and as a tool for the promotion of economic development. In addition, the contributions made by the economic literature that recognise the potential of tourism in this regard are many (for example, Ashley et al, 2007; Hernández and González, 2013; Rosentraub and Joo, 2009).

Nevertheless, it should be kept in mind that, while the expansion of tourism can contribute to the economic development of the host area (tourism destination), the economic, social and environmental benefits generated are not automatic. It is clear that an increase in tourism activity, with the ultimate goal of increasing socioeconomic levels, is a chronological process that requires some time until the desired results can be observed, as seen in Figure 1.

**Figure 1 Transformation of tourism into economic development**



Source: Cárdenas, Sánchez-Rivero and Pulido-Fernández, 2013, p. 2

In recent years, a critical approach is emerging towards the relationship between these two dimensions, justified by the idea that tourism growth has not only meant an improvement of the socioeconomic conditions for some countries, but it has even contributed, as a result of the generation of significant costs, to a reduction in the level of welfare of society (Diagne, 2004; Kingsbury, 2005; Sahli, 2007; among others). Thus, many countries which are committed to tourism as a development tool have witnessed how it has not become a key element which helps overcome low levels of welfare; in reality, in some instances, such development has proliferated a loss of control over local resources or a decreased knock on effect on other economic sectors, resulting, in turn, in significant loss of potential revenue, the vulnerability of the income from tourism, etc.

There are, therefore, two approaches regarding the conception of tourism as a tool for economic development. Notwithstanding that, we should not radicalise in extreme positions. That is, tourism is not a magic and automatic solution for all countries seeking to increase their levels of welfare, though it is also true that tourism is able to become a tool for progress. In fact, tourism has become an effective tool for progress in many territories hosting a significant amount of tourism flows. In this sense, the arrival of tourism flows to a destination means an

expansion of tourism and, therefore, a tourism growth which also helps improve its socio-economic conditions, only in those countries with a higher level of prior development, since greater constraints to develop this function are found when host countries are less developed (Cardenas Sánchez-Rivero, and Pulido-Fernández, 2013). Thus, several empirical studies (Cárdenas, 2012; Cárdenas and Sánchez, 2013; Pulido, Cárdenas-García and Villanueva, 2013; Cárdenas and Pulido, 2014) show that, for the desired transformation of tourism growth into economic development to occur, the economy of host societies needs to be provided by a set of factors: geographic features and infrastructure provision; population characteristics and access to the labour market; foreign exchange generation and tax collection capacity; investment climate; and, finally, environmental dimension of sustainability. These features are present, mainly, in those economies with a higher level of progress, which explains the fact that this is the only group of countries in which tourism represents, without any doubt, a tool for economic development.

Therefore, the different agents involved in tourism activity have to manage it appropriately, through policies and actions that allow channelling tourism growth into an improvement of the socioeconomic conditions of the population. Under this premise, the policies set by the government must have a twofold aim: first, to support the country's economy on those activities with capacity to achieve real economic growth process and, second, using this economic growth as a basis, improve the socioeconomic conditions in which people live, through the adoption of measures that influence the improvement of the characteristics that are necessary to channel tourism growth into economic development.

## References

- Ashley, C., De Brine, P., Lehr, A. and Wilde, H. (2007). *The Role of the Tourism Sector in Expanding Economic Opportunity*. Corporate Social Responsibility Initiative Report. Kennedy School of Government, Harvard University, Cambridge.
- Cárdenas-García, P.J. (2012). Crecimiento turístico versus desarrollo económico. Un análisis desde la perspectiva de la generación de divisas y capacidad de recaudación, *Revista de Economía Mundial*, Vol. 32, pp. 73-102.
- Cárdenas-García, P.J. and Pulido-Fernández, J.I. (2014). Does the investment climate determine the transformation of tourism into economic development? *Tourism Economics*, Vol. 20, No. 3, forthcoming.
- Cárdenas-García, P.J. and Sánchez-Rivero, M. (2013). Tourism and Economic Development: Analysis of Geographic features and Infrastructure provision, *Current Issues in Tourism*. DOI: 10.1080/13683500.2013.860954.

- Cárdenas-García, P.J., Sánchez-Rivero, M. and Pulido-Fernández, J.I. (2013). Does Tourism Growth Influence Economic Development?, *Journal of Travel Research*. DOI: 10.1177/0047287513514297
- Diagne, A. (2004). Tourism development and its impacts in the Senegalese Petite Côte: a geographical case study in centre-periphery relations, *Tourism Geographies*, Vol. 6, No. 4, pp. 472-492.
- Hernández, R. and González, O. (2013). Rural Lodging Establishments as Drivers of Rural Development, *Journal of Travel Research*. DOI: 10.1177/0047287513481273.
- Kingsbury, P. (2005). Jamaican tourism and the politics of enjoyment, *Geoforum*, Vol. 36, No 1, pp. 113-132.
- Organization for Economic Cooperation and Development - OECD (2010). *Tourism Trends & Policies 2010*. Organization for Economic Cooperation and Development, Paris.
- Pulido-Fernández, J.I., Cárdenas-García, P.J. and Villanueva, J.J. (2013): The role of environmental sustainability in the transformation of tourism growth into economic development, *Environmental Engineering and Management Journal*, Vol. 12 No. 10, pp. 1535-1544.
- Rosentraub, M. and Joo, M. (2009). Tourism and Economic Development: Which Investments Produce Gains for Regions?, *Tourism Management*, Vol. 30, No. 5, pp. 759-770.
- Sahli, M. (2007). *Benefices et défis du tourisme dans les PMA*. United Nations Conference on Trade and Development, Genève.
- United Nations Conference on Trade and Development – UNCTAD (2011): *The least developed countries report. Towards a New International Development Architecture for LDCs*. United Nations Conference on Trade and Development, Genève.
- United Nations World Tourism Organization – UNWTO (2013) *Tourism highlights 2013*, United Nations World Tourism Organization, Madrid.

### Questions

1. Briefly describe the two existing approaches regarding the concept of tourism as a tool for economic development.
2. What kind of effects can tourism have on economic development?
3. What specific factors determine that tourism becomes, or not, a tool for economic development?
4. What factors, considered as determinants of economic development, can be found in your home country? Research the case of Cameroon. Does tourism contribute to economic development in the same way in both countries? Justify your answer.

# **Indigenous Cultural Tourism: Case Study of Himba Community**

**by Roselyne N. Okech**

## **Introduction**

In the Western world modern tourism has become a major element constituting and constructing the way in which we see other places, landscapes and cultures. Landscapes of tourism are constructed through cultural representations and related processes (Saarinen and Niskala, 2009). There are over 5,000 indigenous populations around the globe with many sharing the legacy of poverty, ill-health, loss of culture and language, justice issues, loss of traditional lands, environmental issues, a struggle to regain self-determination and marginalisation within the mainstream culture. Global indigenous populations also share common characteristics including a spiritual connection to the land, oral traditions, an emphasis on community rather than individual, ties of extended family and respect for cultural diversity. Some examples of the more prominent communities and cultures include: Masai-Kenya; Himba-Namibia; Zulu-South Africa; Bushmen in the Kalahari Desert; aboriginal people in Canada and Australia; Maoris in New Zealand; Maya in Mexico; Andamanese in India; and Saami in Finland.

