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

Edited by:
Elizabeth Ineson
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Cover from an original painting 'Alpine Meadow', Switzerland, by John Ineson.

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Dedication

from Jenifer Emery

to

Michel Rey

whom I have known and admired
for a great number of years.

Michel and his father Georges were also known to my father through the Hotels and Restaurants Association and The Leading Hotels of The World. My father Sir Hugh Wontner was also the Founder of La Fondation pour la Formation Hôtelière.

"*Michel has been President/Chairman of the Fondation pour la Formation Hoteliere since 2001 to the present day. He was born into a well known hotel family. He assumed control of the day to day destiny of the Baur au Lac from his father Georges Rey nearly 30 years ago. With his wife, Viviane, in charge of the hotel's interior decoration, he has raised the hotel's profile and service to truly global renown and in concert with the owner of the Baur au Lac, Andrea Kracht, Michel has made the hotel one of the leading hotels in Europe, receiving many awards. Michel is known as a doyen of Swiss hospitality. In January 2013 Michel withdrew from the operational business as Managing Director of the Baur au Lac to become one of the longest serving MDs in the world. However he retains other interests in the world of hospitality, as well as a love of classical music, fast cars, and golf.*"

Disclaimer

Preface

Volume 5 comprises a further series of international case studies, focusing on problems and key issues related to hospitality, tourism and event management. They are set not only in Central and Eastern Europe, including the Czech Republic, Hungary, Latvia, Lithuania, Macau, Poland and Slovenia, but also in Cambodia, Ghana, Italy, Kenya, the United Kingdom and the United States of America as well as more 'general' settings. The contributors, who represent 14 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: air travel safety; cultural and intercultural experiences; cultural intelligence; culinary tourism; cycle tourism; dark tourism; ecotourism; financing tourism; guest management, service quality and service recovery; governance and sustainability; hotel management; language of menus; music festivals; sharing economy in tourism; tourist attractions; tourism indicators; urban repositioning; and workplace bullying;

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 reading where appropriate, as determined by the facilitator. Furthermore, the cases may require some preparatory, in addition to follow-up, reading that the facilitator considers to be advantageous in advance of the discussion sessions.

The revealed case studies are more complex. They are inter/cross-disciplinary, encouraging consideration of issues and problems that focus on broader managerial, international and cultural perspectives. Some of the revealed cases are accompanied by reading or research suggestions which are recommended in order to respond to the questions and/or inform the participants so that they can conduct the follow-up activities which include debate; primary and secondary information collection and provision; online searching; production of documents and guidelines; projects; management and policy decision-making; strategic planning and SWOT analysis. 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.

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- **Allison Cridland** for proof reading the text, and
- **the contributors** for providing a further series of cases that presents a variety of interesting international issues for consideration and debate.

Introduction

by Graham Stone and Elizabeth M. Ineson

Cases provide a learning strategy through which students and trainees are required to consider debate and offer possible solutions to the questions posed. They can apply their knowledge of a range of academic theories, and/or their work experiences, to 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 are emphasised. In turn, a variety of geographical, cultural and different legal contexts provide a framework within which a broad spectrum of learning outcomes can be achieved.

The Role of Case Studies

Case studies are summaries of real-life or simulated business situations based on personal or "second-hand" experiences, observations, interviews, word-of-mouth 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, tourism and event management. 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 in addition to their analytical and problem-solving abilities. The cases selected for study at any point in the academic course or training programme should be appropriate to the abilities and experience of the students and/or trainees and, ideally assist in meeting the learning outcomes.

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, report writing, 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.

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Part 1

Non-revealed Case Studies

Restaurant Service and How Best to Address Waiters

by Margarita Platace and Ilze Grickus

Three people went for a business lunch at a recently opened restaurant. They placed their order, but when their meal was served they already felt that, although the waiters were doing their job correctly; there was very little interest or enthusiasm being shown. At first the customers paid very little attention to this matter as they had not come to the restaurant expecting perfect service. The food was excellent and that was what was most important.

Once they had finished their lunch they wanted to settle the bill and, for some five to seven minutes, they tried to attract the attention of one of the waiters, without success. Then another waiter started to clear the next table. In order to request the bill, one of the customers, named Sandis, tried to attract this waiter's attention with hand signals. As the waiter failed to react, Sandis tried to attract his attention by calling "Hello" in a loud voice several times, and finally "Hello, waiter". Suddenly, the waiter turned to the customer and said very loudly: "I am not your telephone – how can you speak to me like that?"

After this retort, the waiter went over to the bar and demonstratively threw his towel into the corner, clearly showing his annoyance towards the customer. This display was also witnessed by other restaurant customers. Then another waiter brought the bill. Sandis expressed his dissatisfaction with the attitude of the other waiter, and the waiter apologised for his colleague's behaviour, but added that perhaps the customer had also been at fault.

When the customers were leaving, both waiters openly sneered at them and whispered to each other. When one of the customers remarked that that was not the correct way to behave, a waiter answered: "Thank you for your comments. All the best." and they turned their backs. One of the waitresses, who had watched all this, reprimanded both waiters.

Questions and Activities

1. Identify the main problems in the above case.

2. Who is at fault? Justify your answer.

3. Suggest ways in which the problems might be resolved.

(Don't) Be My Guest

by Gabriela Potoczek-Kantor

The four-star ABC Hotel is a desirable getaway for everybody who wishes to indulge in an atmosphere of luxury, comfort and elegance. On the one hand it offers delicious cuisine and the highest standard of services just a mile's stroll from the vibrant attractions of the town centre, and on the other, wonders of nature are just a step away. The hotel has comfortably and stylishly arranged rooms overlooking the mountains and excellent amenities as well as a reputation for giving personal attention to each guest.

The hotel staff do their best to meet guests' expectations and three hotel managers work day and night in order to be available to the guests 24/7. The hotel's marketing is directed at individual guests but it also accepts groups, especially during summer and winter holidays. The hotel welcomes families with children; however, every quarter, a week's break is organised for adults only. Such packages are very popular among couples and elderly people who want to relax in quiet and peaceful surroundings. The ABC Hotel also accepts small pets.

In order to provide a high standard of services and increase competitiveness, the hotel was fully refurbished in 2013. The interior and exterior were designed professionally and great attention was focused on luxury and comfort. All of the rooms were redecorated with high quality materials and up-to-date furniture. What is more, modern equipment was placed in every room and suite. Sound-proof and burglar-proof windows and doors were installed to guarantee guest safety and comfort.

Soon after the refurbishment was completed, a middle-aged foreign couple visited the hotel and reserved a one-week break package for adults only. They booked a full board stay for six nights in a superior suite. On the arrival day the couple were checked-in and shortly afterwards they were taken to their suite with a wonderful panoramic mountain view. Besides full board accommodation, the couple booked various massages and beauty treatments in the hotel SPA & Wellness centre. They also spent quite a lot of time outside the hotel. On the third day of their stay the guests requested a wake-up call at 6 a.m., claiming they had an important business meeting. They left the hotel early in the morning and informed the receptionist that they would not be coming back until late in the evening. They also cancelled lunch and dinner for that day.

At around midday room service went to clean the suite. They were amazed when they opened the door and saw a dog nibbling a leg of a chair. When they took a closer look, they also noticed other damage such as stains on the carpet, which had probably been peed on by the dog. Dog food was scattered all around the bathroom and, last but not least, there was a badly scratched door which presumably was the consequence of the dog trying to get out of the room while its owners were away. The hotel manager was called immediately. Photos were taken and a report was written down. Fortunately, the dog was not aggressive and nobody was bitten. The receptionist called the hotel guests as a matter of urgency and informed them what had happened in the suite. They were also kindly asked to return to the hotel as quickly as possible in order to explain the whole situation and to take care of the dog. Nevertheless, the owners did not hurry and came back late in the evening as they had informed the reception in the morning. They were outraged that the hotel complained about not having been informed about the dog. According to the ABC Hotel's policy, small pets were accepted but the hotel was meant to be informed about their arrival. What is more, only some rooms were assigned to accommodate guests with pets and unquestionably those were not suites. The guests blamed the hotel management for not including such information during the online reservation procedure and for the lack of information about pets' policy on the hotel premises.

After the accident the guests were obliged to pay for the damages. The bill included cleaning the carpet, mending the chair and purchasing a new door. As a consequence the bill was very high since the hotel had recently been renovated and the price for the door itself was around €1000 as it was sound and burglar proof. The guests asked for the door to be repaired instead of being exchanged, however the hotel management refused their request as it was impossible to restore the original finish. What is more, the hotel decided to charge the guests 50% of the room rate during the period of refurbishment as the room could not be rented out. The superior suite was out of use for three weeks.

Questions

1. Were the customers right not to inform the receptionist about bringing the dog to the hotel? Why? Why not?

2. Do you think that the hotel should compromise on the repairs to the door?

3. Was the hotel management right to charge 50% of the room rate while the room was out of use? Why? Why not?

4. Do you think hotels should require pet insurance against damages from guests whom they are willing to accommodate with a pet?

5. Were the staff to blame for not having noticed the dog was on the hotel premises? Why? Why not?

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Cultural Misunderstanding: Foreigners' Experience at a Private Party in Latvia

by Anda Komarovska and Ineta Luka

Background

The Republic of Latvia was founded on the18th November 1918 on the coast of the Baltic Sea, in a territory that has been home to the Latvian language and culture for thousands of years (The Latvian Institute, 2013). Latvia regained its independence in 1991 and since 2004 it has been a European Union member state. The capital city of Latvia is Riga which was designated European Capital of Culture in 2014.

Latvia has always been a multilingual, multicultural and multi-religious country. In 2013, out of 2,023,825 inhabitants of the country 1,237,463 (61.1%) were Latvians, 530,419 (26.2%) Russians and 70,273 (3.5%) Belarussians. Other larger nationalities represented were: Ukrainians – 46, 335 (2.3%); Polish – 44,457 (2.2%); Lithuanians – 25,593 (1.3%); Jews – 5,761 (0.3%), Roma, (0.1%), Germans (0.1%), the Estonians (0.1%); and other (2.6%) (Central Statistical Bureau of Latvia, 2013). The most popular languages spoken in Latvia are: Latvian (1.16 million speakers); Russian (698,757 speakers); Lithuanian (2,164 speakers); Polish (1,774 speakers); and Ukrainian (1,664 speakers). (Population and Housing Census, 2011). However, the study "Valuing All Languages in Europe" indicates that there are 26 languages spoken daily in Latvia (Broeder, Mijares, Latomaa and Martyniuk, 2007). In 2012, 1,165 religious congregations were registered in Latvia. The most popular were: Lutheran (n=294); Roman Catholic (n=250); Orthodox (n=122); Baptist (n=95); and Old Believer Orthodox (n=69). However, also some less common congregations, such as, Mormon (n=4); Buddhist (n=4); and Islamic (n=17) et al. were registered (Central Statistical Bureau of Latvia, 2012).

Since joining the European Union Latvia has become quite a popular tourism destination for incoming travellers. According to the data of the Central Statistical Bureau of Latvia in the first half of 2013 foreign travellers crossed the border of Latvia 2.7 million times. Most of the foreign travellers came from Lithuania – 34.9%, Estonia – 20% and Russia – 9.9%, followed by travellers from Sweden – 4.9%, Germany and Poland – 4% from each country (Volosnuhina, 2013).

"Contemporary societies are characterised by multilingualism and complex cultural exchanges. This social diversity appears together with a complexity of identities at the individual level" (Bernaus, Furlong, Jonckheere and Kervran, 2011, p.16). Although Latvia is a multicultural country and its population travel abroad, and incoming tourists are welcomed, on a daily basis people, including professionals employed in the tourism sector, still encounter different misunderstandings related to languages, culture and religion.

Case Study

A Latvian woman, an architect, was celebrating her 55th birthday. The celebration was organised in a small, attractive guest house outside the town centre in a nearby village. The family were quite well-to-do, so the celebration was fairly big, with about 25 invited guests. The guests comprised people of different ages, although the majority were middle aged and elderly people; therefore the party was arranged in quite a traditional manner, following the rules of the Latvian traditional table setting. In addition, the party was planned to be rather formal, as many of the guests did not know each other. Most of the guests were well educated, cultured people including doctors, artists and managers.

Most of the guests had arrived but everybody was waiting for the last guests who were English-speaking foreigners - a University professor, who had met the host of the party at an international conference in the USA, with his spouse who happened to be a vegetarian. It was their first visit to Latvia, so they were not very familiar with the local food, the culture and manners.

As the guests had not arrived on time, everyone took his/her seat at the table, and only then did the married couple turn up; they were nearly half an hour late. The professor gave the female host of the party a bouquet of six white roses, wrapped in a transparent material, while his wife also gave her a present. The host looked pretty shocked and upset for a while; however, the foreign guests were taken aback when the woman did not open the present immediately in public, but put it aside instead.

As the professor and his wife took their seats at the table they noticed that there was a big variety of cold snacks on the table, but no one was eating yet, just tasting wine and soft drinks, and chatting quietly. Being typically outgoing and friendly Americans, they wanted to be introduced to the people sitting near them. However, although the English of the local people was good enough, they seemed rather unwilling to answer some of the questions that the professor and his wife asked in order to try to break the ice.

After a while the waitresses began to serve hot dishes. The food was offered in ready-made portions, which is not typical of Latvia; in large private parties, food is traditionally served on huge plates and bowls for people to choose themselves. The portion consisted of a variety of hot meat dishes – chops, rissoles and small sausages, boiled potatoes and stewed sauerkraut, accompanied by gravy. Only after the portions were served, did the guests begin to eat. The professor and his wife were shocked, as they did not know how to behave now: the wife was a vegetarian and, in addition, they both found the stewed sauerkraut unpalatable and the gravy too fatty for them. It appeared they could choose the cold snacks instead, as there was a wide variety of vegetables and fruit on the table but no one was eating them. Eventually the guests asked the waitress if she could change the ready-made portions with food for clean plates, but the waitress did not understand any English and did not react at all. The professor and his wife felt too awkward to ask the host of the party for help.

After the main course and a little consumption of alcoholic drinks the guests appeared more relaxed. Some people, especially youngsters, started to walk around with drinks, changed their seats, went out to smoke, etc. Most surprisingly, the elderly people all started singing! Some of the guests went to the on-site sauna and the small pool.

On the whole the professor and his wife found the celebration rather boring. Neither the guests nor the staff had been very friendly or active; there had been almost no dancing, very few of the public wanted to play games or participate in some other activity. People had spent most of the time talking to each other in small groups and eating. Moreover, due to the restaurant staff's poor knowledge of English, the foreign guests remained uninformed about the food and the eating manners of the Latvians; therefore they felt rather uneasy and remained quite hungry.

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Questions

1. How important is it for the owner of the restaurant to collect information about the potential guests (their nationality, language, culture, etc.) for a particular party?
2. What mistakes did the personnel make? What should they have done instead?
3. How should the foreign guests have behaved?
4. How should the host and hostess have behaved?
5. How are private parties organised in your country?
6. What kind of misunderstandings might arise in a similar party organised in your country?
7. What do you understand by the saying “When in Rome do as Romans do”?

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'Twas the Season to be Jolly

by Pat Aspey

Or was it? Every year during the festive season a meal out was organised by their social club and, in line with tradition, Bob and May were joining in along with several of their friends. This year the event was to be held at a prestigious local golf club. "It should be a really good afternoon," Bob said to May enthusiastically. "I've really been looking forward to trying out the food there for a long time"

The day finally arrived. Arrangements had been made to transport everyone to the venue and on arrival the bar was open for business - so far so good! After a couple of drinks it was time to move into the dining room to be seated ready for the meal and this was when the first problem arose.

The party numbered approximately 60 and the room had been set out with three long tables. In an effort to speed things up for the staff, everyone who sat at table one had to have soup for a starter, table two was for those having paté and table three was for those who wanted melon.

Well Bob would have preferred the paté but May wanted soup and there was no way they were going to sit separately, or even away from their friends, so their group opted to sit at table one. This decision was a good one as their table was the only one at which people had a bread roll. In fairness everyone agreed that the starters were very tasty.

On to the main course now, and it came as quite a shock to find out that everyone had to queue up and collect their own. "We didn't even have to queue for school meals like this," remarked May rather dryly. Several of the guests were elderly or infirm and there was no way they could deal with walking sticks and plates and help themselves to potatoes and vegetables after being served with their meat or fish. By the time the more able-bodied had helped out their food was almost cold and the gravy lukewarm. Although tasty, the sprouts were 'al dente' or 'al fresco' as somebody commented because when they tried to cut them they nearly flew through the window.

Dessert went without a hitch and the coffee and mince pies were both warm. Much wine had been imbibed and spirits were high despite all the glitches both in planning and execution. Obviously the golf club had not been aware of the age group of the party. Later that afternoon after a snooze in front of the fire Bob and May both agreed that it would be highly unlikely that a return visit to the golf club would ensue the following year. The prices at the golf club had been very reasonable, but for an extra couple of pounds the whole party could have gone to that lovely restaurant up the motorway and been waited on hand and foot.

Questions

1. Which key issues were not addressed in the planning of the outing?
2. How might the organisers of the outing have anticipated and avoided the problems?
3. What advice would you give to the golf club regarding future large party bookings?

The Importance of Exceptional Customer Service in Tourism

by Sheree Anne O'Neill

Part I

Diana Foster visited a travel agency in Auckland, New Zealand, to book her family holiday to New Zealand's adventure tourism city, Queenstown. One of the travel agents was on the telephone and another was assisting a customer. Diana saw the receptionist leave to get coffees for the staff.

After perusing through the travel brochures for 10 minutes, Diana approached the desk of the agent, who was still on the telephone and sat down. The agent looked up, finished the call and greeted Diana.

Diana wanted to book a holiday in Queenstown for next February, the summer season in New Zealand. Diana was keen to know what was available in the way of flights, accommodation and activities, what needed to be organised in advance and what could easily be arranged when the family arrived in Queenstown. The agent was still writing notes from the previous telephone call and asked very few questions about what Diana was looking for in a holiday. The agent's discussion with Diana was brief and the agent offered only one hotel, then booked the return flights to Queenstown. Diana left the travel agency a little uneasy about what had actually been arranged.

Question

1. Identify and discuss the areas of quality customer service that should have taken place in the scenario above.

Part II

After returning from her family trip to Queenstown, Diana visited the travel agency looking very upset. Her complaints included the following:

- The airline was Jetstar rather than Diana's preferred airline Air New Zealand.
- The hotel booked was actually a motel out of central Queenstown in Arrowtown. It was a three star, not a five star which Diana and her family would generally use.
- It was peak season and there were almost no rental cars available for hire. It took a full day to arrange something.
- A.J. Hackett's Kawarau Bridge Bungy jump was fully booked for the whole time the family was there.
- Diana believed she was dealing with a junior travel consultant lacking in experience. The holiday was ruined.

Question

1. Discuss how this conflict situation can be resolved in a professional and satisfactory manner.

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"The rates are too low." Really?

by Lucyna Wisełka

A four-star hotel, located in the heart of the Polish mountains, advertises itself as a 'perfect place' for those who look for relaxation and yearn to regain the harmony of body and soul. It provides numerous facilities which include modern conference rooms with state-of-the-art equipment as well as recreational amenities such as a bowling alley, a night club, a luxurious spa and wellness centre with swimming pool, jacuzzi, steam bath, saunas and a variety of treatments. In winter it also offers a ski lift located in the vicinity of the hotel. Its offer is addressed to both individual and corporate clients. However, in the past, the main source of income was through companies organising conferences and other corporate events.

Due to the financial crisis, the majority of prosperous companies were forced to cut expenses and consequently the number of corporate guests fell significantly. As a result, the income of the hotel started to decrease and the owners decided to attract more individual guests, especially in periods which are considered to be the low season in corporate hospitality, such as summer holidays, winter breaks and the so-called "long weekends."[1] The marketing department prepared special offers and packages for various target groups such as families with children or elderly people. The packages gained popularity and the hotel occupancy rose considerably, which was especially remarkable as the other hotels in the area offering a similar standard of service were not so successful at that time.