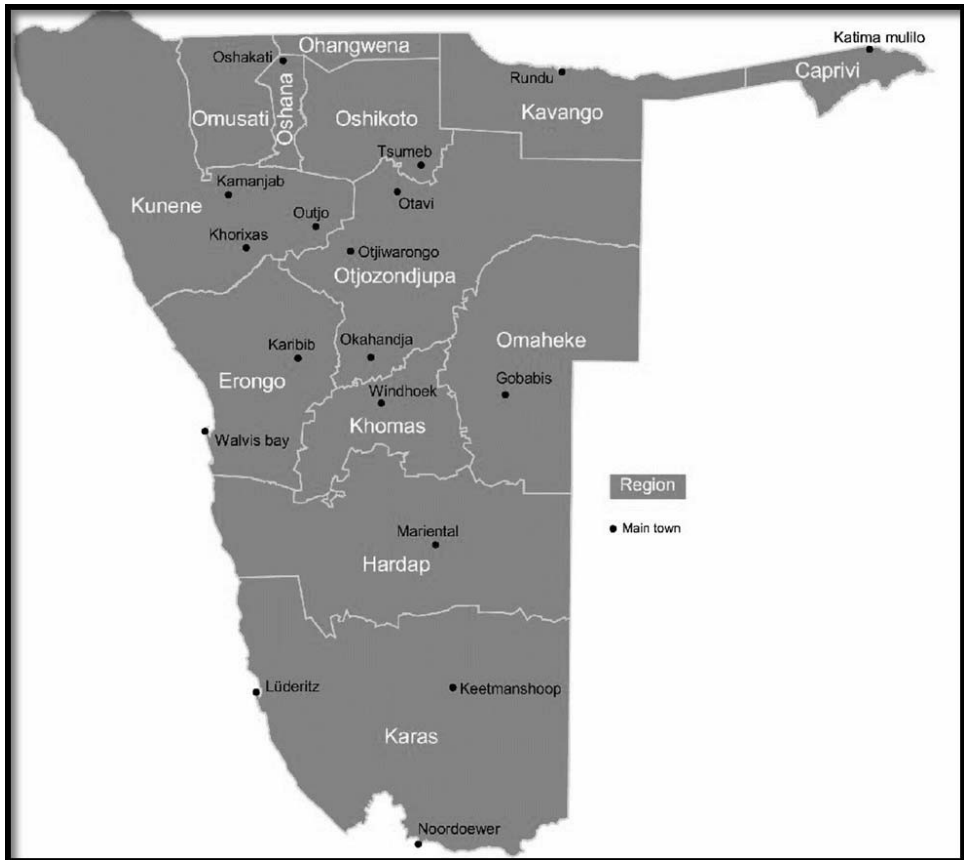
Cultural tourism has been identified as one of the major growth markets in global tourism. In every region of the world, governments at national and local level are becoming increasingly interested in the potential for cultural tourism to attract tourists and to support cultural attractions. A plethora of definitions and expressions for cultural tourism abound in literature on tourism and culture. Wood (1993) has defined cultural tourism as the art of participating in another culture, of relating to people and places which demonstrates a strong sense of their own identity.

## **Culture and the indigenous people**

Culture is an embodiment of a people's traditions and ways of life and is illustrated in local food, rituals, dances, festivals, sculptures, building designs, religion, dressing and other practices (UNESCO, 2001). Lietaer and Meulenaere (2003, p. 967) define culture as "a complex whole, which includes knowledge, beliefs, artistic expressions, morals, laws, customs



Figure 1 Map of Namibia



Retrieved from <http://www.nhc-nam.org/> [accessed 24 May 2104]

and habits acquired by humans giving them an identity as a member of a specific society.” Nana and Mensah (2006) noted that culture includes beliefs, values, attitudes, customs and institutions, which influence the way of life of a particular society. This means that culture is the total culmination of a people’s way of life and not just the old traditional practices. This culture often resides with the indigenous people, which justifies why some studies refer to cultural tourism as indigenous tourism. Cultural tourism therefore means travel concerned with experiencing cultural environments, including landscapes, the visual and performing arts, and special (local) lifestyles, values, traditions, events as well as other ways of creative and inter-cultural exchange processes. According to Lynch, Duinker, Sheehan and Chute (2010) cultures worldwide are changing and shifting as a result of globalisation and modernising forces. While some cultures are being fragmented, others are witnessing a blurring of borders.

### **Study Area: Namibia**

Situated on the southwestern coast of Africa, Namibia borders Angola and Zambia in the north, South Africa in the south and Botswana in the east (See Fig. 1). Namibia covers 824,292 sq. km. with a population of slightly more than 2.2 million ([www.namibiaturism.com.na](http://www.namibiaturism.com.na)).

### **Ochikandero Village Himba, Damaraland**

The Himba, originally from Kaokoland, started Ochikandero village 10 years ago for orphans. There are 50- 60 people living in the village and it receives more than 100 visitors per week. Of the 30 children in the community, only 5 go to school which is 20 km, away and was built by the government. The parents are hesitant to take their children to school for fear of losing their tradition and culture. The community also has a government built hospital 20 km. away. Most of the tourist gaze (See Photo 1) comes as a result of the Himba's way of dressing. The Erembe is worn on top of the girl's head and the middle belt and ankle bracelets are for fully grown women, ready to be married and have children. The locals start using the red ochre after the age of 15 years. Red ochre comes from North West of Namibia and Angola and the Himba is acquired by trading with goats. It is mixed with butter and applied after having a smoke bath in the morning, a process that takes two hours (Okech, 2009).

The men use water and butter not red ochre. Other accessories are: the neckband, made from porcelain beads known as ombware; necklace (omatwi) on which pieces of cattle ears are strung indicate that the wearer is his wealthy father's favourite son; plaits (ozondato) for girls are worn before reaching puberty; a necklace with pendant (eha) worn by young girls; and leg rings of iron beads (ozohange) worn by women. However, the men have mobile phones and they trade in curios and cattle in an open market about 10 km. away once a month (Okech, 2009).

In Namibia regional development policies for the promotion of cultural tourism are increasingly seen as good strategies that can attract international visitors and capital to the country by using not only wildlife-based products but also showcasing local cultures and people in a tourism context (Republic of Namibia, 1994; Ministry of Environment and Tourism, 2005a; Saarinen, 2011). Saarinen and Niskala (2009) noted that the local people in Namibia emphasise historically contingent colonial traditions where locals are depicted as

primitive, exotic and portrayed as part of the natural landscape. The Ovahimbas (Himba Community) (57%) are represented as posing objects.

**Photo 1 Tourist Gaze: Namibia Community**



Source: Author

The majority of Himba community images depict half-dressed women or women with children thus being dominated by female depictions. They are also represented as standing or sitting passive objects for a tourist gaze to consume. These kinds of representations construct the Himba as the “Other”, a process based on uneven power relations between the represented and representer and different perspectives such as us-them, white-black, man-woman, first world-third world, active-passive (Saarinen, 2011). It also implies potentially hierarchical positions and practices between hosts and guests in tourism (Saarinen, 2011). The images used and constructed in tourism can have an effect on how local people perceive tourism and how they can actually participate in, and benefit from, tourism.

### **Conclusion**

When using cultural tourism as a developmental tool for rural regions, policy-makers have to consider carefully that key attractive factors such as cultural identity and uniqueness may be affected as a result of increasing tourism impacts. The rising demand for cultural tourism and its sociological background has been discussed in various literatures. It is argued that exploiting this trend without due consideration may bring about the erosion of benefits through accompanying negative side effects. Probably, when visitors to Africa struggle to define the

magic that is Africa they are in fact referring to the magic and diversity of its people, cultures and its wild nature. This magic may well provide inspiration to visitors as a contrast to experiences in the developed world.

Tourists visiting and experiencing new cultural sites provide economic and social benefits to Africa and its people, not to mention a development of pride in local cultural awareness and identity. It is a vast untapped market that with a little help, organisation and patience amongst stakeholders will come to fruition and provide a renaissance of African culture. When using cultural tourism as a developmental tool, policy-makers have to consider carefully that key attractive factors such as cultural identity and uniqueness may be affected as a result of increasing tourism impacts. Given the weight of evidence to this point, it seems reasonable to conclude that this will continue to be an important factor in our quest to increase positive attitudes toward cultural tourism and predict support for tourism by community residents. The more the tourism industry can do to distribute the benefits individuals receive from tourism in their communities, the more support the industry is likely to enjoy.

## References

- Liettaer, B. and Meulenaere, S. (2003). Sustaining cultural vitality in a globalizing world: the Balinese example, *International Journal of Social Economics*, Vol. 30, No. 9, pp. 967-984.
- Lynch, M.F., Duinker, P., Sheehan, L. and Chute, J. (2010). Sustainable Mi'kmaw cultural tourism development in Nova Scotia, Canada: Examining Cultural tourism and Mi'kmaw perspectives, *Journal of Sustainable Tourism*, Vol. 18, No. 4, pp. 539-556.
- Ministry of Environment and Tourism (2005). *A National Tourism Policy for Namibia* (First Draft), Government of Namibia, Windhoek.
- Nana Ato, S.A., and Mensah, J.V. (2006). Urban management and heritage tourism for sustainable development: The case of Elmina Cultural Heritage and Management Programme in Ghana, *International Journal of Management of Environmental Quality*, Vol. 17, No. 3, pp. 299-312.
- Okech, R.N. (2009). Promoting Cultural Tourism in Kenya: Focus on Funerals in Luo and Luhya Communities, *Tourism Review International*, Vol. 12, No. 3/4, pp. 243-258.
- Republic of Namibia (1994). *White Paper on Tourism*, Paper approved by Cabinet, Namibia, 29<sup>th</sup> March. [www.gov.na](http://www.gov.na)
- Saarinan, J. and Niskala, M. (2009). Local Culture and Regional Development: The Role of OvaHimba in Namibia Tourism. In: P. Hottola, (ed.), *Tourism Strategies and Local Responses in Southern Africa*, Wallingford: CABI Publishing, pp. 61-72.

Saarinen, J. (2011). Tourism, Indigenous People, and the Challenge of Development: The Representations of OvaHimbas in Tourism Promotion and Community Perceptions toward Tourism, *Tourism Analysis*, Vol. 16, No. 1, pp. 31-42.

### **Questions**

1. Discuss the role of indigenous communities in community tourism development.
2. Based on this case study, are there any similarities to and/or differences from your own culture or community?
3. If you were a tour operator, what kinds of packages would you develop in order not to commoditise the Himba culture?
4. Discuss the importance of educating tourists and creating cultural awareness based on the facts of this case study.
5. Do you think there is an African culture? Give reasons for your answers

### **Activities**

1. Prepare a drama activity that would reveal the cultural traditions of the Himba including clothing, food, social pastime, child birth and death.
2. Prepare a postcard that is suitable for advertising the Himba community as well as your own cultural community.

### **Recommended Reading**

McGehee, N.G. and Andereck, K.L. (2004). Factors Predicting Rural Residents' Support of Tourism, *Journal of Travel Research*, Vol. 43, No. 2, pp. 131-140.

Richards, G. (1996). *Cultural Tourism in Europe*, Wallingford, Oxford.

# Tourist Marketing Policies for Protected Natural Areas: The Case of Sila National Park

by Sonia Ferrari

## Background

The first natural parks were created mainly to preserve certain areas of particular natural importance (Frost and Hall, 2010a). At that time the concept of protected natural areas was, above all, linked to the idea of allowing visitors to enjoy splendid natural locations (Hall and Frost, 2010), which were seen as *sanctuaries of nature*. Today, protected natural areas have become tourist destinations of increasing importance. In particular, national parks are promoted domestically and internationally as *must-see attractions* and, in many cases, have become real *tourist markers* (Wall, Reinius and Fredman, 2007), that is key elements of tourism destinations, which provide information and which evoke mental images in the minds of current and potential visitors (MacCannell, 1976; Leiper, 1990).

“Nature tourism” has been defined as “tourism in which the main aim of the holiday is the observation and enjoyment of nature and traditional culture” (Osservatorio Permanente sul Turismo Natura, 2007, p. 6). This is a segment in which demand is growing in Europe and worldwide (Fredman and Tyrvaïnen, 2011). For this reason, the strategic aims of parks are focused increasingly on tourist marketing activities designed to attract new tourist segments, often market niches, which should create extra wealth and employment whilst respecting the environment. To become competitive in tourism, parks must carry out effective strategic marketing policies, identifying their main market targets and creating tourism products to be promoted. To achieve these aims, they need to understand and to know better the expectations and preferences of tourists, together with their attitudes, prior experiences and behaviour during the visit to the park.

According to the World Tourism Organisation (2010) rarely do tourists move for just one purpose; on the other hand, much more numerous are *soft ecotourists*, who combine other interests, linked for example to the local culture, food and wine, and sport (Fredman and Tyrvaïnen, 2011). *Soft ecotourists* are looking for a complete holiday experience, which includes

*authentic* elements of the area visited (Ferrari, 2006)<sup>1</sup>. From this viewpoint, the park should be a “local tourism system” which can offer services to provide knowledge not only of the natural environment, but also of historic, cultural, artistic, handicraft, and culinary resources, traditions and folklore. Thus, *ecotourism* must include quite a wide range of offerings, which are connected in various ways to the philosophy of *slow travel*, in other words to the chance to become part of the local life and enjoy real contact with the places and people, especially when on holiday (Fennell, 2003; Page and Dowling, 2001). The above concepts are confirmed by the main results of a survey, which is carried out annually in Sila National Park.

### **Sila National Park**

Sila National Park was founded in 2002. The park includes an area of 73.695 hectares. The Park Agency controls some of the most suggestive and wild areas of Calabria, with wide and wonderful forests, spread on mild plateaux and exciting landscapes. In the park there are many artistic and cultural centres. The highest elevation is Botte Donato Mountain (1928 m.); there are many rivers and multipurpose lakes. There is a large variety of fauna and flora.

The park has three visitor centres and numerous museums. It is impossible to know the number of tourists in the park, since in all Italian natural parks there are no tickets to pay or entry controls. However, during 2012 in the main Visitor Centre, the Cupone, there were 95,580 guests and 11,605 guided tours (Sila National Park Marketing Department, unpublished statistics).

The protected area is the ideal environment for participatory activities and sports like walking or mountain biking, riding, orienteering, bio and bird-watching, naturalistic photography, cross-country and alpine skiing, sailing, canyoning and many others. Wine and food specialities offer unique and tasty typical products of the rural economy of the Silan mountains and the Mediterranean environment.

Every year the Park Tourism Office carries out an on-site survey to assess visitors' characteristics, collecting a great variety of information to determine the demographics of the visitors to the area, their motivations, preferences and travel patterns, recreational activities in which they are interested and their levels of satisfaction with the experience offered. The aim of the survey is to improve visitors' satisfaction, to offer products that favour loyalty and

---

<sup>1</sup> Tourists looking for *authenticity* (MacCannell, 1976), in fact, particularly appreciate contact with the local culture, which allows them to immerse themselves in the lifestyle of the place they are visiting, thanks to events, social gatherings, and contact with local people.

repeat visits, improve the image of the area and promote its tourist resources. The management aspire to developing a tourism strategy aimed at enhancing tourist opportunities in the park. In fact, in order to adequately address visitors' needs, the park managers must first understand the characteristics of the different segments of guests.

Every year a non-probability sample of about 350 people completes a self-administered questionnaire. The questionnaires are distributed throughout the year at different sites: visitor centres, hotels and other tourist attractions. Visitors are invited to respond during their stay in the area, so that the answers will reflect their immediate experiences. The questionnaire addresses a broad range of issues, ranging from nature appreciation, prior experiences, main interests during the trip, perception of environmental functions, preferred recreational activities, image of the park, etc. Some questions collect demographic characteristics, motivations and information sources used in planning the trips. Besides, visitors are asked about their travel patterns (if they travel alone or in a group, the length of stay, where they are accommodated, etc.) and their main interests and preferred activities during their stay (for example, visiting nature centres, discovering historic sites, tasting local food, playing sports). The response formats are closed – either dichotomous, multiple choices or in ranking scale. The data are analysed with the SPSS statistical programme.

During 2012, 368 park visitors completed the survey. The results confirmed that they had interests further to the natural treasures of the area. Their love for protected areas is constant - a high percentage of them had previously visited the Sila National Park (more than 70%) but also other parks (83.1%). They were perfectly aware of being in a protected area (96.7%). As to recreational activities, the main interest during the experience was the visit to natural sites (85.3%); 28.8% also enjoyed visiting museums and tasting food and wine, which are typical products of local cuisine; 22% wanted to discover old traditions and/or activities related to crafts; 16.8% preferred to visit historic villages; 14.4% wanted to play sports; 10.1% expressed an interest in visiting archaeological sites; and 4.3% preferred other types of activities.

A large proportion of the respondents (85.9%) said that the most important activity during their stay was walking outdoors. In order of importance, interest in activities were ranked as follows: planning guided tours to natural sites (69.6%); tasting typical local products (46.2%); visits to museums (36.4%) or historical centres (23.6%); trekking (21.5%); mountain biking (15.8%); and planning visits to archaeological sites (13%). As to the strengths of the park, visitors consider the following elements as excellent: the trails (27%); the accommodation



(20.1%); the promotional brochures (19.8%); the visitors' centres (19.6%); the maintenance of the park (19%); the environmental education (19%); and the restaurants (18.5%). As to the weaknesses, the following need improvement: accessibility and transport (9%); the shops (7.9%); leisure activities (5.7%); and sports activities (4.6%).