The implemented ideas seemed to bear fruit and the hotel occupancy exceeded expectations. One of the most significant new markets was families, attracted by the hotel policy which stated that children under six could stay free of charge and by a wide range of activities and animations for children. The hotel became especially popular with families with little children. The increased interest in the hotel offer confirmed the appropriateness of the marketing strategy. Nevertheless, a problem, which demanded an intermediate solution as it could undermine the reputation of the hotel among the regular guests, occurred.

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[1] Long weekends occur in Poland when a holiday which is a free day for everyone is on a weekday, such as Tuesday or Thursday, and by taking one day off people can prolong their weekend.

The crisis situation took place during the Christmas break. The hotel was fully booked. Because of bad weather conditions (there was no snow and it was cold and rainy) guests, who would normally leave during the daytime to enjoy winter outdoor attractions such as skiing, spent most of their time at the hotel. As a result, all public areas and facilities were over-crowded. Due to the attractive family packages there was a number of young children. Some of them, left unattended, ran freely on the premises disturbing other guests. Furthermore, children misbehaved in the dining room. To make the matter worse, during the animations it turned out that there were more children than expected. In consequence, there were not enough sweets or gifts for all of them which led to embarrassment and disappointment.

The situation caused discontent among regular guests, who had appreciated the opportunity for peaceful relaxation. Some of them were disgusted and expressed their outrage. One individual, in conversation with a manager, said: "Probably the rates are too low and you attract the riff-raff." Such comments caused the management to discuss the source of the problems. It was a tough nut to crack - to decide how to maintain the high occupancy without spoiling the relaxing atmosphere. Analysing the situation the management concluded that one possible cause of the problem was the fact that the hotel policy did not state clearly how many children below six might stay in the room with their parents free of charge, so there could be some families with two or more children. What is more, some small children were probably not registered by the reception which led to the problems during the animations. A considered and viable system had to be developed as the winter break was due very soon and similar occupancy rates and guest segments were expected at the hotel.

Questions

1. What can be done to solve or prevent the problems due to excessive numbers of children?
2. Who is responsible for the fact that more children appeared during the animation activities than expected – the reception or a loophole in the hotel policy? Justify your response.
3. Should the management consider the guest's suggestion and raise the room rate? What might be the outcome of such a decision?
4. What measures should be taken to circumvent the anticipated problems during the coming winter break when the hotel will be occupied by a similar market segment?

5. What should be the priority – a high occupancy rate or retention of regular well-off customers? Justify your opinion.

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Bullying in an Asian Hospitality Workplace

by Matthew H. T. Yap

Workplace bullying (WB) is explained as individual's (employee, supplier or customer) persistent, repeated, conscious or unconscious hostile, aggressive and harmful activities against others (colleagues, suppliers or customers) in their workplaces so as to paralyse their victims with negative psychological and/or physical health outcomes (Branch, Murray and Ramsay, 2012). WB is an unethical work behaviour that manifests from the perpetrators' complex mental illness (Fraedrich, Ferrell and Ferrell, 2013). Bullies can use their powers to mob their victims in groups based on their victims' diverse backgrounds (Craig, Pepler and Blais, 2007). Hence, WB broadly includes any unwelcome verbal, non-verbal and/or physical harassment, discernment and violent behaviour (Branch et al., 2012; Ineson, Yap and Whiting, 2013) that can be expressed via unjustified criticisms, excessive monitoring of performance, unfair work pressure, glass ceiling, and obstruction of victim's work.

WB is bad for both individuals and organisations. Causes of WB can be attributed to the demographic profiles of the perpetrators and their victims, job related reasons, emotions, cultures, policies, and leadership and management styles (Power et al., 2013). Although the consequences of WB vary from victims to victims, in general, they can experience anxiety and depression, irritability and mood swings, feelings of depression and helplessness, paranoia and burnout, social isolation, lower self-esteem, low job satisfaction, physical harm, and possibly suicide (Meldrum and Mann, 2010; Samnani and Singh, 2012; Galanaki and Papalexandris, 2013; Hay, Meldrum and Mann, 2010; Power et al., 2013). Further, WB can result in an organisation's loss of productivity, customers and profit, increase labour turnover, absenteeism and costs, lower employees' engagement and commitment and poor quality work environment (Samnani and Singh, 2012; Galanaki and Papalexandris, 2013; Power et al., 2013).

The last decade has revealed some astonishing data in relation to the prevalence rates of workers being bullied in their workplaces. For instance, 50% of the workers in America have encountered some form of bullying during work (Lutgen-Sandvik, Tracy and Alberts, 2007); while at least 10% of European workers have reported mobbing by perpetrators (Einarsen, Hoel, Zapf and Cooper, 2011). The International Labour Organisation (2003) testifies that workplace bullying (WB) frequently occurs in the hospitality industry. To demonstrate, Bentley et al. (2012) estimated one in 10 employees of travel industry related companies in New Zealand experienced WB. In addition, Yap et al. (2014) found operational and administrative Taiwanese managers being bullied in their hotels by colleagues, subordinates and customers. WB has not spared the Asia Pacific region, although there is less bullying in Australian workplaces than in Singapore (Power et al., 2013), possibly due to Australia's Government giving the Fair Work Commission authority to address bullying complaints (Cobb, 2014). The global spread of WB requires immediate attention (Samnani and Singh, 2012). The following incident exemplifies WB in a hospitality organisation in Asia.

Cherry Lin was born in Zhuhai, Guangzhou, China. When she was 12 years old, she relocated to Macau with her parents. She obtained the Macau identity card after a few years of application and she became a Macau resident. After the relocation, she continued her high school and university education in Macau. However, she spoke the local language and Mandarin with a mainland Chinese accent. Hence, most of her friends knew that she was not born locally. Cherry was liked by her peers because she was friendly, cheerful and courteous. After graduating from university, due to her good academic standing, she was offered a Rooms Division management trainee position in a famous five star luxury hotel. Cherry was very excited and she very much looked forward to the on-the-job learning experience.

Karen was the Front Office manager, assigned to Cherry as her trainer and mentor. Unlike Cherry, Karen was not a university graduate. Instead, Karen gained her Front Office manager position through 18 years of hard work and respect in the hotel industry. Karen was very proud of her extensive work experience and she believed it was more supreme than any management theory. Hence, Karen was an autocratic leader who ran her department with an authoritarian management style. Her subordinates had no room to make suggestions and they were not encouraged to use their initiative or given any authority to handle most of the customers' related requests and issues at the Front Desk. However, they respected Karen a lot and they formed a great team. Being a fresh graduate, Cherry was very much informed of management theories and she often related her work with those theories she learnt in school.

On one occasion, Karen was showing Cherry how customers' feedback was sought using a questionnaire developed by Karen. Then, Cherry mentioned the SERVQUAL theory and she suggested to Karen to consider changing her questionnaire by adopting the SERVQUAL method in order to obtain more informed feedback from the customers on service quality. Karen was defensive and she told Cherry that there was nothing wrong with her questionnaire and that the SERVQUAL theory was not appropriate. Karen then added: "If you do not do things the way I taught you, you will not pass this management training course and you will not get a promotion". From that day onwards Karen constantly found fault with Cherry's work and often commented that her knowledge of theory was not applicable. With this strong criticism, Cherry's self-esteem was lowered and she made mistakes easily. To make things worse, Cherry's colleagues in the Front Office nicknamed her as the "Theory Girl" and made fun of her. Cherry felt ashamed and her morale was very low. Further, Cherry's colleagues often isolated Cherry and were not willing to sit with her during lunch and dinner times. She had to find ways to motivate herself to go to work and face her colleagues and trainer. However, Cherry did not give up easily, she persevered.

Tommy, one of Cherry's colleagues, detected Cherry's work mistakes several times and he told Cherry not to worry as she, being a trainee, could take her time to learn and correct those mistakes. Cherry felt that Tommy was her only friend at work because he was kind and friendly to her. One day, Cherry saw Tommy checking in a very tired-looking male guest. Although Cherry could not hear their conversation, she saw Tommy was smiling and happily attending to the guest's needs. Tommy approached Cherry and asked Cherry to help him to assign the guest a single bedroom on the smoking floor. Cherry went over to the guest, greeted the guest and did as she was told. Then, she continued with the check-in process and informed the guest of his room assignment. The next thing Cherry heard was the guest screaming at her for being incompetent in addressing his request. The guest scolded her "You are such a stupid Chinese!" Cherry was shocked and she was nearly in tears. She felt helpless and humiliated in public. Karen overheard the screaming and she immediately rushed out to the Front Desk to apologise to the guest and rectify the problem.

After the guest had departed, Karen turned to Cherry and asked her, sarcastically, "What theory have you used this time?" At the same time, Tommy told Karen that Cherry was always making mistakes and that she was very slow to correct them. Cherry was speechless and now she knew that Tommy was not a nice person. On several occasions, Tommy also talked to the other colleagues, behind Cherry's back, criticising Cherry's work performance.

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Questions

1. Identify the bullying incidents experienced by Cherry.
2. What causes Cherry to be bullied?
3. What were the consequences of Cherry's WB?
4. What would you suggest Cherry should do?
5. Suggest ways of neutralising the WB experienced by Cherry.

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Slave Trade Sites as Tourism Attractions: The Case of Cape Coast Castle in Ghana

by Mike Evans, Neil Robinson and Crispin Dale

The 1500s saw the evolution of large scale plantations in North America, owned by Europeans, and necessitating an increased demand for slaves to work as farm labourers. This situation brought about increased trade in the form of human commodity (Slave trade) which eventually surpassed the trade in gold. The huge profits from slave trading brought traders from Europe, first the Portuguese followed by the Dutch and later English, Danish, and Swedish. The West Coast of Africa indeed became the prime source for slaves for the new found world. Slavery became an acceptable commodity and became an organisation which was socially recognised. The Gold Coast, now Ghana, was the centre of the British slave trade where western merchants bartered or traded manufactured goods for example, guns, textiles and alcohol for slaves (ghanaweb.com, 2014).

The volume of the slave trade in West Africa increased tremendously in the eighteenth century with an estimated 6.3 million slaves shipped from West Africa alone to North America with 5,000 slaves per year being shipped from the Gold Coast alone. The actual number of slaves during the period could have been much greater than the estimated 6.3 million because the slaves who perished during the raids or while in the dungeons awaiting shipment were not accounted for (Curtin, 1969).

The present case is focused on Cape Coast Castle, a slave trading post in the Central Region of Ghana in West Africa. Most of the shipment of slaves took place from this town. The slaves were kept in the dungeon of the castle until they were ready to be shipped out to America and the door from which they exited was referred to as "the door of no return" (St Clair, 2007). It appears the castle had terrible conditions in which both men and women had to live. Poor sanitation, limited food and ventilation made it a living hell; any act of defiance was quickly dealt with, often resulting in death of the inmates.

The castle is located prominently on the shores of Cape Coast. The castle which is over 350 years old has been preserved and is listed as a World Heritage site by the United Nations Educational, Scientific and Cultural Organisation (UNESCO). The Castle is also part of the famous Slave Route Project of UNESCO and attracts thousands of visitors especially African Americans who want to learn more about their history (Austin, 2002). To listen to the story of how the slaves were treated in the Cape Coast castle see:
https://www.youtube.com/watch?v=BpInd6WecUk

An interview with an African-American visitor to the castle revealed the sadness felt after touring the castle by commenting that: '*Visiting the dungeons and the "Door of no return" saddened me and brought home the reality of the suffering of my ancestors. I was deeply touched to learn from the tour guides the pain and humiliation my people went through.'* When the visitor was asked whether slavery exists, the reply was: '*Shockingly, there is slavery going on in this modern age and very little is done by the international communities to eradicate this inhumane human trafficking. Human trafficking is comparable to the pain and agony the slaves went through in the eighteenth century.'*

Whilst visitors appear to be emotionally and spiritually down hearted, the feeling of knowing the truth about the atrocities meted out to their ancestors may have brought closure to the stories that abound on slavery and slave trade. Searching for the truth about the plight of the slaves in West Africa and physically being at the place where the slaves were kept is one of the motivational factors for visitation. To visitors, it is likely to be a memorable, educational occasion when they gain a better understanding of the maltreatment of the captives by the slavers. Sites of this nature also bring to people's attention the dehumanising effects of slavery and its consequences on society as a whole.

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Questions and Activities

1. From a motivational perspective, having read the aforementioned case, what were the main reasons for visiting the Cape Coast castle?
2. Visit the following web site on YouTube https://www.youtube.com/watch?v=OFGgbT_VasI and listen to the lyrics of 'Redemption Song' by Bob Marley. What do you think is the main theme associated with the song? Explain your answer.
3. What is your opinion on the slave trade in the past? Is the trade still present in modern day society? Discuss.

Dark Tourism in the USA. The Actions and Motivations of a Day Visitor to Ground Zero, New York (USA)

by Neil Robinson, Crispin Dale and Mike Evans

Ground Zero is the name given to the former location of the Twin Towers in New York City USA. The Twin Towers are located in the trade centre of New York in the Lower Manhattan district. The Twin Towers were destroyed on the 11th September 2001, when two hijacked American Airline planes were deliberately crashed into the buildings resulting in their subsequent collapse and huge loss of life.

A number of interesting themes emerged from an interview with Richard (male 21). As a starting point the interviewee detailed his geopolitical interest as a key facilitator for his visit. Such content was deemed as being of major importance to Richard: "*I am very interested in the geopolitical nature of dark sites and this greatly facilitated my visit and improved my knowledge of the terrible events.*"

The importance of increased knowledge and education as a result of the visit was another factor that contributed towards enhancing the visit. The knowledge gained from the visit made Richard feel more knowledgeable and intellectual; this knowledge was something that he could showcase to his friends upon return home. *"It is important for me to gain knowledge from this type of visit. Sometimes I find myself consuming too much information and this learning gives me a sore head. Having said that, any information retained from the trip is quickly detailed to my mates when I return; they love my travel stories and it makes me feel like the font of all knowledge."*

Richard detailed how a number of on-site small scale informal visits was made to the surrounding vicinity, including the memorial gardens. Access to the site was deemed to be very important to him so that he could better appreciate the magnitude of the disaster. Unhindered access enabled Richard to comprehend the catastrophe on a more personal level and to better appreciate the subsequent actions of the victims on that terrible day. Whilst the visits to the memorial gardens and museum were very informative, he found these experiences to be very time consuming, resulting in him spending hours studying the location and the surrounding buildings. However, such evidence enabled him to better understand the physical and emotional impacts of the catastrophe: "*By visiting the memorial, I got a better feel for the terrible loss of life.*" The visit to the memorial gardens and the nearby 911 museum also enabled Richard to broaden his mind in relation to the various dimensions associated with tragic events and to better understand the macro political issues. It also made him feel complete; the rights of passage associated with the visit to the site and memorial gardens instilled a sense of positivity. He had visited a site where death had occurred on a mass scale and paid his respects to those that had perished there.

In terms of activities after the visit, Richard made much of the importance of re-visiting the site electronically, via the internet, so as to view the re-building work and the local surrounding. "*It is important for me to keep up to date with the development at Ground Zero, by watching the building development on-line. I feel that the victims are not dead and that they are being re-born, albeit within the confines of the building itself.*" The subsequent viewing of the site on his return home resulted in Richard feeling very sad. It reminded him of the terrible loss of life and how those that lost loved ones were still in a state of limbo. In some cases, they were unable to put their loved one to rest as no body had been found. "*Whilst I like to see the building developments on-line, I get an overwhelming feeling of sadness, as many of the victims there have yet to be located and many of the families of the victims have yet to get real closure.*"

Whilst a feeling of sadness still prevailed following his visit, Richard felt courageous as he had visited independently and engaged in an act of respect that many would have found hard to do. "*For me visiting Ground Zero is like a pilgrimage; it is something I needed to do - an act of respect to the victims. Whilst it might seem unusual, this for me was a courageous act; visiting a site where death and destruction has occurred is no easy task.*" Finally the opportunity to visit Ground Zero made Richard feel humble: "*The visit enabled me to better appreciate the terrible loss of life, I have become knowledgeable of the geo-politics that surround Ground Zero and I am more able now to differentiate between fact and fiction.*"

In terms of souvenir collection at the site, Richard detailed the importance of collecting physical items for viewing at a later date. Whilst some photographs were taken on a digital camera (mainly of the locality), these were not deemed to be of major importance and were only given a cursory glance upon return home. Aligned next to this, he did not approve of people taking pictures against the backdrop of the monuments to the dead or on the site of the Twin Towers as it seemed inappropriate and disrespectful to the victims and families.

Nevertheless, within the forum of souvenir collection, Richard was an avid collector of ticket stubs - any transport, entry or other ticket or stub associated with the visit was saved for later archiving in a secure scrapbook that was viewed regularly after the visit so that he might recall the magnitude of the terrible event played out on the world stage. Of interest here was the regularity by which the scrapbook would be viewed. There was one viewing approximately every week upon return home, over a one year period following his visit. Interestingly the archive book was not shared with friends or relatives but viewed in private.

Questions and Activities

1. Define geo-politics as a concept and give examples of where geo-politics are played out on the world stage.
2. Do you think it is acceptable to collect souvenirs at dark tourism sites? Give reasons for your answer.
3. Discuss the importance of accessibility at such sites. How important is it for visitors to have unrestricted access at dark tourism sites?

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Sharing Economy in Tourism

by Liběna Jarolímková

Introduction

The offer of different tourism services is rising constantly and new varieties of services are being created in the process. One of the trends during the past few years is the significant progress in the offer of tourism services within the framework of the 'sharing economy', that means that the service is offered by an individual or organisation who has/have the free capacity and is/are willing to provide it to a guest or guests for a certain fee. A capacity includes, for example: a free bed; an available room in an apartment; a free seat in a car or private bus; a place to crew on a yacht; some leisure time during which experiences or hobbies may be shared et al.

This case study develops participants' capability to analyse the consequences of the sharing economy and to evaluate its impact on the development of tourism and the political economy.

Initial information for the case study

The sharing economy is becoming a world phenomenon in the field of tourism. Travellers as well as residents have seen its potential benefits, learned to take advantage of its deals and a significant part of tourism is being moved into this domain. Economic crises have played a major part in the development of the sharing economy. The extension of the internet, social networks and web applications have created an environment where anyone can easily make contact globally and offer these shared services and to share their experiences.

Sharing accommodation is the most frequent offer in tourism at the moment (for example Airbnb, Wimdu, Homeaway), then there is sharing a ride (ride-sharing app Uber) and different variety of guide services (free tours) and many other experiences. In the majority of cases these sharing offers are not only a cheaper possibility, but also more personal which, it may be argued, guarantees greater satisfaction due to the increasing consumer demand for more individualised and personalised products.

The estimated annual growth of the sharing economy offer in tourism is 25%, (EARTH and NECSTouR, 2014), whilst the annual growth of world tourism is 5% (UNWTO, 2014). For example accommodation via Airbnb is offered in 190 states in the USA and in certain metropolises, Airbnb has a greater housing capacity than hotels do and its market share for overnight stands is 40% (UNWTO, 2014). (Note: All data were gathered in 2014.)

Conclusion

Taking up sharing service offers is usually rated positively in the terms of permanent sustainable community development. At the same time, the sharing economy raises a series of problems and questions, especially when it comes to legislation and economic issues. Most of these offers are considered to be in the grey zone of economies with respect to taxes; fees are being reduced and illegal competition for legal business is emerging. All services are based on mutual trust, there is no consumer protection and no accountability for damages; there are no guarantees of hygiene standards or the quality of service provided. Nevertheless, the sharing economy is still an attractive form of purchasing for many tourists. Therefore tourism, per se, is obliged to reflect on and consider this option then react accordingly.

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Questions

1. Do you have any experience with a sharing service of any kind?
2. Are there any sharing service offers available in your city/country?
3. What advantages and risks can a recipient expect while taking up a sharing services offer?

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Cycle Tourism on EuroVelo 6 in Slovakia

by Lubica Ondrášiková

Cycle tourism, according to recent studies (for example Regional Tourism Organization 8, 2011) belongs to a rapidly growing market. Cycle tourism meets sustainability principles: the environmental; economic; and socio-cultural aspects of tourism development. Cycle tourists want to travel ecologically and actively, searching for authenticity and genuine experiences. Cycle tourism is designed for all segments of consumers - for the young, families, middle and senior generations as it can be activated in many different ways. Each tourist segment requires suitable cycle tracks. Young dynamic bikers search for the adventure of mountain biking and biking parks. Families with children prefer safe, segregated, flat tracks interspersed with attractions for the children such as playgrounds, petting zoo parks, viewing towers and so on. Empty nesters prefer longer bicycle trails in order to explore new places and to discover historic and natural sights. Finally, there is a rapidly growing group of senior tourists emerging as a result of the increasing ageing population.

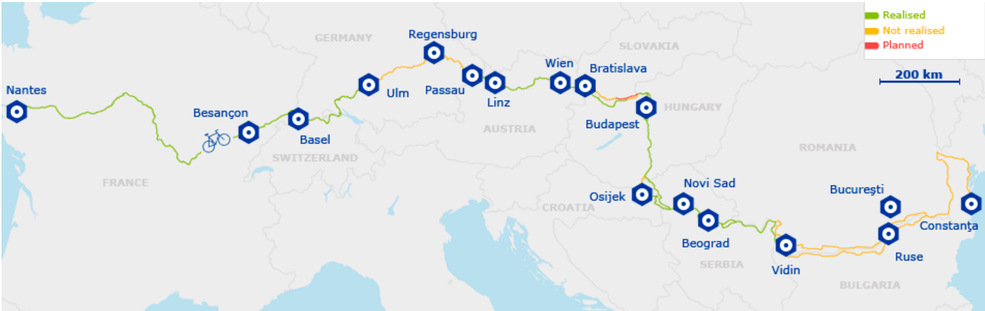
It is important to consider the needs and desires of the various segments and to develop travel services corresponding to these specific needs. However, all cycle tourists require accommodation facilities offering safe storage for bicycles, the possibility to wash and dry clothes and equipment overnight including washing the bicycle, basic tools for bicycle repairs and lunch boxes for purchase. Other possible requisite services are bicycle transportation, personal transportation with bicycles, luggage transportation, bike rental services, bike repair shops, cycle stands and maps. Although cycle tourism is huge in terms of volume, it can bring tourists, hence prosperity, to some otherwise not very attractive regions. Cycle tourists in comparison with tourists travelling by car have to 'travel light' and shop at local businesses, hence supporting the local economy, local service providers and creating new jobs.

EuroVelo is a network of 14 long distance cycle routes connecting and uniting the whole European continent. The routes are used by cycle tourists as well as by local people making daily journeys. The network is managed by the European Cyclists' Federation (ECF) which works to ensure that all routes offer high standards of design, signage and promotion throughout Europe. EuroVelo cycle trails are unique and offer very attractive tourism destinations for cycle tourists who want to travel ecologically and actively. The bicycle as a means of transport is faster than feet and therefore allows a much deeper and closer to nature experience of countries than one might gain from a bus, train or car. EuroVelo's ambition is to be one of the leading European cycling networks, being acknowledged as a destination and example 'par excellence' of sustainable tourism. It is a challenge for the European Union (EU), and for every participant country, to promote itself as a destination via this cycling network. (http://www.eurovelo.org/). The European Cyclist Federation has stated the role of EuroVelo as follows:

- "To enhance domestic tourism and to reduce tourist travel in relation to longer distances to destinations thus causing a high contribution to CO_2 emissions.
- To encourage cross border tourism with minimal environmental impact and a low impact on travel distances and low level of emissions.
- To encourage people to make use of public transport to get to the cycle destination, thus causing less environmental impact than private cars or air transport.
- To re-use assets such as old railways, forest tracks and canal towpaths.
- To stimulate economic development in rural areas which are not prime tourism destination areas.
- To bring about a diversification of land based businesses to provide accommodation, attractions and food and beverage for local consumption.
- To offer local residents an improved quality of life through enhanced physical exercise.
- To generate near zero carbon dioxide emissions by users on the route.
- To offer a form of slow travel which encourages interest in the richness of local gastronomy, heritage and community life across the different countries and regions of the EU" (Weston and Davies 2012, p.24).

Some parts of the network are well advanced such as EuroVelo 6 called also the River Route passing by European rivers from the Atlantic Ocean to the Black Sea. The part which goes along the Danube is known as the Danube route. It is an easy track, very popular among families with children and soft bikers. Mainly the Austrian part has a very well developed infrastructure with a wide range of accommodation facilities. The Slovak part of the Danube route is 161 km long and splits into two alternative routes. Alternative 1 starts from the Austrian crossing point in Berg passes on the right bank of the Danube and ends at the

Map of the EuroVelo 6



Source: http://www.eurovelo.com/en/eurovelos/eurovelo-6

Hungarian crossing point Rajka. Its total length of 15 km passes through the territory of Bratislava, the capital of Slovakia. Alternative 2 also starts from the Austrian crossing point in Berg, continuing alongside Alternative 1 then crossing the Danube in Bratislava and going along the left bank of the river for 146 km to the town of Štúrovo and leaving the territory of Slovakia(Analýza zahraničných skúseností a návrh národnej stratégie rozvoja cyklistickej dopravy a cykloturistiky v Slovenskej republike, 2012). Alternative 2 was officially recognised as part of the EuroVelo 6 by the European Cyclists´ Federation in 2014. Activities to meet the criteria and standards of the EuroVelo route have begun already. Around 30 km of Alternative 2 have been signposted and a new asphalt surface has been laid on 20 km of the route (www.cykloklub.sk).

Table 1   Estimate of Economic Value of Cycle Tourism in Europe (EU + CH)

Country	Daytrips (million)	Overnight trips (million)	Daytrips (billion €)	Overnight (billion €)	Total (billion €)
Austria	62	0.46	0.96	0.20	1.16
Hungary	98	1.00	1.50	0.44	1.94
Slovakia	17	0.14	0.26	0.06	0.32
Switzerland (CH)	55	0.42	0.85	0.18	1.03
Czech Rep.	55	0.56	0.85	0.24	1.09
Slovenia	9	0.07	0.15	0.03	0.18
Germany	607	4.62	9.34	2.03	11.37

Source: Adapted by the Author from Weston and. Davies (2012).

The volume and frequency of cycling tourism is not recorded in Eurostat. Some countries do keep records on cycling tourism but these figures are, in most cases, not comparable.

According to the EU (2012) the value of cycle tourism was about €44 billion per annum. The estimated spending of overnight cycle tourists was between €50 and €70 per day and day excursionists spent between €10 and €20 (see Table 1).

The management of cycling tourism is very complex; except for the ministry responsible for tourism it involves other ministries including environment, agriculture, interior, and education; regional and municipal governments. A vital role in cycling tourism is played by national and local cycling associations, regional and local communities.

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Questions and Activities

1. What are the most important factors to consider in developing a popular recreational cycle route?
2. What would be the steps in bringing more cycle tourists to alternative 2 of the Slovak part of the Danube route?
3. Outline the roles played by national, regional and local authorities, and cycling associations and communities in cycle tourism development.

EasyJet Leads the Way on Safer European Air Travel Initiative

by Robert A. Clark

In the spring of 2010, aircraft across Europe were grounded when the Icelandic volcano *Eyjafjallajökull* erupted and generated a volcanic ash cloud that covered much of the continent. Travellers were left stranded as 100,000 flights were cancelled resulting in the aviation industry alone losing an estimated $1.7 billion (IATA, 2010a). Even though some airlines accused aviation authorities of over reacting, this was a clear case of health and safety winning the argument over profitability (BBC Radio 4, 2010).

An estimated 5 million travellers, of which 1 million were believed to be British, found their flights cancelled. When flights finally resumed, stranded travellers found themselves at the back of the queue for airline seats. In fact, British Airways (BA) were selling empty seats on the open market rather than considering stranded travellers with BA tickets as a priority. However, airlines did fall foul of the European legislation "EU 261" which holds them liable for passenger compensation when there are substantial delays or flight cancellations (European Union, 2004). In the case of the *Eyjafjallajökull* ash cloud, this included passengers out of pocket experiences such as meals and hotel bills. Meanwhile, many insurance companies refused to pay compensation, hiding behind so called '*Act-of-God*' clauses (Palmer, 2014).

One British couple had been holidaying on the Italian island of Sardinia and what should have been a two hour return flight back to the UK became a four day ordeal. Both had urgent business back in the UK and with no immediate prospect of a resumption of flights, they sought alternative means of getting home. They had considered a ferry to Italy or France and then driving a hire car to Calais. However, with the cost of a two-day car hire quoted at more than 3,000 euros, their only viable alternative became a journey involving a combination of ferries and trains. Ferries were packed and trains to Northern Europe were full as travellers struggled to reach their destinations. Passenger information displays at principal railway stations warned of lengthy delays for tickets while at Paris's Gard du Nord, no seats were available on Eurostar trains to London for several days (Clark, 2014). There were also reports of exploitation with some hotels doubling their prices and taking full advantage of the stranded travellers' plight (Berkowitz, 2010).

The chaos emphasised just how reliant travellers have become in recent decades upon air travel. Furthermore, a number of incidents reported between 1981 and 1990 had given rise to justifiable apprehension in the aviation industry over volcanic ash clouds. Several aircraft had experienced temporary multiple engine failure having inadvertently flown into ash clouds. The most serious of these incidents occurred in 1982 when all four engines of a British Airways Boeing 747 flying over Indonesia failed. The aircraft endured a 25,000 feet (7,620 metres) powerless descent over a 16 minute period before the crew were able to restart the engines (BBC News, 2010). Another incident over Alaska, also involving a Boeing 747 aircraft which was operated by KLM, concluded the cost of repairing the aircraft's engines was in excess of $80 million (Cadaevall, 1993). Following these experiences, the aviation authorities issued airlines with a very strong recommendation to avoid flying through ash clouds which, in turn, spawned a 'zero tolerance' mentality.

With around 500 active volcanoes scattered across the globe, ash clouds are quite commonplace (IATA, 2101a). However, in the 2010 incident, both location and scale were significant contributors to the problem. Moreover, the last time *Eyjafjallajökull* had erupted had been in the early 19th century, pre-dating air travel, when it had remained active for around 12 months (Global Volcanism Program, 2010).

A major challenge facing aircraft flight crew is that ash clouds are not visible on their on-board radar. However, following the 2010 fiasco, the British budget airline EasyJet became involved in a research project whose objective was to enable aircraft radar to be able to detect volcanic ash cloud. The system, known as AVOID (Airborne Volcanic Object Imaging Detector) was developed jointly with Airbus and the Norwegian Institute for Air Research (BBC News, 2013).

By July 2014, some four years after the *Eyjafjallajökull* eruption, the AVOID development programme was drawing to a successful conclusion. The technology had been proven, albeit in laboratory conditions, and the aviation radar that would detect volcanic ash clouds from heights of 5,000 to 50,000 feet (1,525 to 15,250 metres) was ready to be rolled out across airline fleets. Again EasyJet led the way and was the first airline to start installing AVOID in its aircraft. Created by Dr Fred Prata of Nicarnica Aviation, the system uses infrared technology and provides both the pilots and their airline's control centre with images that will enable an ash cloud to be identified some 60 miles (100 km) ahead of the aircraft's position, providing pilots with ample opportunity to take appropriate avoiding action (Pultarova, 2013; Woodman, 2014).

Since the dust from *Eyjafjallajökull* has literally settled, one benefit that has emerged from the saga has been an opportunity upon which the Icelandic tourist industry has seized. Day trips to visit the volcano have been added to the local portfolio of tours offered to visitors to that most fascinating of countries (IceNews, 2012).

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Questions

1. Apart from fairly localised volcanic ash clouds in Europe (for example, Stromboli and Etna), the 2010 *Eyjafjallajökull* eruption has been the only time that air travel throughout Europe has been brought to a virtual standstill. With this in mind, do you believe the development of the AVOID system for aircraft is a worthwhile investment?
2. Do you believe that airlines like EasyJet will enjoy a competitive advantage by installing the AVOID system to their aircraft over those airlines that do not? Justify your response.
3. What is your opinion of the arguably unethical practice of car hire companies and hotels exploiting stranded travellers by substantially raising their prices?
4. Do you believe that EU 261 is fair to airlines when such extreme conditions exist and flight cancellations are certainly no fault of the airlines? Should insurance companies be forced to do more for their Clients who find themselves stranded in such circumstances?
5. Opportunities can often be found in the face of disasters such as guided tours for visitors to Iceland wanting to see *Eyjafjallajökull.* What other instances can you think of where opportunities have been born out of disasters or adversity?

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Part 2

Revealed Case Studies

Ecotourism: reality or a dream?

by Alina Katunian

In 2014 more than 1 billion tourists were recorded globally (World Travel Market, 2014) in comparison with 1950 when there were 25 million tourists and 2004 when there were 75 million tourists with the forecast for 2020 estimated at one billion (Weaver, 2006) These data indicate not only the growth of the travel industry but also point to a growing negative impact on tourism destinations. For example: every year, about half of the Paris area is converted into golf courses; on average, one Spanish city resident consumes 250 litres of water per day and a tourist: 880 litres (bathroom, swimming pool, golf course et al.) (Weaver, 2008). The main marine areas where immediate restrictions on water usage are necessary include Spain, Morocco, Algeria, Tunisia, Greece, Turkey, Croatia, Italy and France (Weaver, 2008). However, popular tourism destinations, such as those mentioned above, are usually the target of the tour operators working with mass tourism products (Weaver, 2006).

In the mid-1980s the concept of ecotourism emerged as a manifestation of alternative tourism; it focused on activities based on the knowledge of natural resources. Ecotourism is a type of sustainable tourism that may be realised in wild natural areas. Stable sustainable tourism development takes into account three factors: the interaction between the environment and economic activity; long-term time frames and universal justice; and anticipating public without compromising the ability of future generations to meet their own needs (Koeman, 2009). In contrast to mass tourism, ecotourism promotes independent ways of travelling, regardless of the involvement of travel agencies and may include active travel, proximity to nature, small local hostels, staying with local people and meeting local traditions.

Principles of Ecotourism:

- *Aim:* Ecotourists are travelling to far corners of the earth, where they can be closer to nature, to interact with the locals and learn about their culture. These visitors usually do not travel with mass tourism agencies. Some dedicated advocates of ecotourism choose only certain trips, such as walking or climbing in the mountains, exploring uninhabited areas, trekking in jungles, sailing and so on.

- *Destinations:* Ecotourists tend to be against the use of unnecessary fuel. Usually they stay in one place, which can be explored on foot, and get to know it as fully as possible: they interact with the local people, eat local food, are interested in the local traditions and culture.
- *Support local businesses:* Most of the world's business is managed by huge corporations and international networks, with a detrimental effect on small businesses. One of the principles of ecotourism is to encourage small businesses and local suppliers so creating environmentally friendly relations. For example, ecotourists would choose to dine not in a large hotel or famous restaurant, each of which belonged to a chain, but in locally owned and managed establishments.
- *Luxury:* Ecotourists do not care about the number of the stars of the hotel or features such as in-room air conditioners but would prefer to stay in environmentally friendly green hotels, a local house or a tent (Weaver, 2008)

What are the prospects for ecotourism? Does this sector have a future? Forward-thinking entrepreneurs will say – Yes! Well known hotel chains, such as Hilton, for example, have taken new steps to meet ecotourism principles. However, as ecotourism has become fashionable, under the ecotourism label sometimes one can find misrepresentation and speculation. Sincere promoters of ecotourism are including new tourism products in their portfolios, promoting such destinations to Africa and South and Central America, with Kenya and Costa Rica being leading choices. Nowadays green hotels are emerging and ecotourism companies are offering environmentally friendly ways to spend time in a perfectly wild and natural way (Weaver, 2008).

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Activities

1. Conduct on-line research to find out which tourism companies in your country are working on behalf of ecotourists.

2. Conduct online research to find out which tourism companies in your country are offering tourism products and services with ecotourism features.

3. Select one of the tour operators in your country and suggest some ideas for products which can be created and offered to the ecotourism market.

'What shall I call thee?' The names of local specialities in English language menus

by Eszter Benke

Introduction

Tourists differ fundamentally in their preferences regarding whether to taste local specialities when abroad or to stick to the familiar and trustworthy flavours and ingredients. The adventurous tourist seeks to explore the unknown and is ready for a challenge and hopes for a pleasant surprise. Others are less willing to experiment with unknown tastes and unidentifiable ingredients; neither are they ready to shatter the joy and relaxation that the holiday brings by an upset stomach. The categorisation of 'eaters' and 'non-eaters' is seemingly a straightforward one, yet a number of factors encourage tourists to taste or not to taste local specialities. Cohen and Aviel (2004) discuss how food can be an attraction and an impediment in a destination. Among the factors discussed, they identify 'communication gap' as an important source of tourists' local food avoidance. Tourists, they claim, "are unfamiliar with their ingredients and their names on the menu. Lack of competence in the local language often aggravates the situation (p. 764)". Although in their research they focus on different cultures and remote tourist generating and receiving countries, the communication gap does not necessarily require major distances either geographically or culturally.

This case study identifies and examines food descriptions in English in web-based menus in Hungary, discusses how restaurateurs can assist in dispelling the suspicion tourists might entertain towards unknown dishes and thus use the menu as a simple marketing tool. In the discussion of presenting dishes in the 'language of menus', a number of issues need to be considered. Firstly, what is the extent to which local specialities need to be translated or explained to foreigners? Secondly, does the linguistic landscape of restaurants, especially that of menus play a significant role in the choices customers make when selecting a restaurant? Does the language of menus in addition to the foreign language proficiency of the staff contribute to customer satisfaction? The themes of these questions are considered briefly to address the question in the title of the case study.

Linguistic landscape

The concept of linguistic landscape (Shohamy and Gorter, 2009) is a multidisciplinary notion which emerged originally as an intriguing field of study in multilingual settings primarily. Initially, linguistic landscape studies focused on public street signs but the scope of such research has since widened considerably; the notion of linguistic landscape is applied in a much broader context. The underlying puzzle, regardless of the approach adopted, is why certain public signs or publicly available information may be presented in a language or in several languages different from the local language. This case study does not seek the reasons for presenting restaurant menus in different foreign languages but attempts to examine the linguistic form in which certain menu items are displayed. The aims here are to determine how certain menus contribute to the web-based linguistic landscape of some restaurants in the capital city of Hungary and to examine how they contribute to the elimination of the communication gap mentioned earlier.

Considerations in writing menus

Menus vary immensely in their language and design (for example, Foskett, Ceserani and Kinton, 2003), and a number of factors influence the type of menu customers might find on the website of a restaurant or in a catering establishment per se. Whereas a menu should serve its basic function of informing and attracting clients, customers obviously also have their own preferences. While some might prefer straightforward names and descriptions of dishes displayed in a menu, others might enjoy reading fancy names and inventive food labels which promise a surprise. For tourists the descriptive names, or even pictorial menus, are definitely more useful than fancy names. Local specialities inherently may offer culinary excitement and a unique gastronomic experience yet most customers like to know what they are eating.

Widely-known specialities present less of a problem from the perspective of menu writing. Few customers need a detailed explanation for popular ‘globalised dishes’ and certain ‘local specialities’ such as Wiener Schnitzel, paella or ratatouille. Products with protected designation of origin (PDO) and foodstuffs with protected geographical indication (PGI) (Official Journal of the European Union, Regulation E No.1151/2012) generally do not present a difficulty as many of these are well known all over the world. Some foods with a protected designation of origin, such as feta, require no specific translation or explanation and the same might apply for a number of foodstuffs with a protected geographical indication, including Jamón de Serón.

Not all local specialities, however, are quite as popular as the ones mentioned. Should they be translated, explained or should they surprise the customer?

The case of two desserts

The case study focuses on how two popular desserts appear in the on-line linguistic landscape of several Hungarian restaurants. As it is not the aim to make generalisations based on the findings, only a limited number of restaurant menus is examined. In order to adopt a wider perspective, first the linguistic appearances of a typical Hungarian dessert and second, one which is very common in Hungary but not Hungarian in its origin is reviewed.