Referring to the level of satisfaction of visitors of Sila Park, in a Likert scale from 1 (completely dissatisfied) to 7 (completely satisfied), the findings were: completely satisfied (40.5%); mostly satisfied (30.4%); and somewhat satisfied (15.5%). The most important result for the park's management and personnel was that the percentage of respondents who would like to return to the park was 97.8%. In the future, the management of the park aims to use SPSS to conduct a cluster analysis to identify specific segments of visitors and their profiles.

## References

- Fennell, D. (2003). *Ecotourism*. 2<sup>nd</sup> edition, Routledge, New York.
- Ferrari, S. (2006). *Modelli gestionali per il turismo come esperienza. Emozioni e polisensorialità nel marketing delle imprese turistiche*, Cedam, Padova.
- Fredman, P. and Tyrvaïnen, L. (eds.) (2011). *Frontiers in Nature-based Tourism*, Routledge, Abingdon/New York.
- Frost, W. and Hall, C. M. (2010a). American invention to international concept: the spread and evolution of national parks. In W. Frost and C.M. Hall, *Tourism and National Parks*, Routledge, Abingdon/New York, pp. 30-44.
- Hall, C.M. and Frost, W. (2010). The future of national park concept. In W. Frost and C. M. Hall, *Tourism and National Parks*, Routledge, Abingdon/New York, pp. 301-310.
- Leiper, N. (1990). Tourist Attraction Systems, *Annals of Tourism Research*, Vol. 17, Issue 3, pp. 367-384.
- MacCannell, D. (1976). *The tourist gaze: a new theory of the leisure class*, Schocken Books, New York.
- Osservatorio Permanente sul Turismo Natura (2007). *5° Rapporto Ecotur sul Turismo Natura*, Il Sole 24 Ore, Milano.
- Page, S.J. and Dowling, R.K. (eds.) (2001). *Ecotourism*, Pearson Education Limited, Upper Saddle River, NJ.
- Wall Reinius, S. and Fredman, P. (2007). Protected areas as tourism attractions, *Annals of Tourism Research*, Vol. 34, No. 4, pp. 839-854.
- World Tourism Organisation/ United Nations (2010). *International Recommendations for Tourism Statistics 2008*, Department of Economic and Social Affairs, Statistics Division, New York.

### **Questions and Activities**

1. Do you think that a natural park should be considered as a tourist destination? Why? Why not?
2. What is the most important information that the park managers need to utilise to develop a good marketing strategy?
3. Apart from visitor surveys, are there other types of marketing research useful for this purpose?
4. Research “cluster analysis” and discuss the advantages and disadvantages of using such a technique in the above context.

### **Recommended Reading**

- Blamey, R.K. (1995). *The nature of ecotourism*, Occasional Paper No. 21, Bureau of Tourism Research, Canberra.
- Buhalis, D. (2000). Marketing the competitive destination of the future, *Tourism Management*, Vol. 21, pp. 97–116.
- Eagles, P.F.J. and McCool, S.F. (2002). *Tourism in National parks and protected areas. Planning and management*, CABI Publishing, Cambridge, MA.
- Ferrari, S. and Pratesi, C.A. (2012). National Parks in Italy – Sustainable Tourism Marketing Strategies, *Matkailututkimus (Finnish Journal of Tourism Research)*, Vol. 8, No. 1, pp. 7-23.
- Frost, W. and Hall, C.M. (2010). *Tourism and National Parks*, Routledge, Abingdon/New York.
- Frost, W. and Hall, C.M. (2010b). National parks, national identity and tourism. In W. Frost and C.M. Hall, *Tourism and National Parks*, Routledge, Abingdon/New York, pp. 63-78.
- Haukelnad, J.V., Grue, B. and Veisten, K. (2011). Turning National Parks into Tourist Attractions: Nature Orientation and Quest for Facilities. In P. Fredman and L.Tyrvaainen, (eds.), *Frontiers in Nature-based Tourism* Routledge, Abingdon/New York, pp. 76-99.
- Higginbottom, K. (2004). Wildlife Tourism: An Introduction. In K. Higginbottom, (ed.), *Wildlife tourism: impacts, management and planning*, Common Ground Publishing, Altona, Australia, pp. 1-14.
- Mose, I. (2007). Foreword. In I. Mose, (ed.), *Protected areas and regional development in Europe: toward a new model for the 21<sup>st</sup> century*, Ashgate, Aldershot, pp. XV-XVII.
- Page, S. and Dowling, R.K. (2002). *Ecotourism, Themes in Tourism*, London: Prentice Hall.
- Pratesi, C.A. (2009). Considerazioni sul marketing dei parchi. *Silvae Rivista tecnico-scientifica del Corpo Forestale dello Stato*, Year V, No.12, May – December, pp.152-159.

Runte, A. (1972). Yellowstone: it's useless, so why not make it a park, *National Parks and Conservation Magazine*, March, pp. 4-7.

Runte, A. (1973). "Worthless" lands. Our national park: the enigmatic past and uncertain future of America's scenic wonderlands, *American West*, May 10, pp. 4-11.

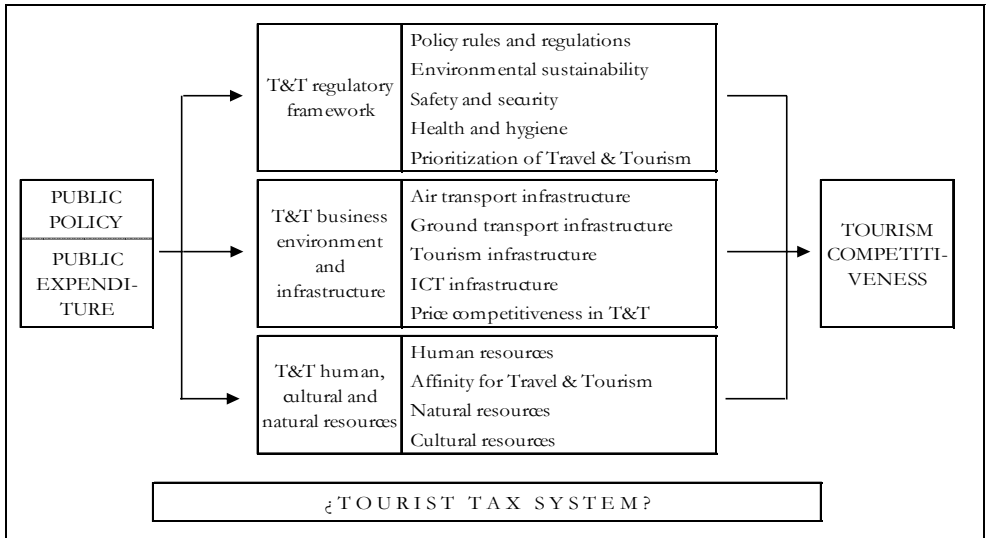
## **Tourism Taxation as a Tool for Tourism Destination Competitiveness**

**by Juan Ignacio Pulido-Fernández and Pablo Juan Cárdenas-García**

Although not all tourism destinations have the same attractions or attractive resources, and this difference in availability allows them to specialise in one tourism product or another, in the current competitive situation, it is difficult to find a destination offering such a unique product that it cannot be offered by other destinations, even if it is a specific product (Croes, 2011; Caber, Albayrak and Matzler, 2012; Crouch and Ritchie, 2012). Therefore, since tourists' decisions about destination choice are exclusive, competitiveness is the fundamental objective that all tourism destinations pursue nowadays (Namhyun, 2012). This new scenario requires a more dynamic role on the part of the public sector, which must generate a framework for the development of new growth strategies. It should be more sustainable and based on the gradual competitive repositioning of the destination, as it is the obligation of this agent to provide certain services for both tourists, so that they can properly enjoy their tourism experience, as well as for the destination itself, so that it becomes more competitive in the tourism markets.