Sponge cake Somló style

This traditional Hungarian dessert dates back to the mid-1900s with its purported debut in the 1958 Brussels Expo. The geographical element in its name seemingly links it to a Transdanubian hill and the surrounding wine region. Gastronomy history books, however, claim that in most likelihood Somló (originally Somlyó) refers to another location in the vicinity of Fót, the native town of the confectioner who first created the dessert (Gundel, 2007). Geographical locations such as Somló, for example, are of little help to restaurant guests in capturing the measure of the dish, with the exception of common PGI foods. With respect to some dishes the geographical or other proper names are usually preceded or followed by an explicit description or identification (sponge cake) which provides information about the menu item. For example: 'This dessert is a remote relative of trifle with a syrup-soaked sponge cake base, raisins, nuts, custard, chocolate sauce and whipped cream'. In spite of the large number of different recipes and alternative variations, a native speaker of the language would have a rather definite image of what to expect if they order 'Somlói galuska' – the original Hungarian name of the dessert. For English-speaking tourists, however, the situation might be slightly more complex.

The next overview describes how some restaurants translate the name of this speciality into English and discusses how useful these translations might be for tourists. The restaurant Trófea is an all-you-can-eat type of outlet in six different locations in Budapest with similar service and food offer. All four restaurants offer sponge cake Somló style. In an all-you-can eat restaurant customers do not need a menu to identify and select the food but in selecting the restaurant the online menu can assist customers in choosing a place that suites their tastes. The online menus on the Trófea restaurants have the following names for the same dish: Sweet gnocchi a ’la Somlo style, Somlói noodle, “Somlói galuska” (Sponge cake with chocolate sauce), Hungarian sponge cake “Somloi Style”. These names offer immensely rich material for linguistic analysis but the present analysis has a more pragmatic focus. Each translation includes the geographical name which might be helpful in the case of some PGI foods but not necessarily with less commonly known dishes. The sponge cake basis appears once explicitly and noodle, gnocchi or the Hungarian equivalents are used in the rest of the names. Without the dessert category indication in the menu, Somlói noodle might easily be considered a main or a side dish. Somlo sponge cake, Sponge cake Somló style with whipped cream, Somlo trifle, Somló delicacy, and noodles of Somló with fried walnuts are further examples of this Hungarian speciality as reflected by the linguistic landscape of restaurants. Illustrated menus with good quality photographs of the dishes on offer eliminate the need for detailed descriptions. It appears from the variety of names listed that the pragmatic elicitation technique frequently applied in translation for words and phrases, which cannot be translated directly due to cultural differences or differences in world knowledge, would significantly contribute to an easier understanding of the names of local specialities. This method applies an explicit description of the word or phrase instead of a translated form.

Floating island

The case of the dessert known as floating island is slightly different from that of sponge cake Somló style. The common Hungarian name of this dessert of French origin is ‘bird’s milk’; the Hungarian translation did not follow either of the original French phrases that are commonly used for this dessert: œufs à la neige or île flottante. It needs to be added that some people question the French origin of the dessert and claim that the dessert dates back to ancient times when this delicacy was considered as rare as bird’s milk. Others link the Hungarian name of the dessert with the bird-like meringue which floats on milk, or rather custard. Most foreign language translations follow the French terms: either the île flottante/floating island pattern appears in the Italian uova alla neve; the Spanish form of isla flotante or the œufs à la neige/eggs in snow form; Schnee-Eier or Schneenockerln in German; šnenokle in Serbian; and snowball soup - lumepalli supp - in Estonian. The Hungarian concept of bird’s milk in other languages is less common, although similar names do exist: Kanarimilch is used in Austria to denote custard, and lapte de pasăre in Romanian, which is a very close counterpart of bird’s milk. Foreigners depending on their nationality will read an English language menu with different background knowledge of food names, even if the same dish exists in their culture and has a name in their own language.

It seems from the menus reviewed that the variety of English names or translations for floating island is less considerable than those for sponge cake Somló style, yet a large number of alternatives still exists. In addition to the most common and perhaps best known-name of floating island, the following variations are also common: bird's milk (the literal translation of the Hungarian equivalent), sweet gnocchi with custard and grated walnut, floating, vanilla custard with egg-mousse, floating islands, milk custard.

The two examples described above raise the question of how to present names of specialities in the menus to make it accessible and attractive to foreign tourists. Comments on TripAdvisor indicate very few problems with the names of menu items. It appears from the posts reviewed that negative comments in top-rated restaurants in Budapest do not indicate problems with the language of menus, neither is the incomprehensibility of the names of dishes the source of dissatisfaction in low-rated restaurants. The language proficiency of waiting staff, however, emerged to be a more important factor than the language of menus. The following excerpts from TripAdvisor confirm the assumption that in the service industries oral communication, in our specific case assistance from the waiting staff is more important than written communication that is the language of menus.

"*The menu was a little confusing and explanations from staff vague due to lack of English not their fault ours we should not expect everyone to speak our language*." - a British tourist comments on a restaurant experience in France

"*Our server was very friendly and helpful with the menu."* - posted by an American traveller in a Canadian restaurant

"*English was a second language for staff which was a problem*." - comments an American tourist on waiting staff in America

"*Our server was so friendly and helped us work between Polish and English in getting our lunch exactly as we wanted*." - posted by an American tourist in Poland

"*the picture menu, so language is no problem*" - a photograph posted by tourist from Northern Ireland in Spain

The comments above indicate that if a language problem occurs with the menu, waiters are expected to provide assistance. Lack of such assistance due to inappropriate language proficiency might easily lead to customer dissatisfaction.

Conclusion

This case study set out to examine the language of menus with a focus on the English translations of local specialities and unusual names of dishes. Another aim of the case study was to explore whether incomprehensible names of menu items constitute part of the linguistic landscape of restaurants. The final objective that was addressed by the case study was to determine whether foreign language menus emerge as a source of dissatisfaction to customers. The case study has found that the English translation of local specialities might pose difficulties for foreigners. Restaurateurs need to make sure that the names of local specialities are presented to foreign customers in an easily accessible way. It has also emerged that an explanation or clarification either in writing or in a graphic form can assist in the comprehension. More importantly, however, the findings suggest that the role of oral communication in English in the service encounter is far more significant as a cause of customer satisfaction than that of the written language of menus. In addition to good communication skills, waiters need foreign language proficiency that enables them to provide comprehensive information about the dishes that the restaurant offers to enhance customer satisfaction. During their training, attention should be paid to their specific purpose language knowledge if they are to be employed in a restaurant with an international clientele.

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Questions

1. To what extent does your country offer gastronomic experiences and culinary attractions to tourists?
2. Which are some of the specialities that tourists frequently select in restaurants?

3. Are there any specialities which foreigners are reluctant to taste? If so, what might be the reasons?
4. Which are the best-known PGI, PDO and TSG agricultural products and foodstuffs in your country?
5. Do paper- and web-based menus in your country assist foreigners in capturing the meaning of dishes? Are differences between types of catering outlets apparent in this respect?
6. Has your country added a speciality to the 'world cuisine'? If so, what is it and how has it been globalised?

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Please wait to be seated…..

by Christopher Mitchell

Mr and Mrs Jones were on a family day out with their 14 month old son, Harry, in the Cheshire countryside in the UK. They had spent most of the afternoon walking along scenic paths that wound their way through the local forest, whilst pushing young Harry in his pushchair. It was such a nice afternoon with a light breeze and warm sun on their faces they decided to extend the day and head for a late lunch/early dinner at the Troutling Inn, a newly refurbished pub close by. They had frequented the Troutling Inn on a number of occasions before the refurbishment and always enjoyed the traditional pub food and atmosphere. Mr Jones quickly found the telephone number of the pub from their website using his new iPhone and gave them a telephone call to book a table. As the number was ringing, the Jones agreed that 4pm would be a good time to eat as this gave them ample time to get there and settle down before Harry needed his dinner at around 4:30pm.

After five minutes of waiting on the telephone, Mr Jones decided to hang up and try to ring again. "Maybe it's the wrong number," stated Mrs Jones. "Well, it's the one on the website" replied Mr Jones. At that point, Mr Jones accessed his contact list on the telephone and found the number he had stored from a previous visit to the pub. "It's different….." Mr Jones stated. "Why didn't you use that first time around," quipped Mrs Jones. "I wanted to test the internet signal on my iPhone and see the website" Mr Jones replied and, at that point, he rang the number again.

After a couple of minutes, Mr Jones started to wonder if this was the correct number until he heard a voice state: "The Troutling", in a harsh tone. Mr Jones spoke: "Can I book a table please?" "When for?" was the reply, at which point Mr Jones thought: that was a little abrupt! "Around 4pm please", Mr Jones responded. "We are busy today!" said the voice. "OK, that's fine but do you have space for three please?" Mr Jones asked. Before he could get a response the phone started to crackle and the line went dead. Typical he thought. "What did they say?" asked Mrs Jones. "I think she hung up" Mr Jones replied. "Or you lost the signal on your new phone!" said Mrs Jones with a smile on her face.

Mr Jones looked down at his phone, noticed a low signal and agreed it could have been a loss of signal. They decided to head back to the car and set off for the Troutling Inn, as it was in the general direction of home and a number of other country pubs. On returning to the car, Harry woke up from a nap and they put him in the car. As they set off to the pub, Harry started to cry. "He's hungry," Mrs Jones said. Mr Jones looked at her and agreed. "Better get a move on then," said Mr Jones as they both knew the signs of a hungry baby and the difficulty of keeping him quiet without food. Mrs Jones quickly produced a biscuit and passed it to Harry, at which point all went quiet.

On arrival at the Troutling Inn, the couple realised they may have a problem; the car park was full and they had not booked a table. Mr Jones asked if they should just carry on to another pub. "No, we are here now, let's see what it's like and Harry needs to be fed", said Mrs Jones. Luckily, they noticed a car leaving so were quickly able to get into the space in the car park. "Luck is on our side," Mrs Jones remarked as they smiled and got out of the car.

Young Harry had munched through his third biscuit by the time they entered the pub. His parents looked the new place up and down and thought the refurbishment had gone well. "This looks very impressive," said Mr Jones. "Yes, must have cost a fortune," replied Mrs Jones. They approached a sign on a lectern at the entrance to the main part of the pub where all the tables where situated. It read: 'Please wait to be seated,' so the family stopped and waited.

As they waited they noticed the pub was very busy with people sitting right along the bar and at all of the tables. They could see one of two empty tables needed clearing of dirty plates. "They have space over there," said Mrs Jones. "However, it could be booked so let's just wait and see; we are first in line should a table be available", commented Mr Jones. "What line?" said Mrs Jones. "You know what I mean - no one else is here yet so we have a good chance" retorted her husband.

After five minutes the family was still waiting by the lectern and they had still not been met by any of the staff. In fact, a number of the staff had walked past them with food and drinks for customers sitting at a table nearby and the bar staff had busily replenished drinks for some people sitting at the bar. A few minutes later, Mrs Jones said: "How long are we going to wait?" Mr Jones looked at his watch and replied: "Give them time; it's busy". Mrs Jones countered: "He's hungry; we need to make a decision?", at which point Harry started to become agitated. The door behind them opened and a couple walked in and waited behind them. Mrs Jones picked up Harry and started to rock him to keep him quiet. "Take him outside if you want. I will wait" said Mr Jones. Mrs Jones headed outside and left her husband to keep their place in the queue. A few minutes later a smartly dressed young female member of the service staff came over to the lectern, looking very much like the hostess. She was wearing a name badge – Carol. Carol asked Mr Jones if he had a booking. "No, but we tried to call", he answered. "We are very busy; I am not sure if we have room" was her response, at which point Carol looked over Mr Jones' shoulder to the couple behind and asked if they had booked a table. "Yes, Forest" was the reply. She crossed them off a list on the lectern and asked them to come through." We can sit you down but you will have to wait for the table to be cleared" she informed them, leading the Forests to one of the empty tables.

Mr Jones was a little annoyed by this point. He was unsure if the reason was because he had been waiting, or the way he had been spoken to. He thought he should try to relax: it's not their fault that they are busy and I should possibly have booked he thought. Mr Jones waited a few minutes and then managed to catch the eye of Carol on her way past. She looked over and then back at the remaining empty table and headed over to clear the plates. At that point, Mrs Jones re-entered with Harry and asked if they had a table. "I am not sure; they have just cleared that one" said Mr Jones. "Where is the other couple?" asked Mrs Jones. "They were booked and are sitting down" was the reply. "Did you not ask Carol if they had space?" Mrs Jones said. "No, didn't get a chance" replied Mr Jones.

Mrs Jones looked confused and annoyed and Mr Jones quickly added: "Let's just wait and see what happens; they are busy and we didn't book". His tone was clear; he was a little angry now. Mr Jones took a long look at his watch - one of those long looks in the hope one of the service staff would notice him looking and come over to the lectern. "We have been waiting nearly 20 minutes", said Mrs Jones. "Shall we just go?" she added. "No, it's only been about 12 minutes. Let's go and sit at that table she cleared it a few minutes ago" said her spouse. The family headed over to the table and sat down; they needed a high chair but decided to sit Harry on Mrs Jones' knee while they waited.

The service staff busily cleared tables and brought out food, bills and drinks to several customers nearby. After a few minutes, Mr Jones called out to Carol as she passed the table:

"Excuse me….., excuse me". Carol looked over and said: "I will be with you in a minute", then looked over to the lectern and back at Mr Jones with a frown and headed off into the kitchen. Mrs Jones said: "I can't believe that look she gave us; that was so rude". "Let's see if she comes back," Mr Jones replied.

As they waited, a male member of the service staff looked over and made eye contact with Mr Jones; he gave a smile and approached the table. "Good afternoon and welcome to the Troutling, my name is Brian; I will be serving you this afternoon", he said with a broad smile. Brian must have been around 40 years old, wearing a blue shirt and jeans, similar to all the service staff. He asked if they had seen the menu. "No," Mrs Jones replied. "I will get one for you. Can I take a drinks' order?" Brian asked. "Yes please - a glass of water and a red wine" replied Mr Jones, at which point Brian moved towards the bar.

A few minutes later Brian returned with their drinks and a couple of menus. He placed the drinks on napkins on the table and then handed them the menus. He proceeded to apologise if they had waited and explained the 'specials' that were on the blackboard. When he had finished, he pulled a breadstick packet from his apron pouch and, with a glance for approval from Mrs Jones, offered the breadsticks to Harry. Harry smiled, took the breadsticks and started to munch on them. Brian then went back to the bar, returned with a highchair and set it up before taking the food order and disappearing into the kitchen. Mr and Mrs Jones looked at each other and Mr Jones said: "Wow! What a difference a few minutes makes," as they both laughed, enjoying their drinks. Brain took their food order.

Whilst discussing what to share with Harry from their food order, Mrs Jones looked up and noticed Carol moving towards their table. Mr Jones followed her gaze and also noticed the approaching Carol. In an abrupt manner, Carol gestured towards the lectern and said: "This table was booked by the couple who are waiting to be seated; you will have to take your drinks to the bar and wait for us to clear another table." The couple looked over to the lectern and back at each other in horror at her manner of speech. Before they could raise any objections, Carol was heading towards the bar to clear them a small space in which to wait.

At that point, Brian came over with their food order and placed the meals in front of them. "Can I get you anything else?" he asked. "I think Carol is about to move us" replied Mrs Jones gesturing towards Carol. "I am sorry, is there something wrong with your table," asked Brian.

"No, she says we have to move as this table is booked." "No problem - let me see what the problem is and you enjoy your meal!" he replied.

Mr Jones asked for a small plate so they could share their meal with Harry. Brian nodded and went to talk with Carol. It seemed that Carol was in disagreement with Brian then she disappeared into the back of the bar. Brian returned with the plate and offered it to Mrs Jones, adding: "Everything is fine. We have a table just finishing for the other couple. Please enjoy your meal." Mrs Jones noted: "She is very rude and should not speak to customers that way." Brian said: "She is young and new and with some of the new staff they don't fully engage with the training provided; you know what young people are like."

Brian was gestured over to the bar by another smartly dressed woman who was talking to Carol. As the family finished their food, the smartly dressed woman appeared and introduced herself as Maria, the manageress. She asked if they had enjoyed their meal and then proceeded to apologise if they had had any issues with the service. At that point, the Joneses explained their experience with Carol and how they had been spoken to. As they were explaining, Brian returned to the table and asked if he might clear the plates and if they had enjoyed their meal. Mr Jones thanked Brian for his attentive service and said to Maria: "Brian was excellent and had it not been for him, we would have walked out." Brian smiled, thanked Mr Jones and went into the kitchen. Maria apologised again and explained the difficulty in training new staff and, specifically, in training the younger staff to be more hospitable. Maria offered a complimentary coffee, which was accepted then went to the main bar area. Brian and his wife finished their coffee, paid the bill, leaving Brain a tip and walked towards the door. On leaving the Troutling, Maria returned to wish them a safe journey and asks them to come again. The Joneses agreed they would return and left the pub.

Questions and Activities

1. Who is at fault for the negative experience and why?

2. The guest-host relationship is an important aspect of meeting and greeting in the hospitality industry. Explain how understanding the guest-host relationship may have helped in the example above. Exemplify methods of training new entrants into the hospitality industry.

3. Compare and contrast the service approaches in the case study and explain how this example can be applied to service recovery within the hospitality industry.

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The Impact of Speciality Culinary Tourism

by Roselyne N. Okech

Introduction

Culinary tourism covers any tourism experience that encourages learning, appreciating and/or consuming food and drink that reflects a local, regional, or national cuisine, heritage, culture, tradition or culinary techniques (Alberta Culinary Tourism Alliance, 2015). Food tourism is defined as the desire to experience a particular type of food or the produce of a specific region (Hall and Sharples, 2003) and covers a vast number of gastronomic opportunities for tourists (Okumus, Okumus, and McKercher, 2007) as well as involving numerous economic development schemes. Food tourism has been hailed as a vehicle for regional development, strengthening local production through backward linkages in tourism supply-chain partnerships (Telfer and Wall, 1996; Renko, Renko, and Polonijo, 2010) and is regarded as an important vehicle in delivering sustainable tourism (Everett and Aitchison, 2008; Simms, 2009; Everett and Slocum, 2013).

Culinary tourism promotes all distinctive and impressive gastronomic experiences, not just those that have earned four stars or better. Previously overlooked, culinary tourism is an important new niche. Culinary tourism can be found in rural or urban areas and tourists should be available to visit all year round. Relevant literature spans the realm of food-based interactions through a variety of subsectors, such as niche tourism, agri-tourism, culinary tourism, food-based attractions and food-purchase motivations. For example, agri-tourism (farm tourism) specialises in the incorporation of visits to farms for the purposes of on-site retail purchases, enjoyment and education (Busby and Rendle, 2000; Veeck, Chee, and Veeck, 2006).

Why Culinary Tourism?

According to Renko et al., (2010) food, along with other phenomena such as religion, events, festivals, and architecture are considered to be “grey zones” of cultural and heritage tourism.

It mostly serves as a catalyst in enhancing the tourists' experience in certain places. However, the importance of foodstuffs has been recognised by more and more researchers. They focus on the role of food in culture and consider food as not only being a basic necessity for tourist consumption but also an essential element of regional culture that adds value to the image of a destination. Local cuisines represent a core manifestation of a destination's intangible heritage, and through its consumption, tourists can gain a truly authentic cultural experience (Okumus, Okumus, and McKercher, 2007; Renko et al., 2010). This link between cuisine and place often assumes the form of geographical indications (Bowen 2010). Proximity to urban areas is also important in developing local food tourism. Consequently, communities will find that where there is some pre-existing tourism infrastructure, local food tourism is easier and more cost-effective to develop (Wadawi, Bresler and Okech, 2008; 2009; Dougherty, Brown and Green 2013).