In the search for competitiveness, it is necessary to assess the relative importance of each of the factors that affect this variable (prices, tourism infrastructure, resources, destination accessibility, etc.), as the importance of a factor depends not only on having an adequate assessment of that attribute, but it also requires that significant differences exist between a destination and its competitors (Crouch and Ritchie, 2012). Therefore, for a tourism destination, once the attributes determining its tourism competitiveness have been identified, it is crucial to set a tourism policy committed to the optimisation of these factors. Thus, those public authorities within which tourism plays an important role, as happens in most European countries, are required to influence the determining factors of competitiveness, such as spatial planning, basic and/or tourism infrastructure provision, tourism promotion or tourist and cultural resources conservation. However, the expenses resulting from the provision of these public services, directly related to tourism, entail a series of extra costs which do not involve, in most cases, the generation of simultaneous revenue to finance them. This situation has led, in the current context of widespread budgetary constraints, to the need to advances in the search for new forms of funding that make it possible to cover part of the tourist expenditure undertaken by public administrations (See Figure 1, Pulido and Cárdenas, 2012).

**Figure 1 Tourist tax system to ensure competitiveness of tourism**



Source: Author’s own elaboration based on World Economic Forum (2013).

Consequently, one of the main challenges for the public sector, especially for those areas specialising in incoming tourism, is to find new ways to ensure an adequate level of income according to the greater financial effort that is made as a result of the number of tourism actions that must be faced. Moreover, from an economic perspective, it is justifiable to design a tourism tax system affecting those actors involved in the tourism market linked to the funding of certain public goods and services that are provided by public administration (Clarke and Ng, 1993; Gago and Labandeira, 2001).

Thus, tourism taxation has become, on many occasions, an instrument to deal with problems derived from tourism development (Oom do Valle, Pintassilgo, Matias and André, 2012). In this regard, there are many examples worldwide, given that public authorities have perceived tourism as an additional source of public revenue (Clarke and Ng, 1993; Gooroochurn and Sinclair, 2005).

In this sense, there are specific cases already implemented that can be highlighted: (i) United States – an administration fee, amounting to 14 dollars, for foreign tourists entering the country from a visa waiver country; (ii) the Maldives – a tourism fee equivalent to 3.5 per cent of the price of products and services directly linked to the tourism industry; (iii) the region of

Catalonia (Spain)– a tax on stays in tourism establishments of between €0.50 and €2.50, depending on the type of establishment and its location, on accommodation establishments.

However, the experiences implemented have been introduced, generally, without adequate consideration of their economic effects and their impact on tourism demand itself, so they may damage the competitiveness of the destination itself (Gooroochurn and Sinclair, 2005). Moreover, most of the experiences demonstrate that they have been designed as a simple tool aimed at generating income, rather than as a tool for the achievement of greater destination competitiveness (Oom do Valle et al., 2012).

Actually, in some tourism destinations, particularly in coastal locations, the implementation of a tax on accommodation may have a negative impact on tourism demand, as most tourists are not willing to pay it (Oom do Valle et al., 2012). This is due to the fact that, at least in this typology, the price variable is set as one of the main decision factors when choosing a destination – given that there are alternative destinations that can meet the same tourists' motivations – (Gago, Labandeira, Picos and Rodríguez, 2009). In addition, the introduction of a tax system that is not properly planned may lead to a reduction of the economic benefits generated by such activity, causing a drop in tourism production, a decrease in tax revenues obtained through other means or an increase in the inflation rate in the tourism sector (Gooroochurn and Sinclair, 2005).

Despite these limitations, the taxation of tourism activity is a phenomenon that will increase over the coming years, as more tourism destinations follow this same practice as a way to obtain revenue with which to finance part of the costs incurred by this activity to the public sector (Gago and Labandeira, 2001; Gago et al, 2009; Oom do Valle et al., 2012).

It can be concluded that, on the one hand, there is a need for a more innovative role in the policies adopted by the government, which must be aimed at providing the destination with the determining attributes to improve its tourism competitiveness in relation to its main competitors. Then, since the implementation of these policies requires funding, it is essential to design a tax system that is not the result of happenstance or the bright idea of the political party leading the government at a given time, but which responds to the ideal of optimal tax system, taking into account the current socioeconomic context of society.

## References

- Caber, M., Albayrak, T. and Matzler, K. (2012). Classification of the destination attributes in the content of competitiveness, *Journal of Vacation Marketing*, Vol. 18, No. 1, pp. 43-56.
- Clarke, H. and NG, Y. (1993). Tourism, economic welfare and efficient pricing, *Annals of Tourism Research*, Vol. 20, No. 4, pp. 613-632.
- Croes, R. (2011). Measuring and Explaining Competitiveness in the Context of Small Island Destinations, *Journal of Travel Research*, Vol. 50, No. 4, pp. 431-442.
- Crouch, G. and Ritchie, J.R. (2012). Destination Competitiveness and Its Implications for Host-Community QOL. In M. Uysal, R. Perdue and M.J. Sirgy (ed.), *Handbook of Tourism and Quality-of-Life Research*, Springer, Berlin, pp. 491-513.
- Gago, A. and Labandeira, X. (2001). Turismo y Fiscalidad Ambiental, *Papeles de Economía Española*, Vol. 87, pp. 179-186.
- Gago, A., Labandeira, X., Picos, F. and Rodríguez, M. (2009). Specific and general taxation of tourism activities. Evidence from Spain, *Tourism Management*, Vol. 30, No. 3, pp. 381-392.
- Gooroochurn, N. and Sinclair, M.T. (2005). Economics of Tourism Taxation, *Annals of Tourism Research*, Vol. 32, No. 2, pp. 478-498.
- Namhyun, K. (2012). *Tourism destination competitiveness, globalization, and strategic development from a development economics perspective*. University of Urbana-Champaign, Illinois.
- Oom do Valle, P., Pintassilgo, P., Matias, A. and André, F. (2012). Tourist attitudes towards an accommodation tax earmarked for environmental protection: A survey in the Algarve, *Tourism Management*, Vol. 33, pp. 1408-1416.
- Pulido, J.I. and Cárdenas, P.J. (2012): La política turística en el ámbito local: la gestión pública de destinos. In J.I. Pulido (ed.), *Política Económica del Turismo*, Pirámide, Madrid, pp. 213-232.
- World Economic Forum (2013). *The Travel & Tourism Competitiveness Report*, Genève [on-line] available from: [http://www3.weforum.org/docs/WEF\\_TT\\_Competitiveness\\_Report\\_2013.pdf](http://www3.weforum.org/docs/WEF_TT_Competitiveness_Report_2013.pdf) [accessed June 13, 2014].

## Questions

1. Is the competitiveness of tourism destinations an economic concept or, on the contrary, does it have more dimensions than the strictly economic one?
2. Taking your home country as a reference, identify the determining factors of competitiveness in which significant differences between your country and its main competitors can be observed, both positively and negatively.
3. Using a tourism destination that is familiar and well known to you, justify why it is necessary to establish a tax system on tourism activity.

4. Identify a tourism destination of your geographical environment which has established any kind of tax on tourism and answer the following questions: What is its scope? What public administration has implemented it? What is its goal? What specific activities are subject to that tax? How much is the required amount? Who is liable for payment?



# Wings of Heaven

by Mac MacCarthy

## Introduction

Mr. Wing arrived in Siem Reap, Cambodia from Singapore in February 2003 with plans to open a hotel. He recognised that the small city was already attracting a growing number of tourists as the gateway to the Temples of Angkor and he believed that a bright future lay ahead as tourism grew and the range of tourists became more diverse. It will be called “Wings of Heaven” he said, with a smile, to his bank manager in Singapore. He had researched the growth of tourism in Cambodia since the early 1990s, which had slowly but steadily risen as tourists began to get used to the idea that Cambodia was now a stable country and increasingly peaceful. What he was less clear about was the type of tourists coming to the kingdom, and particularly to Siem Reap. Obviously, they were drawn to the prospect of seeing the Temples of Angkor – Siem Reap was, after all, the gateway to the temples and to Angkor Wat itself. Certainly in Phnom Penh, the capital, a significant number came to visit sites known as the Killing Fields, places commemorating those who were murdered during the Pol Pot regime. Faced with less than reliable information about the tourists themselves, he had decided to investigate on-site for himself.

In the early days of tourism, Cambodia faced a number of obstacles (Chen, Sok and Sok, 2007), including:

- Poor infrastructure - there is hardly any rail system and roads were so poor that all journeys took a very long time
- Inefficient legal systems that made setting up a business difficult and which also opened the door to corruption
- Poorly qualified managers and unskilled works, particularly in relation to tourism and hospitality
- Lack of vision and creativity
- Only two international airports, neither of which could handle large aircraft so long haul visitors invariably flew in from one of Asia’s hubs, for example, Bangkok, Kuala Lumpur or Singapore.

Before 2003, progress in improving Cambodia's airports had been slow; reliance on international funding meant that painfully slow bureaucracy and some corruption held things back. By 2003, Siem Reap had only seven major roads that had been tarmacked; the rest were dirt roads, full of pot holes and subject to flooding in the rainy season, when there were sometimes blackouts for several hours.

Wing decided to explore Cambodia like an ordinary tourist; he rented a tuktuk to take him on a temple tour and was surprised, when he got to the national park, to discover that it was surprisingly well organised and designed to ensure that tourists paid for the privilege of exploring Angkor Wat. Wing's driver was allowed to drive him around the area in order to visit several temples, the number depending on which ticket he had bought: 1-day, 3-day or 5-day pass; however, the driver was not allowed to be his guide. Official guides could be hired, though they were in short supply.

### **The Temples and Siem Reap**

Angkor Wat itself was impressive; as a Buddhist, Mr. Wing was aware of Angkor Wat but was ashamed to admit that his knowledge was somewhat lacking beyond the bare facts that it was a Buddhist temple, almost 900 years old. In fact, it had been built as a Hindu temple originally and became the centre of a city. By the mid-19<sup>th</sup> century it had been somewhat neglected for almost 300 years, and partially swallowed up by the jungle, though local Khmer people still visited. Several Europeans visited during that period but a French archaeologist, Henri Mouhot, wrote evocatively about it in the 1850s; he is credited with being the instigator of the considerable work that has been done to renovate, study and catalogue Angkor Wat and the other temples.

Arts and crafts have a long tradition in Khmer culture, though many had all but died out during the Pol Pot regime when artists and artisans were amongst those who were tortured and killed. The aftermath of those years saw Cambodians trying to come to terms with the trauma of genocide whilst being subject to invasion from Vietnam, civil war and interminable internal power struggles and instability. As Cambodia entered a more stable period in the 1990s, interest in traditional arts was revived. The former king's son had been a ballet teacher in Paris and when he returned to support his father he took on the task of re-awakening the arts and crafts of Cambodia and, in particular, the teaching of traditional dance to young people. Night life in Siem Reap is focused on Pub Street and the three neighbouring streets that contained

restaurants and bars. Those on Pub Street itself were very westernised and attract mostly Western visitors, many of them backpackers. A number of the bars showed football on large television screens and some provided live music. In short, this self-contained area replicated numerous holiday resorts to be found around the Mediterranean attracting a young party crowd. The side streets, which comprise restaurants predominantly, attracted a broader range of visitors.

### **Market and market development**

Wing noticed that most of the tourists were young, independent travellers and many were backpackers. Older tourists in couples and families with older children constituted another group. He was reluctant to open a backpacker hostel because prices would be low, facilities would be basic and it seemed to him that there would be little room for business growth and development beyond simply adding more rooms. His vision for the future focused on a hotel that had a distinctive style, that was talked about and recommended and that could expand in quality as well as in size. Regarding his target market, couples, older and more affluent tourists and families were more attractive, though it was obvious that the people who came to Siem Reap, backpackers and mature individuals alike, were focused on culture and heritage. He decided there was surely a market opportunity for middle class, independent tourists who had less need for a package holiday but they would need support and guidance when they arrived.

McDonnell, Phou and Petocz (2008) noted in their study of international tourism in Cambodia that typically the main groups of Western visitors, who were the main focus of their study, were from the United Kingdom, Europe or the United States; they were also single, young graduates, who were travelling either alone or in couples. Invariably they were backpackers or independent travellers. A second cluster group consisted of slightly older couples who had arrived on a package holiday and whose visit was therefore rather shorter and certainly much more structured. The study seemed not to take account of families, although Wing had noticed that western families with older children, generally aged 10 years or more, were not uncommon. Asian tourists, who were largely omitted from their McDonnell et al.'s study were more likely to fit into this second group, Wing reasoned.

### **Developing Wings of Heaven**

Wing purchased some land near the river that was adjacent to other vacant plots which would allow for future development. His bed and breakfast (B&B) accommodation opened in January

2004 and initially targeted a market of gay men, predominantly from Asia, and families who were mostly western. Wing reasoned that gay men tended to be more affluent, and that a significant number would be more interested in culture and heritage as they outgrew the party-style holidays of their youth. They were a market for whom “something different” would be appealing and Cambodia was already developing a reputation as a tourist destination like no other. A similar appeal was there for older heterosexual couples and families who wanted something more than simply relaxation, fun and a beach!

One of the first things that Mr. Wing did was to handpick six of the most reliable tuktuk drivers, from the hundreds who work the streets of Siem Reap, and offer them the opportunity to be drivers for his guests. The arrangement was simple: they should wait close to the hotel in the early morning or turn up for a pre-arranged trip; from mid-morning they were free to go touting for other customers on the streets. If a B&B customer required a tuktuk after that time, the assistant manager would telephone each of them until he found one free. Wing also gave each of them two purple tee shirts with “Wings of Heaven” emblazoned on the front and hotel details on the back. In addition, each driver carried B&B business cards. Wing discovered, to his surprise, that the drivers became a feature of the hotel because of their friendliness, humour and ability to relate to the hotel clients, building strong relationships with them. Indeed, returning visitors would often ask for their driver from the previous trip.

At the same time, the staff employed in the hotel had contributed to its reputation for friendliness and helpfulness. Handpicked and interviewed by Wing himself, they were young, charming, friendly and good looking. Educational attainment had been generally poor in Cambodia and vocational training had not developed to fill the gap; tourism and hospitality were especially deficient, although two highly reputable hospitality schools had become established in recent years. One of these was excellent, though attendees had to pay a fee and so looked for jobs in the four star hotels that had opened up in the last decade.

Wing decided to tackle the problem himself. His training ensured that staff could speak basic English and that they were able to interact with guests in a manner that was informal but respectful and focused on meeting guests’ needs. This was not too much of a challenge, given the warmth and friendliness that was part of Cambodian culture. Teaching more traditional hospitality skills was a little more challenging but they were quickly acquired. All of Wing’s

staff wore traditional style clothes, in purple, with a gold scarf around the waist, which they liked and which made a good impression on clients.

The B&B was designed as chalets; only four rooms were not on the ground floor. The garden setting looked very attractive with palms, lotuses and flowering plants everywhere possible. The overall style was predominantly Khmer, with traditional shaped doors in dark red, together with some Chinese touches such as lanterns, a nod to Wing's own culture. Within four years Wing was ready to expand. He built the Wings of Heaven Resort hotel, complete with swimming pool, waterfall and rooms with either balconies or patios. Since the hotel was adjacent to the B&B, the Khmer-Chinese theme was continued as was the uniform. At the same time Wing opened a small restaurant with rooms adjacent to the B&B for breakfast and dinner guests. These rooms also had a TV, which had not been available in the B&B.

Cambodia has become an obsession with Wing, so much so that he encouraged one of his drivers to become a fully qualified temples guide and a second is now half way through this training. Wing established connections with an academic in Singapore and with one in Phnom Penh in order to keep abreast of all aspects of tourism development. He believed that tourism development was his market base and needed to be the key focus of his activities. He was confident that his past experience and flair, together with the skills of his new hotel manager, a Swiss man called Alain, would ensure that both hotels met standards that would please the customers.

### **The changing face of Siem Reap**

Towards the end of 2011, Wing left the hotels in the capable hands of his manager in order to deal with business interests in Singapore and some family matters. In fact, he was away for 15 months and when he returned in April 2013 the changes that had taken place shocked him. Inevitably, more hotels had opened and, pleasingly, the city government had begun to tarmac more of the roads. However, in addition, there were two new night markets with a third one planned. The old food court in the town centre had been torn down yet traditional street food has been one of the attractions of South East Asia for decades; a row of boutique shops now stood on the site. Above them was a rooftop restaurant and disco bar. A designer version of the food court occupied one corner on the ground floor. Other bars had opened and spread beyond Pub Street and more night-time entertainment venues had opened up, including a hi-tech light and laser dance and culture show, a lady-boy cabaret show and a circus but with

human performers only. These new developments were aimed clearly at a broader, more family-oriented and older package tour market. There had been a growth in the number of crafts and arts shops, all of which advertised their commitment to fair trade and sustainability. A new disco and restaurant was now operating just around the corner from Wings of Heaven and, most worrying of all, prostitution was more visible on the streets of Siem Reap. “We are becoming very mainstream,” he said to Alain, “a holiday resort like any other. Soon there will be laser lights, dancing and theatre in Angkor Wat itself!”