Case Study: Province X

Ms. G moved to Canada as an immigrant to search for better opportunities for her family. After successfully gaining residency, she weighed up her options. Her search on Kijiji (on-line free classified advertisements in Canada) found a fully equipped restaurant for rent in location A, Province X. Ms. G talked to her friends about the opportunity and they advised her to take a chance so she decided to go for it. When she arrived at her new destination, not knowing a single local person, she distributed at least 400 flyers announcing the opening of her new specialty restaurant serving a Southeast Asia cuisine. She placed these flyers on vehicles in various parking lots and delivered some through letter boxes. An "Opening Soon" banner was hung on the front of the building she was renting and an advertisement was placed on the rear window of her vehicle.

Within a few months, Ms. G's marketing and word-of-mouth resulted in her first day's revenue of $50 growing into a profitable small business. Then the inevitable happened. The building that she was renting was closed down with a consequent catastrophic impact on her business. The various media outlets: television, radio, and print picked up on her story, and this interest gave her publicity that spread throughout Province X.

The media continued to update this public interest story during her search for a new location. As a result, people from outside the area visited the new restaurant after hearing about her situation, and those locally who had not been customers decided to try the restaurant. Today

Ms. G has a Facebook and Twitter presence and up to 1000 followers at times. In addition, a friendly competition between other specialty restaurants has developed on TripAdvisor with them frequently switching places as the # 1 and # 2 rated restaurants in the area.

Conclusion

This case study examines the importance of food in promoting cultural heritage and indeed the contribution of food to the tourism industry as a whole. Cultural diversity is viewed as a strength in marketing of food tourism. Culinary tourism can play a pivotal role in the development and management of cultural heritage tourism. The impact of food tourism can improve substantially the economy of any country. Increasingly, tourists are inclined to demand traditional foods that allow them access to cultural and historical heritage so adding to the authenticity of their experiences. Some destinations have taken the sustainability concept to a whole new level and have begun offering the health-orientated food and drink, especially demanded by today's consumers who are educated, wealthy, well-travelled, living longer and are concerned about health and the environment. As a result, food and drink are increasing in importance, and have a higher priority amongst certain social groupings, in tourism offerings as they seek quality products that take into consideration the health concerns.

This case further reveals that culinary identity and heritage can be expanded and exploited within the development of a cultural heritage tourism framework because it is evident that food is an important element in the construction of a distinct regional identity. Different cultural communities should be proud to showcase their delicacies and tourists are encouraged to try local cuisines. Some establishments fail to promote the local cuisine but rather come with fancy terms to satisfy particular types of tourists and thereby fail in the integral and important aspect of increasing demand and consumption of authentic cultural heritage. As most cuisines are branded by nationality such as French, Italian or Spanish, the opportunity still exists for Province X to create positive and successful relationships amongst food, culture and destinations.

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Questions and Activities

1. Investigate the overall economic empowerment that food brings to your country.

2. Explore and debate the impact of cultural nights and food festivals of international standard.

3. Discuss the role of culinary tourism in community development.

4. Suggest ways in which your community might create positive and successful relationships amongst food, culture and destinations.

5. How would you cater for foreign tourists who might prefer local dishes, as opposed to Western style dishes and still remain competitive?

6. Discuss the issue of health and hygiene conditions in food preparation and management.

7. Prepare some unique food recipes from your community or tradition and share with your group.

8. Prepare an advertisement promoting a new speciality food restaurant opening up soon in your town.

The Barchester Hotel

by John Hobson

Report by Bill Reynolds for John Curtis and Associates, January 2015

Introduction

John Curtis has recently bought the Barchester Hotel. At the request of John, his friend, Bill Reynolds - an ex hotel manager – has visited the town of Barchester and, over the last 12 months, paid several visits to the Barchester Hotel, as a "Mystery Diner". The following text details his initial impressions of the hotel and the town of Barchester. As a consequence of purchasing the hotel, John managed to obtain some basic financial data to supplement Bill's report.

The Town of Barchester

The Barchester Hotel is situated in the town of Barchester, located in Hampshire, England. The town is 25 miles from the south coast. There are frequent rail services to London with a journey time of 60 minutes and to Portsmouth with a journey time of 30 minutes. The town straddles a minor road but is only half a mile from the M3 which links Southampton to London. Barchester is in the middle of undulating and rolling "Downs". It is frequently used in the summer as a stop for tour coaches operating to and from the south coast.

Barchester is well known for its Barchester Cakes and a renowned novelist, Andrew Trodden, who lived in Barchester from 1842 to 1875 and based some of a novel called "The Housekeeper", and much of the novel entitled "The Barchester Tales", on the life and times of the town and its citizens. Of perhaps greater fame is Barchester Cathedral, a celebrated example of early architecture, showing notable 'Decorated' and 'Gothic' styles. There are four richly carved small chapels and other exquisite carvings said to date from the 16th Century. The stained glass is well preserved and one huge 19th century window marks the coronation of Queen Victoria. The site was recently excavated (2012) and a national television programme, that generated substantial interest, followed. Nearby is Barchester Hall, an attractive half-timbered mansion with its original structure still largely in excellent order.

The Population of Barchester and Local Industry

The population of the town is 48,000. The age distribution and annual increase in the population are consistent with the national pattern. Approximately 50% of the town's working population are employed in manufacturing industries in the area. The remainder work in agriculture and tourism or commute to London. Unemployment figures for the area are well below the national average and there is usually a list of vacancies greater than the number of local unemployed. The local industries have been developed over the years in such a way that they have not spoiled the general amenities of the area. Visitors are often surprised to learn of the considerable industrial activity in the locality because the majority of the factories are hidden in the undulations of the countryside. The sizes of the companies, within a five mile radius of the centre of the town, are documented in Table 1.

Table 1 The Size of Companies within Five Miles

Number Employed	Number of Companies
Under 10	36
10 and under 50	59
50 and under 100	15
100 and under 250	8
250 and under 500	7
Over 500	4

The River Horton, which runs to the west of the town, is always navigable for barges which bring supplies of wood to the large furniture factory on the outskirts of the town. (5 miles from the centre). The river has a flourishing tourism market of barges for hire and holidaymakers can travel as far afield as London and Bristol. In the High Street of Barchester there are branches of Marks and Spencer, W.H. Smith, Boots and other multiples, which have had to modify their normal shop fronts to comply with the character of the town. There are five banks, many tea and cake shops, independent book shops and a medium-sized supermarket operated by Tesco.

Market Day is on a Tuesday with shops in the High Street opening till 8.00 pm. Market Stalls are erected in the town square and there is a farmers' market every Sunday. Market Day is a tradition in the area with most local people coming into Barchester not only for shopping but to meet friends in the six pubs and three restaurants which surround the square. The square is 1.5 miles from the Barchester Hotel and is regarded as the centre of the town.

Several tennis courts and a bowling green are located close to the town centre and there is a splendid 18 hole golf course 5 miles to the east of the town; the club house hosts weddings, business meeting and golfing events and promotions, with a maximum capacity of 160 for functions in the "Club Room". The club has 600 members with a three year waiting list to join. To hold an event in the club house, organisers must have sponsorship from a member. The standard of the functions and events held there is always excellent. 'Barchester Town' is the local football club but the team have recently been relegated from the Second Division to the Premier Conference League. Average gates are 2500. The club is half a mile from the Barchester Hotel. The local theatre is old and, though small (a capacity of 650), it plays to well-attended houses with traditional rather than adventurous plays. The theatre hosts a music festival each year and numerous comedy nights. The theatre is staffed by volunteers.

The Barchester Fair, first held in 1904, is still held every year on St Alfred's hill where there is a Gothic Church with a decorated spire. The Fair is held on the first Monday in May and both the Fair and Church receive many visitors. The nearest airports are Gatwick International Airport on the outskirts of London and Southampton Airport - a regional airport - both 50 miles from Barchester. There is a National bus service every hour which runs from Portsmouth and Southampton to London.

The Barchester Hotel

The Barchester Hotel is located in an unfashionable part of town, 1.5 miles from the centre and 0.5 miles from the football ground. It is considered unfashionable, because it is on the side of town where most of the industry developed. Nevertheless there are very few factories close to the hotel and the front bedrooms enjoy a very pleasant vista of trees and view of Barchester Cathedral with St. Winifred's church on the hill to the north of the Cathedral.

Accommodation

The hotel has 96 bedrooms on three floors, a dining room with a capacity of 75, a bar which can accommodate 45 and a dowdy looking lounge (40ft. x 50ft. – 12m x 15m), which seats 30. The hotel is readily accessible from the M3 - London to Southampton motorway which is 2.5 miles away. The hotel stands in its own grounds of 2 acres (0.8 hectares). It is set back from the road and has its own forecourt. At the side and to the rear is a hard parking area for cars and coaches. The exterior is in need of redecoration and the appearance on entering the hotel reception is one of gloom and darkness due to the oak panelled Victorian hall and stairs. The decor is dark green and red and curtains are ageing. The lift to all three floors is old and the doors are scratched. The bedroom block was built in the 1960s to a low specification but the rooms are surprising comfortable and all have an en suite bathroom with bath and shower, TV, storage, tea making equipment and a phone. The beds are comfortable and the decor in the rooms is basic but adequate. The carpets and curtains are in need of refurbishment. The standard of cleanliness is good. Business is better in the middle of the week and in the summer but the hotel is rarely full and hardly ever achieves 65% occupancy. When the occupancy is good this is due to coach tours arriving through the summer to supplement the normal business. The majority of guests only stay for one night.

Food and Beverage

The dining room is on the ground floor and can only be described charitably as uncomfortable. There are over 50 items on the menu, which is mainly à la carte in style and there is a half-hearted attempt to present dishes from classical French cuisine. The food is unexciting but wholesome and well cooked. The best thing about the restaurant is the breakfast which offers a traditional English grill. The lady who runs the breakfast is 75 years old and called Mrs Tweedie; she is a star. The bar next to the restaurant enjoys low patronage and is mainly used as a dispense bar for the restaurant. The rack rate per night was as follows in 2014:

- Bed and Breakfast: £55.00 double/twin; £45.00 single;
- Breakfast only: £7.50; Table d'hôte lunch: £7.50; Dinner: £25.00 (Table d' hôte); an à la carte menu is also available.

Staffing and Departments

The 32 employees are located as shown in Table 2.

The General Manager would appear to be more of a Head Clerk and has had no formal training in hotel management. There were problems in finding and holding on to staff because, according to Ron Jenkins the General Manager, there were better opportunities in local industry and people could commute to London very easily. In 2014 staff turnover reached 75%. Ron was trying to achieve 35%.

Table 2 Distribution of Employees

Administrative	Food and Beverage
General Manager	Head chef
Receptionists (n=3)	Sous chef
Switchboard (n=2)	Cooks (n=2)
Porter	Kitchen Porters (n=2)
Cashier	Head Waiter
Accounts' Clerks (n=2) and Secretary	Service Providers (n=4)

Competition

There are four other hotels in Barchester. These are: "The Feathers" with 8 rooms; the "Kings Head" with 16 rooms; the "Imperial" with 40 rooms; and "Horton Hall" with 58 rooms. The first two can be classed as "pubs with rooms". These are near to the centre of Barchester. The Imperial and Morton Hall are much larger with well-appointed public rooms. The Imperial hosts the monthly Rotarians' lunch and Horton Hall is close to the Golf Course and is popular

Table 3 Profit and Loss Account for the Barchester Hotel for the Year Ending 31st December, 2014

Total Sales	£	£
Rooms	145,812	
Food	158,070	
Drink	58,710	
		362,592
Cost of Sales		
Food	65,280	
Drink	25,182	
		90,462
		272,130
Expenses		
Salaries and Wages	214,470	
Advertising and Publicity	9,000	
Heat, light and power	14,388	
Repairs and Maintenance	5,880	
Rates and Insurance	15,600	
Food, Drink and other expenses	12,216	
Admin and Other expenses	6,480	
Rooms and other expenses	8,604	
Depreciation	12,000	
		298,638
Net Loss		(26,508)

with the Golf Club members and local industry bosses. Local industries hold functions and events at the Imperial and Horton Hall. None of the hotels seem to make any effort to generate extra business. The owner of the Kings Head said: "We just do the business as it comes along." The profit and loss account for 2014 may be found in Table 3.

Conclusions

One of the main advantages that the Barchester Hotel has over the other hotels is its location. It is near to the M3 with ample parking and space for future expansion. In the visits to Barchester it was clear that the town was thriving. The market and Sunday Markets were busy. The town also has a number of tourist attractions. The Barchester Hotel is located close to many of the small businesses located in the town.

Activities

1. You are a consultant employed by John Curtis. Critically evaluate Bill Reynold's report, and the data obtained by John, identifying any errors, omissions and inconsistencies.
2. Using the information that has been generated so far, prepare a SWOT analysis for the Barchester Hotel.
3. Identify appropriate marketing strategies for the hotel and make recommendations for their use to increase business.
4. Evaluate the staffing levels and performance and make recommendations as to how this situation might be improved.
5. Identify short, (1 month) medium, (6 months) and long term (12 months) targets for the business. Quantify and qualify your recommendations in terms of cash required and potential outcomes.

Universities are Cultures too

by Mac McCarthy and Jian Ding

British universities have been keen to attract international students for many years now and the largest group comes from China (see Table 1). For Chinese students seeking to study abroad, The United Kingdom (UK) is the fourth most popular destination (see Table 2).

Table 1 Top Non-European Union (EU) Countries sending Students to the UK

Top 10 non-EU senders	2103-14	2012-13
China (PRC)	87,895	83,790
India	19,750	22,385
Nigeria	18,020	17,395
Malaysia	16,635	15,015
USA	16,485	16,235
Hong Kong (Special Administrative Region)	14,725	13,065
Saudi Arabia	9,060	9,440
Singapore	6,790	6,020
Pakistan	6,665	7,185
Canada	6,350	6,190

Source: HESA First Statistical Release (2013-14) Table 9, UKCISA

Chinese students typically choose overseas study in the UK, United States of America (USA), Australia and Japan, but they often avoid European countries due to the additional language issues; many have learned English as a matter of course during their previous education but not other European languages. A benefit for all students is the opportunity to gain valuable cross-cultural knowledge and a better understanding of western standards and requirements for their chosen career, including Tourism, Hospitality and Event industry. Indeed, according to Westerheijden, Brennan and Maassen (1994) the UK was the first country to create formal quality assurance systems for higher education. This is true, also, for Tourism, Hospitality and

Events, though the industry benchmarks are very much focused on western understanding, teaching methods and concepts.

Table 2 Top 10 Destination Countries for Chinese Students

Country	Number
United States	210,452
Japan	96,592
Australia	87,497
United Kingdom	76,913
Korea, Rep.	43,698
France	26,479
Canada	26,238
Germany	18,323
China, Hong Kong	17,938
China, Macao	13,077

Source: UNESCO (2014).

Over the last 20 years, universities have addressed the issue of employability as part of their teaching agenda, defined most succinctly as 'a set of achievements – skills, understandings and personal attributes – that make graduates more likely to gain employment and be successful in their chosen occupations, which benefits themselves, the workforce, the community and the economy' (Yorke, 2004 p.409). This agenda has meant that universities have had to respond to industry needs, to consider the importance of skills that will aid their students in employment and to fit these into the curricula alongside the established focus on theoretical learning, academic concepts and critical analysis. As one tutor put it, in discussions with the authors, "Students come to learn about the subject – in this case, Tourism, Hospitality and Events; critical theory is crucial". His colleague held a very different view, "Students want to be employable too – they want a job. Of course they want to understand the subject but they also want to know that they have the knowledge and skills to work in the industry."

Luo Bo, a researcher in the same industry, wondered what the situation was for Chinese students: What did they think about the employability issue? What did they think about studying abroad? Surely the experience of living and studying in another country must add to their attractiveness as future employees. It occurred to him that students experiencing a new culture must have some similarities with tourists experiencing holiday destinations, the key difference being that they are living in the new culture for a significant period of time.

He decided to talk to the students themselves and discovered that they experienced a number of difficulties, which was hardly surprising. Their experiences outside the university could provide them with valuable learning that would support their classroom learning; above all it could allow them to experience another culture, which had to be particularly important for Tourism, Hospitality and Event students. The question was: Did they make enough use of this experience?

He discovered, unsurprisingly, that students struggled on two fronts: culture and education, and in some key ways, these two overlapped. Chinese students were used to learning in a teacher-focused environment. Chinese students have grown up within a teacher-centred system, based upon ideas of control and teacher superiority while the approach in the UK is student-centred (Hui, 2005), presenting Chinese students with considerable challenges when interacting with UK teachers and students. To the Chinese, teachers are seen as supreme, leading students to believe that challenging authority is wrong; this belief presents a significant cultural challenge when students are asked to discuss and challenge issues in the student-centred western classroom. Chan and Elliott (2004) suggested that teachers' conceptions about teaching and learning are belief driven, and these in turn influenced their students' beliefs; thus, Chinese students arrive in the UK with deeply embedded beliefs about learning and teaching, classroom relationships and interaction, and study practices   The Chinese approach is traditional, in contrast to the western which is constructivist; in the former, there is significant correlation between traditional conceptions of learning and a belief in innate ability, expert knowledge and certainty. By contrast, the constructivism of the west suggests that students are much more capable of development (Jin and Cortazzi, 2006). Chinese students will often struggle with this basic belief in their own development. Luo Bo asked one student who got a low mark for his first assignment how he felt: "It is my destiny," was the reply. He was reluctant to think in terms of improvement and development

Cultural variations in styles of thinking and learning are closely related to "cultural framing" of reality (Reid, Kirkpatrick and Mulligan, 1998) which affects ways of learning and self-expression. When Chinese students become more aware of the subtle differences here, they seek clarification and guidance, resulting in more visits to the tutor as understanding grows

(Zhang, Sillitoe and Webb, 1999). UK tutors can find this behaviour quite frustrating as, culturally, they would expect fewer visits from students as their understanding grows.

Luo Bo explored the students' non-academic activities and discovered that they were keen to visit the major cultural sights in the UK, notably London and its famous landmarks in York and Edinburgh. Few wandered off the beaten track and explored less well-known places and hardly any attended any arts or cultural exhibitions, unless they happened to be reported in the news, for example, at the British Museum. Practically all of them went to these places in a group of other Chinese students.

When he questioned tutors, Luo Bo found that they were aware of the cultural ghetto that Chinese students often created but indicated that it was difficult to do anything about it. Also, there was little systematic training for staff in working with international students so the ability of staff to be responsive to Chinese students varied immensely. Teaching staff showed their willingness to be more empathetic and tried to understand students more but very little cultural awareness training was available.

Table 3 Culturally Intelligent Behaviours

Stage 1	Reactivity to external stimuli	Individuals have very limited exposure to other cultures and minimal interest.
Stage 2	Recognition of other cultural norms and motivation to learn more about them	Individuals want to learn more. They may struggle to deal with the complexity of the cultural environment and look for simple rules of thumb to guide them.
Stage 3	Accommodation of other norms and rules	Individuals begin to develop a deeper understanding of cultural norms and rules, and adopt appropriate behavioural responses with effort; there is still a lack of 'naturalness' in behaviour.
Stage 4	Assimilation of diverse cultural norms into alternative behaviours	Individuals have a range of behaviours for different situations that are managed with little effort and experiment with new behaviours. They are accepted as culturally knowledgeable within the host culture and they feel at home.
Stage 5	Proactivity in cultural behaviour based on recognition of changing cues that others do not perceive.	Individuals can sense changes in the cultural context and adapt their own behaviour accordingly with ease. Their intuition guides them towards appropriate behaviours and effective interaction.

Adapted from Thomas (2006, p.91)

Luo Bo concluded that students - and staff - needed to develop their cultural intelligence if students were to gain the most from their studies, both academically and from the perspective of employability. Thomas and Inkson (2004) suggested that learning knowledge of culture, being aware of the culture taboos and developing mindfulness of cultural behaviours are methods to improve culture intelligence. Their model suggests that people work through a series of levels of developing cultural intelligence (see Table 3). Initially, people simply react to their new environment; provided they are motivated, as time goes on they develop a deeper awareness and understanding of the new culture. However, people can get "stuck" at any level.

Luo Bo was convinced that the performance of Chinese students in their studies was dependent on how far they reached in the model; getting stuck at an early stage would limit opportunities for learning because it limited the ease that students would feel with the culture in which they studied. Enhancing their cultural intelligence could be aided by staff and it could be aided by their willingness to be involved in travel and cultural events in the host country, in other words their willingness to be enquiring tourists.

Employability whether in China or in the UK requires the student to be independent and show initiative. Studying abroad allows Chinese students to develop this independence and return home with a number of academic and employment advantages. Many arrive, however, with a mindset of dependency. Dealing with this paradox is a challenge for both tutors and for Chinese students.

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Activities

1. Discuss the extent to which students are tourists when studying abroad.
2. Conduct a short survey of international students in your class or institution regarding their experiences studying abroad: identify the key educational and cultural challenges that they face.
3. Identify ways in which cultural intelligence can be developed and the barriers that limit its development.
4. Discuss the extent to which cultural intelligence is a key factor in future employability for Tourism, Hospitality and Event Management students.

Recommended Reading

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Land of Smiles and Dance

by Mac McCarthy, Peter McGrath and Jian Ding

Following a cathartic trip to Cambodia several years ago, Joe had become involved with Dharma Hope School for Street Children there; he returned home determined to raise money and support the school in any way he could. As a university lecturer in the United Kingdom (UK), he had the opportunity to get his students involved and they embraced the idea enthusiastically year after year, raising over £40,000 in seven years.

During that period the idea emerged to develop an International Fieldwork trip to Cambodia for final year undergraduate students undertaking Tourism, Hospitality and Events Management programmes. Joe undertook the trip with Gerry, his colleague and together they developed the programme over the first two years into what it has become now. Most recently, a Chinese teaching assistant, Heng Li, accompanied them because Gerry thought that Heng's experience of culture shock and cultural immersion when he moved to the UK, together with his closer sense of Asian culture, would mean that he could be a useful bridge for the students across the cultural divide.

Twenty students signed up to attend the series of preliminary workshops prior to visiting Cambodia for two weeks. The workshops introduced the students to Cambodian culture, outlined the objectives of the trip, including the itinerary (see Table 1), prepared them for the experience and outlined the assessed work that students were required to complete as part of the trip. At the same time, they had to work in groups to produce lesson plans because they had the opportunity to do some volunteer teaching at the Dharma Hope School in their second week, under the direction and supervision of the Education Officer at the school and, of course, the university tutors.

The primary purpose of week 1 was to immerse students in Khmer culture and go beyond the glass wall that separates tourists from communities. Criticisms of field trips often reflect the criticisms that affect tourism more generally: the visitors are essentially passive, captured within a bubble of organised activities and therefore separated from local life and culture.

Table 1 Fieldwork Trip Itinerary

Week 1	Week 2
➢ Cultural visits, including Angkor Wat, Tonle Sap lake, Killing Fields shrine, Kulen Mountain waterfalls and temple.	➢ Work at the school for street children, delivering classes.
➢ Cultural activity: joining in the Khmer New Year celebrations with local people.	➢ Class schemes of work have to be submitted to the school's education officer prior to the trip for approval.
➢ Working on mini research projects devised by the students.	

Urry (1992) initially identified the importance of the tourist gaze for both tourism marketing and for the tourist experience. Later, (Urry, 2001, p.3) highlighted the importance of bodies engaged in "performances especially to fold notions of movement, nature, taste and desire, into and through the body", in other words a totality of kinaesthetic engagement and experience which he termed "Sensescape". In other words, the tourist experience is not purely visual but involves all the senses and the emotions too. This involvement is keenly felt when experiencing the 'new' and especially so when the environment is alien also; it can account for the culture shock felt when one steps into unknown encounters in the tourist experience. Deliberate exploration of the Sensescape can be both cathartic and enlightening. Arnould and Thompson (2005) suggested that consumers were interpretive agents and highlighted the importance of the tourist capacity to "transform and play with meaning" (Tinson and Nuttall, 2010, p.2). The extent to which tourists are able to do this is dependent upon the degree of freedom they have, rather than being managed by tour operators.

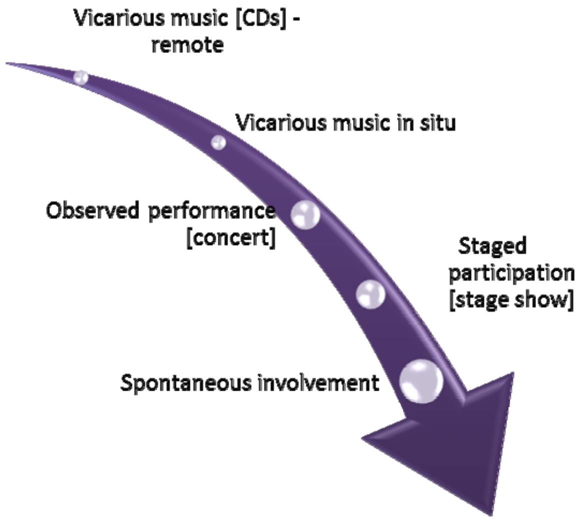
Joe and Gerry considered that there were clear implications in this concept for the way their field trip could be managed; the emotional, cognitive and motivational factors that were part of a deeper experience were integral, they argued, to the Sensescape of learning as well as the Sensescape of the tourist. They noted from their research and their own experience that Sensescape and meaning are usually strongly managed by organisers and operators to provide tourist clients with an experience that is clearly differentiated from the accepted notion of the tourist gaze; nevertheless, there were limits to experiencing for reasons of safety and also economics. Tours have to keep to schedules and budgets!

Joe and Gerry wondered if it was possible to create an opportunity for a different kind of engagement without the mediation of an established third party organiser. They pursued this idea further in their conversation with their new postgraduate teaching assistant, Heng. Quite simply they wanted to learn from his Sensescape experiences, coming to live and study in the UK and how these encounters had been managed. Whilst the university had organised some social activities and there was study support for international students, his interaction with UK culture had been managed largely by himself. Importantly, because he wanted to maximise his cultural immersion as quickly as possible, he chose to work and socialise outside of his own cultural group, spending more time with English and European students. The challenge for Joe and Gerry was how to maximise this kind of freedom on a two-week field trip. They had pushed boundaries in the previous two years that the trip had been running, including trips to more obscure places and local villages alongside the obvious visits to Angkor Wat, Tonle Sap lake and the Killing Fields shrine (see Note 1 below). They had developed these ideas with their tour guide, Sopheara, whom Joe had known for some years as a result of his own travels in Cambodia.

Their visit coincided with Song Khran – Cambodian New Year – a festival that was very different from western New Year, involving games and dancing in villages and large public areas, such as in front of Angkor Wat. Following an impromptu lesson in Khmer dancing, their guide had taken them to a village celebration and everyone joined in enthusiastically. Joe suggested that they could develop this event as part of the programme and, crucially, use it as a deliberate gateway into Cambodian culture. On a previous occasion, the students had been relatively relaxed participants and had engaged so why not plan this into the programme as a means of breaking through the glass wall of the tourist, opening up experiences and allowing for greater opportunities for learning?

Hudson (2006, p. 627) suggested that there was a "dynamic interrelationship between music and place" and that music had a "particular and sensuous role in place making". Gibson and Connell (2003) commented on the importance of popular music to tourist consumption, specifically in relation to youth markets which were usually influenced by backpacker culture attitudes and style, giving rise to the importance of world music as part of the travelling experience. Typically, bars in tourist towns play a mix of western popular music and world music, and this was certainly the case in Siem Reap. More formal approaches can also be seen in relation to local music. In Cambodia, for example, Apsara dance shows (see Note 2 below) provide examples of special events but these are staged specifically for tourists in restaurants, for example. Within the temple complex of Angkor the ritual is authentic and intrinsic to life there, while the dance show is a simulation of ritual. The music invariably forms part of the environs, essential but either part of the background to the experience in which travellers find themselves or as something staged for tourists to watch or, within managed limits, in which to participate. More unusual is the opportunity to step into another cultural reality and explore it through extended sensory participation spontaneously. For Joe and Gerry village dancing at Song Khran seemed to offer such an opportunity. They devised a model of the role of music in tourists' cultural experience (see Figure 1).

Figure 1 Model of the Role of Music in Tourists' Cultural Experience



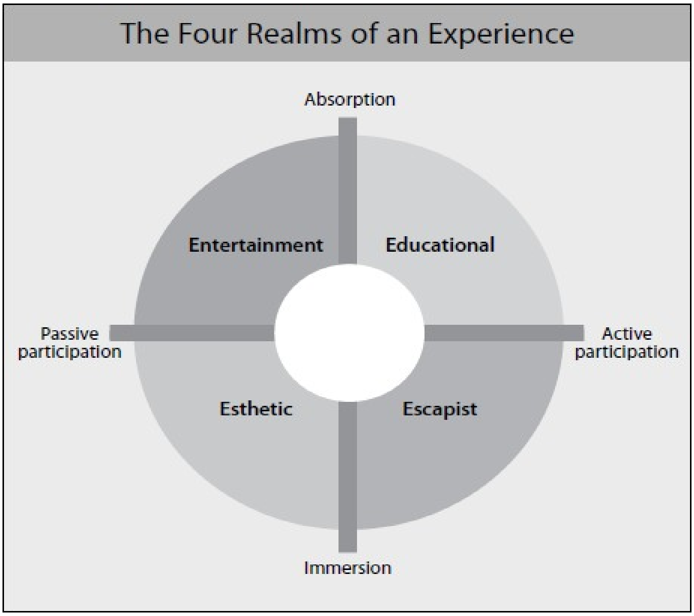
© McCarthy and McGrath, 2012

This model identified "vicarious music", recordings heard in the background in restaurants and bars, exposure to which is incidental and often barely noticeable. They reasoned that the more the music was managed the more engaged were the tourists. The main barrier, though, was in reaching beyond audience participation in a managed, staged performance. Background music might well add to the romance of the experience – even joining in a staged performance might create a memorable experience; but reaching beyond that into spontaneous performance with villagers in a local dance that has a cultural folk history, unlike the classical antecedents and the intricacy of Apsara dance, might well be the breakthrough that Joe and Gerry wanted. "From experience to experiencing – something real and alive, without the restrictive controls of a restaurant manager …. or a tutor!" was Joe's aim.

Some key factors affected involvement, including the degree of authenticity: the way students felt about it (some people felt embarrassed joining in a throng of 100 people and becoming part of a celebration); the multi-sensory appeal of the experience; and ease of access, a factor defined by local people as much as by the visitors. A crucial influence is the willingness of villagers to allow strangers into the celebration as active participants. All of these affected the ability of the students to derive meaning from their experience.

Pine and Gilmore (1998) identified four realms of experience, based upon the extent to which people participate in events and the depth of immersion in the experience; thus, it focuses on the customer experience in terms of possible outcomes for the customer – in this case the tourist, the student (see Figure 2).

Figure 2 The Four Realms of an Experience



Source: Pine and Gilmore (1998, p.102)

Entertainment, for example, is categorised as absorption and passive participation which is "the least involved level of experience" (Fitzsimmons and Fitzsimmons, 2011, p.11); on the other hand, absorption and active participation are characteristics of the educational realm of experience. They suggest that the most compelling and richest experiences are those "encompassing all aspects of the four realms; for firms the challenge is to position their staged experiences in the 'sweet spot' around the area where the spectrum meet". Two other factors that Joe and Gerry considered to be important were:

- memorability of context (Pullman and Gross, 2004) because it influences the depth of connection that tourists have with the performance.
- social interaction with other participants, providers of the experience and, in this case, local villagers (Gillespie, 2006).

Both tutors recognised the complexity of experience and the need to use it as an essential element of the field trip whilst students acknowledged its importance in providing a bridge across the divide that separated them from the villagers. They also were keenly aware that, as much as possible, control of the experience had to be with the students if they were to fully engage and step beyond the traditional confines of being a tourist. Thus, culmination of various experiences, prior to spending a week volunteering with the street children, was immersion in local village celebrations and dance. One student summed up the experience succinctly, to Joe and Gerry's delight, "during the celebrations was the one time I didn't feel like one (tourist) as it felt as if we were all accepted as one of their own, all coming together to celebrate one common interest. I learned to act more naturally around locals, as it showed me that although their cultures are different, we are all very similar".

Drawing on Heng's experience of finding his own way in the UK culture during his studies, the students had an additional guide, namely someone with whom they could identify as a fellow traveller, who was familiar with the demands of an alien culture and the emotional responses this experience can engender. At the same time, his Chinese origins meant that students assumed, not altogether accurately, that he had a deeper understanding of Cambodian culture than they did. He recognised that fact and indeed could explain some of the cultural differences to them.

The ultimate aim for the tutors was to ensure that the experience was genuine, lacked any sense of contrivance, and placed both an opportunity and an obligation on students to make choices about their degree of involvement, as the tutors tried to step back as much as possible whilst having regard for general well-being and safety. The underlying purpose was to encourage students' cultural immersion and engagement to enhance understanding of Khmer life before meeting and working with the street children at the Dharma Hope School. Joe and Gerry wanted students to understand something of the children's world before they worked together. This was emphasised by a student speaking about involvement in the celebrations who noted, "seeing how important dancing and music was to the culture and traditions of the country. Learning afterwards that all non-government approved forms of dancing and music were banned under the Khmer rouge, it seems completely understandable why it makes the entire village, old and young, so happy to take part".

Thus the school experience was rooted in some degree of understanding of Khmer history and culture that opened students' eyes to the children's world and gave them a broader perspective than simply a western sense of naïve sympathy towards children who could be perceived as disadvantaged. It provided a way of understanding the children through their own culture and a way of showing them that their culture was, at least in part, understood and respected: the children are Khmer before they are street children.

Students reflected on their experience some time later and concluded that dance had been useful in allowing some degree of building a bridge into the world of Khmer people; more importantly, it allowed them to break down barriers with the children – by dancing! Heng's comments summed up his own experience and those of students: "It is a great opportunity for me to learn and change both academically and spiritually. Cambodian students there are very open and happy, which was beyond my expectation. I thought they would have a sense of suffering and feel frustrated due to their family background. They just look inspiring, and their smile and purity are power enough to stimulate every one of us to be strong willed and courageous in the future."

N.B. *Dharma Hope School for Street Children is fictitious, although it is based upon a particularly supportive NGO in Cambodia that provides exemplary care and support for former street children there.*

Note 1

a) Angkor Wat – originally a Hindu and later a Buddhist temple complex, is the largest religious monument in the world and dates back over 900 years. It is arguably the major tourist attraction in Cambodia.

b) Tonle Sap lake – is the largest lake in S.E. Asia and was designated a UNESCO biosphere in 1997 because of its ecological uniqueness. It grows from 2,800 square km in the dry season to 15,000 square km in the rainy season, as a result of the Tonle Sap river being forced to reverse its flow by the heavy rains.

c) The Killing Fields shrine, Siem Reap – a shrine to those who were murdered during the Pol Pot years (1975-1978); years later, mass graves were found and it was estimated that up to 25% of the Cambodian population may have died. The shrine in Siem Reap and a larger one in Phnom Penh commemorate the men, women and children who lost their lives. Thousands of visitors come to these sites to learn about the Cambodian genocide.

Note 2

Apsara Dance – represents a tradition of classical dance and contains numerous authentic elements, but it is shorter than its historical antecedents; it is staged for an audience and is usually adapted to fit a restaurant audience; as such its historical authenticity is somewhat questionable, though as a symbol of the culture it is potent and echoes Baudrillard's (1994) notion of simulacra.

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Activities

1. What are the benefits and challenges of managing the Sensescape for both tourists and tour operators?
2. How far do you agree with the McCarthy and McGrath model of music and levels of engagement? Does it provide a useful guide for engaging tourists - and, in this case, students – in a deeper experience? If so, why?
3. Why should it be thought necessary for Field Work students to reach a deeper level of engagement than regular tourists?
4. Applying Pine and Gilmore's model of the four realms of experience, to what extent was the students' experience encompassing all of these? How is it likely to have affected the students as tourists and as participants in a fieldwork trip?
5. In what ways might Heng help the students prior to and during the visit?

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Music, Festivity and Failure in Africa…

by Andrew Mcloughlin

Music festivals, globalisation and change

Competition in the global music festival market place is fierce and highly volatile, and the future is risky and uncertain. In North America and Europe, a strong culture of popular music festivals exists but music festivals worldwide, and especially in the United Kingdom (UK), are at saturation level and the differentiation between festivals is negligible; it is usually the pulling power of the headliner act and style of music festival that determine if it sells out and makes a profit or loss (Mcloughlin, 2014).

Europe and the Americas dominate the international music scene with a range of music festival brands attracting the biggest audiences and music artists. Various international music lists compiled by the music industry cite South by South West, Ultra Music Festival, Coachella, Lollapalozza (all United States of America - USA); Dour Festival (Belgium); Roskilde (Denmark); Glastonbury (UK); Primavera (Spain); Exit (Serbia); Lowlands (Netherlands); TomorrowLand (Belgium) and Rock in Rio (Brazil) as the biggest in size and audience attraction (Claes, 2014; Nassiff, 2014; Young, Roofman and Mojica, 2014)

The size, scope, magnitude and complexity of contemporary music festivals have changed over time due to a number of factors including the availability of artists, cost, festival failure, legislation, competition, climate change and sustainability agenda, technological and societal changes. 'There have been considerable changes in the nature of festivals over the last decade' (Raj, Walters and Rashid 2013, p.7).

Technological innovation and a changing consumer focus have forced festival managers to think differently and creatively to design dynamic music festival formats to engage the 'festival goer', such as holographic and interactive music festivals. These formats rely on technological innovation and social media interaction between the music artist, festival organisation and audience. Another current trend is the fusion event or festival. Mcloughlin defines a fusion event as 'as combinatorial interactive experience, with two or more themes that complement each other to offer an audience experience in a physical venue or space' (2014, p. 245). He suggests fusion concepts will dominate festival product development and the way events are conceptualised in the future. He confirms that the USA and UK have a number of fusion festival concepts that go beyond the boundary of just offering music and event brands such as Carfest North and South in the UK which offer a multiplicity of experiences including music, motoring and food and target a family audience. Similarly, The Deer Shed Festival in North Yorkshire, UK, offers music and art, also targeting families. The most established is thebigfeastival.com, a food and music extravaganza owned by Jamie Oliver, TV Chef and celebrity. It positions itself with a wide range of popular music acts and celebrity chefs intermeshed to offer an outstanding and award winning combination of food and music experiences.

Music festival failure

Music festival failure has intensified in saturated markets such as Europe and North America due to a number of reasons post-2008 due to the economic downturn, lack of differentiation, over-supply, limited availability of headliner acts, the weather and a decline in ticket sales (Mcloughlin, 2014). Festival Managers have witnessed and experienced a decline in ticket sales due to over-supply (Cochrane, 2011; Spanier, 2012; Shoup, 2013). A plethora of research exists documenting change in music festivals geographically in Australia, United States and Europe but output from the African continent is scarce or non-existent, despite the historical and culturally rich variety of music originating from this part of the world. Specific research into music festival failure is scant notwithstanding this growing phenomenon in the international music festival market place. Current research into music festival failure in Africa is not available or could not be sourced.

The African music festival scene

The music festival scene in Africa is diverse due to the nature and size of the continent and different from Europe, Australia and the USA. Within Africa, South Africa positions itself as the music festival leader, as it hosts established music festivals such as Up The Creek, Cape Town Jazz Festival, Splashy Fen, AfrikaBurn, Oppikoppi and Rocking The Daisies (Duff, 2014). South Africa is trying to attract overseas festival organisers and major world music festival brands such as TomorrowLand and Ultra as it tries to establish a foothold in the African market place. (Solomon, 2013). The continent has potential growth and an opportunity for international music festival brands. In contrast, the music festival market in Kenya is in its early development although it recently played host to its first international music festival with a 6000 sell-out crowd.

X Festival

One of the primary music festivals in Kenya to establish itself is the X Festival. The festival has been running for the past three years and started as a local free music festival in Nairobi attracting about 4000 people. It remained a free music festival for two years (2011 and 2012). The X Festival had ambition to establish itself as Kenya's leading music festival and charged an admission in 2013 due to the talented line-up of international music acts. The festival promised to be bigger than before with music artists and reggae acts Tanto Davali and Alpha Star as headliners. About 3000 tickets sold for the festival, which coincided with Kenya celebrating 50 years of national independence. The festival took place over the weekend (June 22/23, 2013) at Kenya's International Conference Centre in Nairobi. The festival was organised by a New Zealand event company named Zantaz.