A recent report by a Cambodian academic (Vannarith Chheang, ND), sent to Wing by his friend at the university, suggested that Siem Reap was ripe for broader development, catering specifically for Japanese tourists and encouraging Japanese companies to invest. The report recommended development of high-end Japanese hotels with Japanese restaurants, golf tourism and volunteer tourism an area that had become very appealing to younger Japanese tourists in recent years; adventure tourism was another underdeveloped area. The report also suggested that Siem Reap was ideal for an older population interested in eco-tourism and culture, appealing to what was an already established market for western tourists. The provision of Japanese hospitality was key to this development. Wing realised that he needed to contemplate the future carefully.

## References

- Chen, C-Y, Sok, P. and Sok, K. (2007). *Tourism development in Cambodia: An overview* [http://www2.cma.edu.tw/u\\_edu/introduction/2007/page/article/06MS/06MS-286.pdf](http://www2.cma.edu.tw/u_edu/introduction/2007/page/article/06MS/06MS-286.pdf) [accessed 24 May 2014].
- McDonnell, I., Phou, S. and Petocz, P. (2008). Development of international tourism to Cambodia: the role of benefit segmentation, *Tourism Today*, No. 8, pp. 79-99
- Vannarith Chheang (ND) *Tourism Development in Cambodia: Opportunities for Japanese Companies*, [http://www.ide.go.jp/English/Publish/Download/Brc/pdf/02\\_ch1.pdf](http://www.ide.go.jp/English/Publish/Download/Brc/pdf/02_ch1.pdf) [accessed 24 May 2014].

Note: The statistics in Tables 1-4 are provided to assist you with your consideration of the case.

**Table 1 Summary of Wings of Heaven Hotels in 2012**

Hotel	No. of rooms	Price range \$	Facilities
<b>W.o.H. Bed &amp; Breakfast</b>	12	18-24 per room per night, inc. breakfast	Dining area Opened 2004
<b>W.o.H. Resort</b>	22	30-45 per room per night, inc. breakfast	Restaurant, pool. Opened 2009
<b>W.o.H. Boutique</b>	18	50-70 per room per night, inc. breakfast	Restaurant, pool, lounge area. Opened 2012

**Table 2 Cambodian Tourism Statistics: Top Ten Market Arrivals, 1994**

Nationality	Arrivals 1994	%
China	20,782	11.77
France	19,164	10.85
Thailand	15,197	8.6
USA	14,659	8.3
Japan	12,827	7.26
Taiwan	10,218	5.79
Malaysia	8,389	4.75
Singapore	6,962	3.94
Australia	6,843	3.87
UK	5,642	3.19

Source: Ministry of Interior and Civil Aviation Authority, Kingdom of Cambodia (1995)

**Table 3 Ten Market Arrivals, 2012**

Nationality	Arrivals 2012	%
Vietnam	305,748	19
Korea	204,153	12
China	131,969	11.3
Lao PDR	81,059	8.2
Thailand	78,156	5.4
USA	77,948	4.8
Japan	75,763	4.7
Russia	48,803	3.6
France	54,572	3.3
UK	51,407	3

Source: Statistics and ICT Department, Ministry of Tourism, Kingdom of Cambodia (2013)

**Table 4 International Tourism Arrivals 2012**  
**[average length of stay, occupancy rates, and receipts]**

Year	Tourism arrivals				Tourism receipts
	No.	Change %	Average length of stay [days]	Hotel occupancy	Million US\$
1993	118,183	-	N/A	N/A	N/A
1994	176,617	49.4	N/A	N/A	N/A
1995	219,680	24.4	8.00	37.00	100
1996	260,489	18.6	7.50	40.00	118
1997	218,843	-16.0	6.40	30.00	103
1998	286,524	30.9	5.20	40.00	166
1999	367,743	28.3	5.50	44.00	190
2000	466,365	26.8	5.50	45.00	228
2001	604,919	29.7	5.50	48.00	304
2002	786,524	30.0	5.80	50.00	379
2003	701,014	-10.9	5.5	50.00	347
2004	1,055,202	50.5	6.3	52.00	578
2005	1,421,615	34.7	6.30	52.00	832
2006	1,700,041	19.6	6.50	54.79	1,049
2007	2,015,128	18.5	6.50	54.79	1,400
2008	2,125,465	5.5	6.65	62.68	1,595
2009	2,161,577	1.7	6.45	63.57	1,561
2010	2,508,289	16.0	6.45	65.74	1,786
2011	2,881,862	14.9	6.50	66.15	1,912
2012	3,584,307	24.4	6.30	68.49	2,210

Source: Statistics and ICT Department, Ministry of Tourism, Kingdom of Cambodia

### *Activities*

1. Critically evaluate Wing's approach to developing Wings of Heaven, strategically and from a marketing perspective.
2. Identify the challenges that face him now.
3. Suggest ways forward for him, with reasons.



### **Recommended Reading**

Bhatia, A.K. (2006). *International Tourism Management*, 3<sup>rd</sup>. ed., Sterling Publishers Pvt. Ltd., New Delhi, India.

Coles, T. and Hall, C.M. (eds.) (2008). *International Business and Tourism: Global Issues, Contemporary Interactions*, Routledge, International Series in Tourism Business and Management, London. Chapters 8 and 9.

Inkson, C. and Minnaert, L. (2012). *Tourism Management: An Introduction*, Sage, London.

Leslie, D. and Sigala, M. (2005). *International Cultural Tourism: Management, Implications and Cases*, Routledge, London.



## Part 3

### **Points for Discussion**

## Non-revealed Case Studies

### **A Precious Loss by Gabriela Potoczek-Kantor**

#### **Points for Discussion**

- Effect on the hotel's reputation of such situations.
- Procedures to be followed when finding hotel guests' lost property.

### **The DND Sign by Iwona Burian**

#### **Points for Discussion**

- Hotel workers should be trained to be very sensitive to all factors which may indicate that something wrong might have happened to a guest and report any suspicious circumstances immediately to their supervisors.
- Communication with guests who are in their rooms.
- Safety procedures for housekeeping staff.
- An example of general rules concerning housekeeping service follows (Żegleń, 2006, p.55). Discuss the sufficiency of these rules.

### **Are you Remembered for the Rules you Break? Mitja Petelin and Jure Kristan**

#### **Points for Discussion**

- Seasonality pricing and discounts.
- Guest conflict resolution.
- Management styles and responsibilities.

### **A Natural Fruit Juice Box and a Broken Glass. Who should Pay? by Daniela-Tatiana Agheorghiesei (Corodeanu)**

#### **Points for Discussion**

- Giving small gifts to the loyal clients is one of the strategies used to retain customers. They may tell other potential customers (*word of mouth advertising*) or write on forums so attracting future customers and improving the reputation of the hotel.
- Pros and cons of "you break, you pay" policies.
- Financial losses versus insurance.
- Communication of customer responsibilities; legal issues.

## **Flying Chairs: Cold Stew is Bad; Is Hot Stew Worse? by Mitja Petelin and Miha Lesjak**

### **Points for Discussion**

- Food and beverage management and staff scheduling.
- Flow of communication amongst service staff.
- Working hours; European directive – see <http://ec.europa.eu/social/main.jsp?catId=706&langId=en&intPageId=205>.
- Contracts and service procedures; job limitations.
- Involvement of police? Implications?
- Who was to blame for the incident? Intervention of service staff?
- Reaction of, and follow-up by, management.

## **Running the Family Motel by Ivana Božinović**

### **Points for discussion:**

- Service expectations.
- Compensation: discounts versus upgrades.
- Impact on future business; word of mouth; e-channels.
- Small business management and operations.

## **Business Transfer from First to Second Generation by Marija Knežević**

### **Points for Discussion**

- Long term preparation; education; internal and external work experience.
- Build trust; nurture family values in terms of the importance of continuing the family business.
- Evaluate/feel the moment to transfer ownership to the next generation; before or after the marriage of the family member
- Manager/owner debates. Does an owner/manager have extra motivation to develop and continue the business; to succeed?
- Clear communication.
- ‘The survival of family businesses depends on transmission to the children’. Discuss.
- Preservation of the stability of the business and the family.