On June 22nd, the 3000 crowd waited until 3am for the headliner acts to perform. No artists appeared on stage and the organisers announced the main stage would shut down from 3.15 am, with no apology or explanation. The African Press, a Kenyan national newspaper, reported: *"At 3.30 am some of the crowd started to throw projectiles at the main stage and an angry mob started looting the concert venue and police and anti-riot squads had to intervene"*. The news report concluded 10 arrests and several robberies took place; a large quantity of goods was stolen from the festival venue. Other African media reported extensively the non-performance of the music acts, highlighting the problems that occurred. Media headlines such as "Failure" and "Flop" dominated in the international press. The failure of this music festival was attributed to the main acts not performing on stage. However, other music festivals worldwide, with similar experiences of headliner acts not performing on stage, have not experienced similar negative incidents (Fewster, 2012; Ritchie, 2012; Grant, 2013; Pierre, 2013).

The Kenya music festival market place is fragile and chaotic. It is important to understand and determine the causality of the X Festival failure and reasons that contributed to its demise if the music festival scene in Kenya is to establish itself within Africa, as a festival destination and attract overseas investment and international music festival brands. A critical review of pertinent academic literature will form a foundation to greater understanding of music festival failure beyond the bounds of headliner acts not performing at a music festival and contribute to the case study discussion.

Theoretical background

Defining failure is an important step in determining if certain festivals have actually failed or to what extent they have done so (Getz, 2002). Literature appertaining to failure of music festivals is limited but the dominant failure reported is financial (Andersson, Getz and Larson, 2007; Gursoy, Kim and Uysal, 2004). Other failure attributes include lack of innovation, weather, poor management performance, quality standards, experiential content and inability to meet sustainability standards/targets (Getz 2002; Carlsen et al., 2010). Carlsen et al., (2010) stress the importance of innovation at festivals to increase the competitive performance and sustainability and decrease the potential of failure. Morgan (2008) suggests that to reduce the potential of failure, organisers must focus on experiential content and delivery. Yoon (2010) associates festival programming most strongly with perceived audience satisfaction. O'Neill, Getz and Carlsen (1999) and Getz and Carlsen (2006) link service quality to customer satisfaction and highlight atmosphere, uniqueness and an attractive festival programme as paramount to success. Customer dissatisfaction is a further failure attribute as festival audiences do not return and ticket sales decline. Failure can also be attributed and defined in terms of festival brands and an organisation's inability to deliver appropriate environmental and sustainability standards. Organisers need to approach festival organisation with a clear environmental policy and mandate to reduce waste, carbon footprints and develop a sustainable and renewable supply chain (Laing and Frost, 2010). Failure to engage with the green and sustainable agenda can affect ticket sales and commercial sponsorship.

Other theoretical approaches that contribute to potential music festival failure include stakeholder, network, resource dependency and managerial incompetence theory, due to the complexity and transient nature of the product and market place.

Stakeholder theory

Stakeholder theory is concerned with the interests of stakeholders and their needs identified and addressed by organisations to maximise performance. (Freeman, 1984; Lansiluoto, Jarvenpaa and Krumwiede, 2013). Each music festival has a different stakeholder group and this can intrinsically affect the performance of a music festival. Reid and Arcodia (2002) establish a hierarchical approach to event stakeholders including primary (most important), secondary (less important) and tertiary (unwanted). Tulberg (2013) distinguishes between influencers vs claimants and Goodpastor (1991) identifies strategic (those that can affect performance) and moral stakeholders (those than can be affected by performance).

Getz and Andersson, (2010) suggest that festival stakeholders can be categorised as regulators, facilitators, co-producers, suppliers, collaborators, audience or the impacted. Getz and Andersson, (2010) state that the media is a 'crucial stakeholder' in marketing and sponsorship terms. Each stakeholder has a degree of influence or importance dependent on a range of factors and "stakeholders can hold different roles at the same time and/or change roles over time" (Andersson et al., 2007, p.121). The identification and assessment of demands of stakeholders is crucial and important (Morgan, 2008; Lansiluoto et al., 2013). A good stakeholder relationship and trust must be established between a festival organisation and stakeholders' network if it is to be successful and maximise opportunities (Greenwood and Van Buren, 2010).

Stakeholder and network theory correlate as organisations interact and participate in a variety of ways within the context of festival organisation and management that affect their manoeuvrability (Andersson, Getz, and Larson, 2007; Hillman et al., 2009). Andersson et al., (2007, p.146) add that festival organisers are situated "within a network of organisations, stakeholder groups and relationships within those groups."

Network Theory

Network theory is concerned with the relationships and networks that act as a foundation for organisations to do business. According to Mitchell (1969, p.2) 'a network is a specific set of linkages among defined set of persons, organisations or stakeholders'. Borgatti and Halgin (2011, p.1164) describe how "a network consists of a set of actors or nodes along with a set of ties of a specified type (such as friendship or organisation context) that link them … the ties interconnect through shared end points to form paths that indirectly link nodes that are not directly tied ….. the pattern of ties in a network yields a particular structure and nodes occupy positions within this structure." Therefore, nodes or actors do not operate in isolation, but in accordance to influences and interactions' (Sozen, 2012). Networks can have adverse and unpredictable effects on power relationships, with individual actors acting as nodes, and each network or tie varying in its transactional content, links and structure (Sozen, 2012).

Different actors in these networks have various interests and power interrelationships. Within a festival dynamic, a primary stakeholder such as a sponsor will have a different relationship and network within the festival than a secondary supplier. Stakeholder relationships within networks can change and fluctuate over time and interactions with each other impacts a festival's operation and output (Getz and Anderrson, 2010). Interdependent relationships between stakeholders can occur and negative relationship breakdown in networks can impact on customer satisfaction and positive outputs (Labianca and Brass, 2006).

Primary consideration in network theory is the role of managers within organisations coordinating and balancing relationships (Andersson et al., 2007). Savage, Nix, Whitehead and Blair (1991) indicate four strategies that managers can adopt within networks (collaborate, defend, monitor or innovate) dependent on the type of stakeholder group, situation and context. Within festivals, stakeholder groups and relations change over time and so managers must be adaptable, dependent on the business environment. Successful festival managers spend a lot of organisational time monitoring, evaluating and managing stakeholder relationships and some suppliers and sponsors take on important roles within festival dynamics, such as sponsors becoming partners, intrinsically linked as a co-organiser of the event or festival. The network becomes an important aspect of success and competitive advantage and a differentiating factor.

Failure within stakeholder and network theory can be associated with a manager's inability to manage stakeholders and the relationships within the network. Negotiation (or lack of it), and poor communication can exacerbate the situation. Getz (2002) suggests poor or inconsistent relationships with key stakeholders, such as suppliers and audiences, can be a primary factor in festival failure. Stakeholders are important in festival management and any refusal to cooperate or engage can influence the effectiveness of a festival in terms of offering the audience an experience or delivering satisfaction. This feature can affect a festival's brand reputation, longevity and profitability. Certain festival brands can become reliant on sponsors as a financial resource and such over-reliance can impinge on power relationships and organisational dynamics (Mitchell, 1997).

Resource Dependency Theory

Stakeholders can influence other organisations in the accessibility and management of resources. The ability of organisations to manage vital resources can influence power and authority over others. A stakeholder who controls valuable and rare resources is in a position of power and authority to negotiate, set prices and manage the business relationship (Hellgren and Stjerborg, 1995). Resource Dependency Theory is concerned with the resource dependence of organisations and the power and authority within stakeholder groups and business. The power itself is not always monetary and dependency can be on land, knowledge, reputation and trust (Hellgren and Stjerborg, 1995). The power can be used in relation to negotiation, refusal, withholding, conditions of use and general pressures placed over vital resources, with new entrants, such as a music festival having to work hard to secure assets (Lansiluoto et al., 2013).

Festival organisers need resources and long-term partnerships; relationships are formulated to ensure supply and management in a volatile market place. Failure can occur when festival managers cannot gain access or resources are withdrawn such as finance or music artists. Festivals have a unique dependency on customers for spend, and the financial risk of this dependence, mean festival managers must deliver value and satisfaction and maintain good relationships. Festivals are also dependent on the local community, venues and artists and to a certain extent sponsors. Many festivals fail due to lack of resources such as funding and sponsorship, especially in a crowded market with music acts headlining; the nature and type of the artists can directly affect the profitability of a festival and its effectiveness to attract an audience and ability to sell out (Mcloughlin, 2014). The lack of corporate sponsorship and over-reliance on one source of money contributes to festival failure as can over-reliance on ticket sales alone (Getz, 2002).

Festival managers must manage stakeholders, resources and supplies effectively otherwise the event becomes vulnerable and failure is expedited due to a variety of reasons. Managers need to be competent in festival management and employ a range of skills to expedite success.

Managerial Incompetence

If managers are incompetent, management systems will be inadequate (Getz, 2002). Managerial inexperience and incompetence can affect a festival in a variety of ways. Fundamental to festival success is operational and administrative efficiency, and festivals can suffer if these elements are not up to standard (Morgan, 2008). Goldblatt (2002) points out that effective management of time, finance, technology and resources by festival organisations is vital to success and failure; to attempt to manage these elements collectively may be a fault in management capability. Carlsen et al., (2010) also found managerial incompetence is a leading cause of festival failure.

Getz (2002) identified a range of management responsibilities and poor decision making that can lead to festival failure, including poor marketing/promotion, lack of advance/strategic planning, incompetent event and festival management decision making and lack of strong leadership, all of which scored highly as contributory factors. Managers play a vital role in managing resources, stakeholders and networks and inadequate or poor implementation can impinge on the outcome of a festival.

International Music Festival Failure

In 2000, one of Europe's top festivals, Roskilde in Denmark, experienced nine deaths. Inadequate crowd management and emergency procedures were blamed, despite the official police report naming the incident as 'an accident' (Fricke, 2000). In 2010, The German Love Parade witnessed 18 deaths due to a stampede in a tunnel. The chaos was aggravated by the inability of the emergency services to get to the scene or to disperse the crowd. (BBC, 2010; Connolly, 2010). In Kenya, a case study often cited is 'The Smirnoff Experience' at Carnivore Grounds where, in 2004, three people lost their lives due to a stampede within the entrance. The management were charged with negligence in providing sufficient security, but the accusations were dropped due to a lack of evidence (IOL News, 2005).

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Questions and Activities

Focus: Music festival operations and management

1. What are the perceived challenges for a New Zealand event organisation planning to organise a music festival in Kenya?

2. Why are stakeholders important in music festival management? Can you identify some music festival stakeholders?

3. Examine the role of networks and resource dependency within the X Festival case study example.

4. Why do you think the crowd reacted by looting and rampaging the stage? What should the organisers have done to calm the situation?

5. What is brand reputation? How does organisational or managerial incompetence impact on brand reputation?

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From 'Industrial Turin' to 'Touristic Turin': Strategies for Urban Repositioning

by Monica Gilli

This case-study examines the transformation of Turin (Italy) from an industrial to a touristic city. The interest of this case-study is its being representative of the development of several other cities around the world: in fact since the last decade of the 20th century, following the crisis of the industrial sector, several industrial cities have repositioned themselves on the international scene offering a new, often very different image. At the same time these cities have started a significant diversification in their economies, in particular with a massive resort to tourism.

Among the cities recently engaged in a repositioning process through tourism we find, for example, the "fordist" Detroit, but also port cities like Glasgow, Barcelona, Genoa, Baltimore (Pichierri, 1989; Dombois and Heseler, 2000; Guala, 2007). Some cities, like Bilbao, employed internationally renowned architects (Gehry's Guggenheim Museum) that has transformed a virtually unknown city into a city which attracts large numbers of tourists (Krens, 1999; Plaza, 1999; 2000; 2006; Gómez and González, 2001; Vicario and Monje, 2003). Urban repositioning is frequently necessary when the city becomes the focus of a mega event, and such potential progress could partly explain the growing of importance of mega events in the last 20 years (Roche, 2000). To organise a cultural or a sport mega event in a city means also the full valorisation of the location(s) of the event; this process may require widespread architectural renewal and urban regeneration throughout the city and its environs (Chalkley and Essex, 1999; Bobbio and Guala, 2002; Ferrari, 2002; Guala, 2007).

Let us now examine the case of Turin, that was, just like Detroit, a "fordist" city. Turin was one of the three most industrial cities in Italy: Turin, Genoa and Milan constitute the so-called "industrial triangle", and have influenced the whole Italian economy during the 20th century (Gallino, 2003; Muscarà, Scaramellini and Talia, 2011). From the 1980s, Turin entered a crisis period and underwent important transformation processes in the direction of a serious deindustrialisation (Pichierri, 1986; 1989; Gallino, 2003).

The first indicators of deindustrialisation were evident as far back as 1971 and led to the industrial sector being halved in size. For a long time this phenomenon was explained in terms of outsourcing due to the emergence of new manufacturing zones; however, only in the 1990s the creation of jobs in the service sector began to counterbalance the fall of the industrial labour demand (Marra and Gilli, 2012). Tourism too is one of these services. The change in Turin as from the 1990s is emblematic since the city, even more than other industrial cities in Italy, corresponded to the fordist model of the *one company town,* and was heavily focused on the car industry (Marra, 1989).

The urban repositioning of Turin began in 2000 with the involvement of the University of Turin and of other research institutions such as Omero. They started to study, on the one hand the image of the city at an international level and, on the other hand the perception of Turin by residents (Scamuzzi, Bagnasco, Rosso and Scalon, 2001): both are always considered important in any tourism development project. In the meantime, Marra (1989) examined the cultural offerings of Turin and, subsequently, tourism was perceived to be one of the leading factors in Turin's regeneration (Martinengo and Savoja, 2003). Of particular importance was the creation of Omero, a specialist research centre on mega events, which has produced numerous research studies (Bobbio and Guala, 2002; Segre and Scamuzzi, 2004; Bondonio, Dansero and Mela, 2006; Bondonio, Dansero, Guala, Mela and Scamuzzi, 2007).

Although the city of Turin could boast a great cultural heritage, and important museums, Turin has never entered the tourist circuit. The main reasons being:

1. A lack of a specific tourism identity, which, in turn, means a lack of a target-market promotion.
2. The cultural heritage of the city was mainly in Baroque style, a style rather difficult to 'sell' because it is rather far removed from the Renaissance Style (i.e. Michelangelo, Raffaello, Leonardo) that makes Italy so famous all around the world.
3. The infrastructure and shortage of accommodation at an international level (for example, transport, hotels, restaurants). Furthermore, amongst tour operators, Turin's tourism culture was scarcely internationalised.

Since its Olympic candidacy in 1998, with a bid to host the winter Olympic Games in 2006, Turin has tried to overcome its shortcomings. The main tourism policy strategies are as follows:

1. In order to create a strong tourism identity and so to promote the city, the focus has been on the most important features of its heritage including: The Egyptian Museum (the world's most important outside Egypt); The Cinema Theme (Museum, International Festival, Film Commission, et al.), Contemporary Art (two museums at an international level, international trade shows, such as 'Artissima', and exhibitions) and The Circuit of the Royal Residences of the Kings of the House of Savoia. Large promotional investments were put into rewriting the 'old' tourism guide and writing new ones; close and permanent contact with international media and press was initiated (Martina, 2006; Ceresetti, Olivero and Turco 2007; Scamuzzi, 2007).
2. The great Baroque legacy of Turin (museums, architecture, monuments) has been targeted. In Italy, baroque art and architecture have been, for a long time, symbols of age and unnecessary pomp. If you read the travel reports of Grand Tourists passing through Turin, the city is seen as a transit city and its architecture is considered boring (Brilli, 1995; 2006). The same applies to all the tourist guides of the nineteenth century, including those of the Italian Touring Club. On the contrary, the bright rationality of Renaissance Style, that has its peaks in the art of Leonardo, Michelangelo and Raffaello, was widely considered to be the highest point of Italian art, not only by foreigners but also by Italians (Gilli, 2009; 2013; Ferrari and Gilli, 2014). Of course the value of the Baroque architecture in European history was undoubted: it was however a value appreciated only by a small circle of admirers and connoisseurs and had, in Piedmont, a low touristic impact (Gilli, 2009; 2013). The new marketing strategy adopted by the city of Turin connected baroque architecture to the royal residences of the kings of the Savoia House: in this way the ostentation of the baroque art was transformed into a symbol of royalty. It is a fabulous, uncontested royalty, rather similar, in this respect, to other famous royal residences around the world, starting from the quite touristic Versailles. Having often been the location of historical films, these residences (both in Turin and near the city) have become an important asset in tourism marketing (Ferrari and Gilli, 2014).
3. After it won the race to host the Winter Olympic Games Turin began to invest in hospitality, creating new hotels and restaurants, renovating old buildings and increasing

the quantity and quality of transport services (for example, with the first subway line in the city), and investing in urban redecoration and restoration of monuments. Another problem was the lack of professionalism and management of tourism operators. It concerned several aspects: the lack of knowledge of tourism marketing and communication; the lack of confidence in participating in tourism networks; and the lack of knowledge of customer satisfaction principles. In Italy, the Degree Course in Tourism Sciences (DM 509/1999) was only established in 1999, which allows students to achieve a five-year degree in tourism like other disciplines (Costa and Martinotti, 2001; Pasqualini, 2010). This inauguration has initiated the gradual renewal of cultural and tourism operators with a general increase in quality of tourism, in Turin and the region.

The '2006 XX Winter Olympic Games' were a success for the city, but Turin did not stop there: it was important to consolidate the efforts made so that Turin might continue to be a tourist city after the Olympic mega event. For this reason Turin has continued to invest in mega and special events (Bondonio et al., 2006; 2007). These are mainly: Turin World Book Capital (2006-2007), the Fencing and Chess World Championships (2006), the University Games (2007), the World Design Capital (2008) and Italia 150 (2011). In addition, Turin has several permanent cultural activities. The most international are: the Book Festival, the Torino Film Festival, Artissima, Slow Food's Salone del Gusto food fair, and the MITO Festival (classical music). Museums and exhibitions are always crowded and tourism has become an important item in the budget despite the current economic crisis. In Turin museum visitors increased by 125% between 1999 and 2007: this increase was due to large economic investments, but also to a different management policy with the creation of a single Museum Foundation, the introduction of marketing strategies and the creation of a regional card for museums (Davico and Staricco, 2009). Although tourism cannot be the only economic solution for Turin, the Olympic Winter Games had significance for the city in several areas: a repositioning of urban image at a local, national and international level; a higher quality of life for residents, who today have a more beautiful and livable city; an increase of cultural tourism which is now a constant contributor to the city's economy; and, finally, a greater confidence by economic actors in local development projects.

Questions and Activities

1. Identify the initiatives/factors that have promoted the development of tourism in the city of Turin.
2. Keeping in mind the case study of Turin, choose a non-touristic city and try to speculate which tourism developments might be possible by analysing strengths and weaknesses of the area. Justify your answer with local, regional, national and international evidence.

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The Role of International Financial Institutions in the Financing of Tourism

by Juan Ignacio Pulido-Fernández and Isabel Carrillo-Hidalgo

There is a positive and statistically significant correlation between tourism exports and economic growth (Pulido-Fernández, Flores and Vargas-Machuca, 2008). Tourism is not just a social phenomenon, but has become an important economic activity at a global level (UNWTO, 2014); therefore, institutions, politicians, experts and researchers are increasingly focusing their attention on tourism (Cárdenas-García, Sánchez-Rivero and Pulido-Fernández, 2015). Indeed, since it became established as a mass phenomenon, tourism has shown a growing tendency, unparalleled by any other economic activity in the world, overcoming successive economic crises.

Assuming the impact that tourism can have on economic growth and development, its ability to reduce poverty and inequality, as well as to improve the quality of life of the population in tourism destinations (all this, also, with a focus on sustainability) is evident. Most international financial institutions[1] (hereafter referred to as IFIs) support projects that are directly or indirectly related to tourism, as they consider this activity as a means to achieve their goals. The existence of international organisations and agreements is a legal manifestation of the relations generated by the globalisation that characterises economy, politics, trade, et al.