### ***Postscript***

In family businesses, it may be that the founders and owners are so preoccupied with the business that they do not know enough about their children, nor do their children know enough about them, because they spend too little time together, and when they are

together the conversation often focuses on the business. Djordje and his mother had not communicated openly, in part because neither of them wanted to upset or go against the wishes of the other. The handover took place 12 months ago. Since then, the family communication has improved as the consultant “committed” the family members to regular family lunches and to mandatory meetings every month, where they talk about the business problems and other family matters. Djordje is not only an owner but also a manager and an employer. He feels important and is full of confidence, taking great care of his business. The daughter also feels important, since she as a 16 year old also participates in business meetings, sometimes proposing and criticising. She even assists the receptionists with communication problems since she speaks excellent English.

### **The 500 Euro Banknote by Daniela-Tatiana Aghorghiesei (Corodeanu)**

#### **Points for Discussion**

- Guest awareness of a clear written and valid policy re payment options.
- Employee training to treat fairly and satisfy international guests; understanding of values, habits, attitudes and behaviours of tourists from other countries.
- The local and far-reaching effects and impacts of guest dissatisfaction.

### **A Symbol of Love or an Act of Vandalism?**

#### **Points for Discussion**

- Do you know any places where padlocks are regularly hung?
- Does the idea attract you? Why? Why not?
- Do you have your own padlock somewhere? Where? Why?
- Consider and debate aspects pertaining to the love padlocks’ phenomenon? (For example: aesthetics, genius loci, protection of monumental sites, a new attraction in a current destination, motive for a visit, the possibilities of supplementary services etc.)
- Do you consider the removal of padlocks to be ethical? Who should take care of the financial side of the clearing procedures? What should be done with the removed padlocks?

### **Dark Tourism in Europe; Dark Conflict Sites: Visitor Motivations in Nicosia, Cyprus by Neil Robinson, Crispin Dale and Mike Evans**

#### **Points for Discussion**

- Areas of conflict as dark tourism attractions.
- Dark tourism motivations.
- The influence of images, film and technology in the recording of dark tourism sites.

**Dark Tourism in Europe; Dark Camps of Genocide: Visitor Motivations at Auschwitz, Poland by Neil Robinson, Crispin Dale and Mike Evans**  
**Points for Discussion**

- Ethics of concentration camps as dark tourism attractions.
- Motivations for visiting dark tourism sites.
- The collection of souvenirs at dark tourism sites.

**Dark Tourism in Europe; Dark Resting Places: Visitor Motivations at Dunkirk Cemetery, France by Neil Robinson, Crispin Dale and Mike Evans**  
**Points for Discussion**

- Cemeteries as dark tourism attractions.
- The role of photography and imagery in recording of dark tourism sites.
- Disseminating historical accounts as part of the post visit tourist experience.

**Two Tourists, Two Taxis and an Airport Showdown by Christopher Mitchell**  
**Points for Discussion**

- Where does the Tourist Value Chain start and finish and who is responsible for each element of the tourist experience.
- How can businesses ensure all elements of the Value Chain are managed to provide a positive experience for tourists.

**Quality at the Chelsea Club Resort by Mac McCarthy**  
**Points for Discussion/Further Activities**

- Draw a timeline to include all of Sydney's problems and issues from the planning of his trip to the final email from his boss.
- Use a mind map to identify the parties involved and how they contributed to Sydney's unfortunate experience.
- On your mind map include the goals, priorities and constraints of each party concerned
- Discuss the responsibility that Sydney's organisation has for ensuring the well-being of staff travelling on business – how realistic was his schedule for efficient and effective performance?

### **Is Two better than One? Petra Zierer and Mitja Petelin** **Points for Discussion**

- The importance of maintaining service levels for regular clients.
- Learning from clients' complaints.
- Retention of qualified departmental leaders.
- Organisation and planning.
- Consequences of overwork.

### **Managing Tourist Information: Convention Bureau by Alina Katunian** **Points for Discussion**

- The role of convention bureaus and tourist information centres in tourist destinations
- Key considerations when replying to the conference request: relevant, timely and accurate information, pricing, promptness, options etc.

### **Challenges of a Conference in Asia by Matthew H. T. Yap** **Points for Discussion**

- Cultural dimensions of Asia Pacific countries.
- Professional hospitality training.
- Written and spoken communication training.
- Stress management and multi-tasking.

## **Revealed Case Studies**

### **Turkish Fast Food Outlets – (How) can they be Different? by Andrea Szőke**

#### **Points for Discussion**

- Research the ethnic food market in your town/in your country.
- Which cuisines are preferred and which are underestimated? What do you think the reasons are for the preferences and apparent lack of interest?
- How do you think these gastronomies influence the national eating habits and traditions?



## **The Right Product to the Right Customer at the Right Time for the Right Price.' But who is the Right Customer? by Eszter Benke**

### **Points for Discussion**

- Describe how the internet has changed the distribution channels and strategies in the tourism industry.
- Discuss the role Revenue Management can play in room pricing.
- Discuss how Revenue Management can affect CRM and how the emerging conflict can be resolved.
- Loyalty programs: do they really work?
- The most important customer service skills.
- The increasing role of social media as a direct and indirect marketing tool.

## **Tourism and Economic Development by Pablo Juan Cárdenas-García and Juan Ignacio Pulido-Fernández**

### **Points for Discussion**

- Analysis of the economic benefits of tourism activity, without considering its potential costs.
- Need for weighting the importance of the different factors that influence the transformation of tourism into economic development: Do all factors condition this process to the same extent, irrespective of the country in question?
- The validity of the approach of international organisations and institutions which consider tourism as an effective tool for poverty alleviation in the least developed countries.

## **Indigenous Cultural Tourism: Case Study of Himba Community by Roselyne N. Okech**

### **Points for Discussion**

- Intercultural communication.
- Commoditisation of culture.
- Cultural awareness.
- Creation and management of dramatic presentations.

## **Tourist Marketing Policies for Protected Natural Areas: The Case of Sila National Park by Sonia Ferrari**

### **Points for Discussion**

- The role of national parks in terms of local development processes.

- The main marketing tools for national parks as tourist destinations.
- Main characters of ecotourism and its evolution.
- Marketing research instruments.

### **Tourism Taxation as a Tool for Tourism Destination Competitiveness by Juan Ignacio Pulido-Fernández and Pablo Juan Cárdenas-García**

**Points for Discussion**

- The non-targeted character of public revenues implies that the revenue obtained by the government through tourism taxation could be available for any purpose.
- The implementation of a tourist tax may lead to an increase in the final price paid by tourists when visiting a destination, which would affect its competitiveness, causing a shift of tourism flows towards other destinations.
- There are different government levels (national, regional or local) that can implement a tourism tax system.
- A tourist tax exclusively linked to accommodation services leaves those tourists who do not use this service out of taxation (for example, those tourists with a second home).

### **Wings of Heaven by Mac MacCarthy**

**Points for Discussion**

- Alongside vital desk research into Cambodian history and recent tourism development, Mr. Wing embarked upon a personal journey of discovery to see for himself. How important do you think this dual approach was and why?
- Studies to date indicate that the two key clusters of visitors are back packers and slightly older package tourists with a common interest in heritage and culture and a desire to “try something new and different”:
  - Is this situation sustainable?
  - How could other tourism segments be attracted?
- What are likely to be the impacts of the new entertainment developments in Siem Reap?
- Cambodia’s slow response to its key strategic problems worked as both an advantage and a disadvantage to new business developers; explain this.



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.

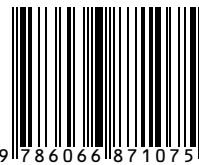
Each case concludes with a series of questions for students and trainees and, in some instances, ideas for associated activities. Recommended reading, references and websites are also provided as appropriate. Additionally, for the guidance of teachers, trainers, students, trainees and managers, the authors 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.

*“Case studies are my preferred way to learn in a group as they nurture lively debates and allow individualsto consider the evidence then to make informed decisions. This volume again offers a full range of cases from global tourism, hospitality and event management. I highly recommend them as tools for students and trainees as well as for managers and teachers.”*

**Jurg Conzett, Board Member,  
La Fondation pour la Formation Hôtelière.**

ISBN 978-606-687-107-5



9 786066 871075