As previously discussed, tourism is seen as a tool for development, economic growth and poverty alleviation. This premise justifies why different agencies, entities, governments, NGOs, etc. finance, through various instruments, projects that seek to achieve these objectives through tourism, influencing in a direct or indirect way the development of this activity. The adoption of policies by developed countries in order to promote economic and social development in developing countries to respond to either economic, political, or ethical interests, has resulted in what has become known as the International System for Development Cooperation (SICD). According to the actors involved in the channelling of development aid,

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[1] In this chapter, the term IFIs (Carrillo-Hidalgo and Pulido-Fernández, 2012) is used to refer to global and regional development banks, set up by countries of different regions of the world.

Gonsebatt (2009) notes that international cooperation can take different forms: multilateral; bilateral; decentralised (governmental); non-governmental; and business-related. “Multilateral” cooperation is provided by international organisations or institutions. The “bilateral” one takes place between two countries within the framework of an agreement between the parties. “Decentralised” cooperation is carried out by public regional and local administrations. Apart from government cooperation, there are two types of “non-governmental" cooperation, which correspond to that conducted by non-profit social organisations, and “business” cooperation.

In principle, multilateral programmes are better suited to solve the vast majority of the development problems than the bilateral ones, especially when they cannot be solved within the boundaries of a country and are rooted in processes that involve different states. Development, as a priority objective to achieve an international peaceful coexistence, was incorporated in the Charter of the United Nations, which included a commitment to set in motion the international machinery to promote the economic and social improvement of all nations, resulting in the implementation of multilateral instruments (Dubois, 2009). Therefore, multilateral entities activity is focused on global development finance, financial stability, financial cooperation and regional development. These aspects form a network that can influence, positively or negatively, the development of the economies (Enriquez, 2009).

The necessity of establishing international organisations for cooperation and development arose, especially, at the end of World War II. In fact, it was at the Bretton Woods Conference, in 1944, when it was established that different international organisations and institutions should deal with global problems. The role of development finance was entrusted to the World Bank (WB), which represented one of the pillars of this new economic and political order (Calvo, 2000).

The World Bank is not a bank in the ordinary meaning of the term. This international organisation is owned by its member countries, and is made up of two unique development institutions: the International Bank for Reconstruction and Development (IBRD); and the International Development Association (IDA). Its mission has evolved since the International Bank for Reconstruction and Development (IBRD) promoted the post-war reconstruction and development until the present. Now it focuses on achieving the Millennium Development Goals, which seek poverty alleviation and the achievement of sustainable development, for which financing, consultancy and information activities are carried out. The International

Finance Corporation (IFC) and the Multilateral Investment Guarantee Agency (MIGA) are affiliated with the World Bank Group to coordinate and complement their activities with the other institutions of the WB (Carrillo-Hidalgo and Pulido-Fernández, 2012).

The evolution and dynamism of the international economy and countries led to the emergence of new regional or sub-regional organisations with specific functions. In this sense, the Regional Development Banks, among others, arose. They are non-profit institutions, with structure and functions similar to those of the BM but on a regional basis. The first was the Interamerican Development Bank (IDB) (Latin America and the Caribbean), and later, it was followed by the African Development Bank (AfDB) (Africa), the Asian Development Bank (AsDB) (Asia Pacific) and the European Bank for Reconstruction and Development (EBRD) (democratic countries of Europe and Central Asia) (Calvo, 2000). It also includes the analysis of the Organization of American States (OAS), which arises under the United Nations to achieve common goals of development and poverty reduction. This institution does not share the same legal form as the previous ones, because it is a regional organisation that aims to be a political forum, which finances development projects through a variety of funds.

Table 1 summarises the basic characteristics of the IFIs studied, with the purpose of knowing their main features, their activities and the financial instruments used for financing development.

The objectives of the international financial institutions have evolved over time. Since the early 1980s they have expanded their goals, gradually assuming commitments related to solving balance of payments problems and expediting the transfer of resources (Calvo, 2001). In the 1990s, new problems arose that led to the emergence of new priorities: supporting the private sector; the environment; fighting poverty and disease; and reducing economic imbalances. In the 21st century, issues such as regional integration, gender equality, empowerment of women, and post-conflict support to those considered "fragile states" have become part of the objectives of the international financial institutions. It is noteworthy that the successive crises of recent years (food, fuel and financial) have dramatically affected developing countries, and IFIs are exploring new ways to create social protection nets in these nations through a strategy of response to crises (Carrillo-Hidalgo and Pulido-Fernández, 2012).

Table 1 Main Characteristics of the International Financial Institutions

	Year and headquarters	No. members	Mission and Objectives	Activities	Financial Instruments
WB*	1944 Washington	186	Reduce poverty and support development	-Financing -Technical assistance	-Loans for investment projects and development policies -Grants
IFC*	1956 Washington	182	Reduce global poverty and improve quality of life, encouraging private investment	-Financing -Technical assistance and consultancy	-Loans -Capital investments -Guarantees and risk management
MIGA*	1988 Washington	175	Support economic growth, reduce poverty, and improve people's lives	-Financing -Technical assistance -Research	Guarantees against political and non-commercial risks
IDB	1959 Washington	48	Sustainable development and reducing poverty and inequality	-Financing -Technical assistance -Research	-Loans -Equity investments -Grants -Guarantees
AfDB	1964 Abidjan	53	Promote sustainable economic growth and reduce poverty	- Financing - Technical assistance	-Loans -Equity investments -Subsidies -Guarantees and risk management
AsDB	1966 Metro Manila	67	Economic development, poverty eradication and regional cooperation	- Financing - Technical assistance and consultancy - Research	-Loans -Equity investments -Grants -Guarantees
EBRD	1990 London	61 + EU + EIB	Promote the transition to market economies and private initiative	-Financing -Technical assistance -Consultancy to the public sector	-Loans, credits and Leasing -Equity investments - Guarantees
OAS	1948 Washington	35	Strengthen peace and security, democracy, promoting human rights and sustainable development	-Financing (FEMCIDI) -Political dialogue and cooperation -Monitoring -Legal Heritage	-Grants

*Organisations affiliated with the World Bank Group.
Source: Carrillo-Hidalgo and Pulido-Fernández (2012).

Tourism is one of the activities that the IFIs foster in order to achieve their objectives. It is considered a tool with great economic potential, which has been greatly expanded since the middle of the last century (Pulido-Fernández, Flores and Vargas-Machuca, 2008). This activity has encouraged the participation of developing countries in the global marketplace, and its development allows achieving the priorities that these agencies have been setting throughout their history. The IFIs are aware of this (Carrillo-Hidalgo and Pulido-Fernández, 2012), so projects with direct or indirect influence on tourism development have been funded. In addition, they recognise the importance of supporting countries in the effective use of tourism as a tool for sustainable development (UNDP, 2011). It is, therefore, important to consider the role that the IFIs have played in the international financing of tourism, both quantitatively and qualitatively.

However, the results obtained in the research of Carrillo-Hidalgo and Pulido-Fernández (2012) serve to confirm the absence of a single common strategic approach to tourism financing by IFIs, as well as the lack of coordination amongst them, as far as the work carried out on tourism is concerned. Regarding the distribution of the financing, although it aims to achieve its goals of development and poverty reduction, it must be said that there are other not strictly technical, but economic, political and geostrategic reasons particular to investors that explain it. The main beneficiaries of the financing allocated by IFIs for tourism development projects are public institutions or large private companies – which do not seek the endogenous development of the region, but rather the profitability of their own business and/or local project – instead of Small and Medium sized Enterprises (SMEs) which are most in need of financing. We must also remember that SMEs are those that usually have a greater impact on the local economy and therefore which tend to generate more direct benefit to the local population.

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Questions and Activities

1. Is tourism really a development tool? Is it a tool for development in any case? Discuss the factors that determine tourism to be a development tool.
2. To promote tourism as a development tool, which option is better: to fund major projects for large international companies; or to fund small local business projects?
3. In your country, identify a tourism project that was funded by an IFI. Analyse its characteristics (for example, type of funding provided, financial instruments used, characteristics of funded projects, etc.).
4. Do you think that the IFIs serve the interests of governments and large companies rather than entrepreneurs and small local entrepreneurs? Do they respond thereby to the financing needs of tourism?

Governance as a Key Factor in Sustainable Management of Tourism Destinations

by Juan Ignacio Pulido-Fernández and María de la Cruz Pulido-Fernández

Tourism is a cross-cutting activity whose development requires the involvement of different business sub-sectors (accommodation, transport, catering, etc.). Moreover, it requires the collaboration: of the public sector, given that a large part of the resources to be used are publicly owned; of the private sector, as different business subsectors intervene; and of the inhabitants of the tourism destination, given that their participation is essential in the planning of this activity (Velasco, 2008). It is thus basic to have instruments that allow all of them to participate, share common principles, plan, reinforce decision-making and build consensus in order to overcome the conflicts that have arisen, seeking opportunities for the different populations involved and establishing strategies to achieve sustainable tourism development. There is unanimity in the literature reviewed concerning the fact that, in order to achieve sustainable tourism, it is essential to incorporate the concept of governance, which involves a broad and complex set of public and private stakeholders and is based on the flexibility, partnership and voluntary participation of the various representatives of the existing social interests (Farinós, 2008).

The concept of governance is relatively recent. It appeared for the first time in a 1989 report by the World Bank (World Bank, 1994) and, since then, much literature has emerged on this issue. 'Governance' is used in countless ways and has multiple meanings. Thus, authors (including Rojo, 2005; Edgar, Marshall and Bassett, 2006; Calabuig, 2008; Velasco, 2010; Barbini et al., 2011; Vera et al., 2011) refer to it alluding to different territorial levels: local governance, regional governance, European governance; to specific sectors: tourism governance, economic governance; and even specific techniques such as e-governance. There is plenty of literature (for example, Peters and Pierre, 2005; Velasco, 2010; Barbini, Biasone, Cacciutto, Castelucci, Corbo and Roldán, 2011) which lists the reasons that justify the emergence of the concept of governance and the success of its rapid dissemination over the last decade.

Governance can be defined, therefore, as noted by Rojo (2005, p.7), as an "alternative mechanism to traditional government, based on a hierarchical relationship between those who govern and those governed, and on the normative and coercive faculty of the State to set regulations and enforce them". Significant changes have taken place in society, thereby diluting the difference between public and private, creating networks of autonomous and interdependent stakeholders with a high level of expertise and influence (economic, social, cultural, technological, media, etc.). Such moves, together with the globalisation process, have undermined the idea of traditional government, unable to successfully solve the problems, conflicts and demands made by current society, giving rise to the concept of governance. Thus, Barbini et al. (2011) understand that governance is an innovative model of government, different from the traditional model, whose structure is made up of the organisations involved in it and the relationships generated among them.

Governing processes which were "unidirectional" from rulers to ruled, have become "bidirectional", thus taking into consideration aspects, problems and opportunities of the system of government, but also of the system to be governed, even generating systematic relations and exchanges between rulers and ruled (Kooiman, 2005). Nevertheless, according to experts, the key concept is not that of governance, but rather that of good governance. The United Nations Development Programme (UNDP, 1994, p.2) notes that "good governance is, among other things, participatory, transparent and accountable. It is also effective and equitable. And it promotes the rule of law. Good governance ensures that political, social and economic priorities are based on broad consensus in society and that the voices of the poorest and the most vulnerable are heard in decision-making over the allocation of development resources". Thus, it establishes various principles that are necessary to talk about good governance: participation; rule of law; transparency; responsiveness; consensus orientation; equity; effectiveness and efficiency; accountability; and strategic vision (Table 1). These principles are inter-related, mutually reinforcing and cannot be considered in isolation. It is not enough that only some of them are present and, besides, there must be no discrepancies between or amongst them (Edgar, Marshall and Bassett, 2006).

In short, good governance is characterised by both government action, seen as management of the group of institutions, mechanisms, processes and relationships through which citizens state their interests, exercise their rights and obligations and resolve their differences, and by the implementation in that management of the principles of participation, transparency, accountability, rule of law, respect for fundamental rights, effectiveness, equity, consensus and strategic vision (Bar, 2001).

Table 1 Principles of Good Governance according to the United Nations

PRINCIPLES OF GOOD GOVERNANCE	CONTENT
Participation	All men and women should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their interests. Such broad participation is built on freedom of association and speech, as well as capacities to participate constructively.
Rule of Law	Legal frameworks should be fair and enforced impartially, particularly the laws on human rights.
Transparency	Transparency is built on the free flow of information. Processes, institutions and information are directly accessible to those concerned with them, and enough information is provided to understand and monitor them.
Responsiveness	Institutions and processes try to serve all stakeholders.
Consensus orientation	Good governance mediates to reach a broad consensus on what is in the best interests of the group and, where possible, on policies and procedures.
Equity	All men and women have opportunities to improve or maintain their well-being.
Effectiveness and efficiency	Processes and institutions should produce results that meet needs while making the best use of resources.
Accountability	Decision-makers in government, the private sector and civil society organisations are accountable to the public, as well as to institutional stakeholders. This accountability differs depending on the organisation and whether the decision is internal or external to an organisation.
Strategic vision	Leaders and the public have a broad and long-term perspective on good governance and human development, along with a sense of what is needed for such development. There is also an understanding of the historical, cultural and social complexities in which that perspective is grounded.

Source: Authors' own elaboration from UNDP (1994); Edgar, Marshall and Bassett (2006, p.6).

The complexity of tourism activity leads to difficulties in its channelling and management. This issue requires tourism planning with the participation of all agents who may be involved, representing a great problem for such a dispersed, fragmented and open industry, with strong effects caused by activities that can be circumstantially tourism related. Therefore, an organisation with responsibility and authority, at certain levels, needs to exist to regularise the satisfaction of existing social claims (Monfort, 2000).

It is in this context that the concept of governance should be placed. Tourism governance, understood as "the public-private decision processes that will improve the management of the conflicts that are inevitably caused by this activity in the destination" (Velasco 2010, p.137), also allows for possible development paths leading to the strengthening of a more effective destination management (Velasco, 2008). Therefore, the collaboration between all stakeholders involved in the development of the tourism destination, through stable alliances and partnership relations between public organisations, businesses, tourism intermediaries, the media, NGOs and civil society, is imperative through more representative associations and the tourists themselves (Lanquar and Rivera, 2010). The very nature of tourism makes it a favourable space for the implementation of the concept of governance. Likewise, Barbini et al. (2011) note that the concept of governance needs to be applied to the tourism sector, as it allows an analysis of the role of local participation in public policies related to this sector.

Tourism governance can be defined as "the management process of tourism destinations through synergistic and coordinated efforts of the governments at their different levels and functions, of the civil society living in host communities and the business sector related to the operation of the tourism system" (Madrid, 2009, p.1). Thus, governance can be applied to the management of a destination, creating relational areas, not subject to the principles of hierarchy or market, with the power to make collective decisions from new perspectives (Velasco, 2010). In this sense, tourism, being a product of the territory and not just of the business, needs the joint governance of all tourism supply stakeholders, with the aim of ensuring the effective implementation of the processes that must be carried out: reception, establishment of an integrated, sustainable, accessible and profitable territorial offer; and the creation of the environmental and infrastructure conditions needed for the provision of a quality service. The objective is, therefore, to establish a series of innovative tools in order to improve tourism development, sustainability and participative decision-making. Tourism demand is high and increasing, so the problems that may arise in tourism management need to be systematically tackled by all parties concerned (Paskaleva-Shapira, 2001; Yüksel, Bramwell and Yüksel, 2005).

Thus, Bertucci (2002) points out that, since the tourism industry influences many dimensions of the economic and social life of a community and all problems related to tourism cannot be solved by a single stakeholder, either public or private partnerships play a crucial role in bringing together all stakeholders and allowing for discussion, arbitration and productive collaboration. It is of paramount importance that governments and firms interested in the development of tourism activity admit that there exists a resource dependency between and amongst them and that they realise that the promotion of tourism cannot be achieved on one's own (Nordin and Svesson, 2005). Participatory governance would constitute an innovative way to find long-term innovative solutions to existing problems (Paskaleva-Shapira, 2001). In brief, the achievement of sustainable tourism development is related directly to the implementation of a good, transparent and equitable governance, which includes community management and social economy methods based on participation, self-management of much of the tourism development process, democratic decision-making and equitable distribution of resources and benefits (Lanquar and Rivera, 2010). There needs to be communication between social agents, economic agents and civil society organisations, giving rise to a gradual strengthening of responsible, effective and democratic institutions. Capacity building and sustainability of institutions are essential elements of any governance programme, and given the significance of tourism activity, stakeholders should participate in the latter through governance, in order to improve its sustainability (Dinica, 2009). In conclusion, in order to achieve a tourism model based on sustainability, it is necessary that public administrations lead the process, that new governance is promoted among institutions which comply with the regulations and recover the role of governments and that markets get involved.

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Questions

1. Is governance only a process of public-private cooperation, or something else? Discuss this concept with your classmates/colleagues.
2. Who is more important for a governance process in a tourist destination, the public sector or the private sector?
3. Is 'governance' the same as 'good governance'? Identify the keys to good governance.
4. Using a tourism destination that is familiar and well known to you, determine whether all the principles of good governance are applied there and, if not, identify those which do not apply and what actions must be developed for their implementation.

What if we Change the Weighting of Indicators?

by Juan Ignacio Pulido-Fernández and Beatriz Rodríguez-Díaz

As the competition between destinations has increased over the last two decades, there has been a growing need to generate knowledge about a destination's competitive ability, as well as about the strengths and weaknesses of its competitors. In fact, there is a whole body of scientific literature on tourism destination competitiveness, especially focused on the analysis of its determining factors.

Identifying and measuring the variables that determine the competitiveness of tourism destinations has become one of the greatest challenges that tourism researchers are facing in recent years. During the last decade, several proposals have been put forward to this effect, including the Travel & Tourism Competitiveness Index (TTCI), published by the World Economic Forum (WEF) since 2007, which provides information about the relative position of each country in terms of tourism competitiveness, through a set of indicators, grouped into pillars (Pulido-Fernández and López-Sánchez, 2013).

From the point of view of tourism management, a tool such as the TTCI is essential to explain and predict the tourism behaviour of host countries. In fact, as noted by Croes and Kubickova (2013, p.146), "determining the level of competitiveness of destinations is important in measuring the performance of a destination compared to its competitors".

Like all instruments of this kind, this index has been the subject of some criticism, especially with regard to methodological issues. Mazanec and Ring (2011), who propose in their research paper different methodological alternatives to turn TTCI into a true indicator of the competitive ability of a tourism destination, summarise these criticisms in the following points: i) the composition of the index, specially the combination of hard data and survey data; ii) the use of weak theoretical justification; iii) the comparability of countries on different development levels; iv) the arbitrary weighting of the variables; and v) the reliability and validity of the index and the statistical methods used to demonstrate the usefulness of the index.

One of the main criticisms of this interesting tool has to do with the arbitrary weighting of the variables within each pillar, which are not weighed to calculate the sub-indices. Moreover, the latter are not weighted to calculate the global index, although, in fact, there is an implicit weighting, as not all pillars comprise an equal number of indicators. However, this weighting has not been chosen on purpose and, therefore, it does not meet the criterion sought.

We have developed a new methodology for calculating TTCI, through our standardisation and aggregation of the pillars, which enables, on the one hand, further adjustment of the weighting, and on the other hand, evaluation of the state of all other countries in relation to each pillar. The methodology used is based on two points of reference, using a piecewise linear achievement function for each pillar, which makes it possible to standardise the value of each country by means of reference values (aspiration level, understood as a desirable level for a certain pillar; and reservation value, understood as an acceptable level). This methodology leads to a weak index, which measures the aggregate tourism competitiveness; to a strong index, which measures the state of the pillar in the worst position; and to a series of composite indices, which measure different degrees of tourism competitiveness (a composite index is a linear combination of the other two).

The results, which have been obtained from the information provided in the latest report published by the WEF (2013), allow us to elaborate a different ranking of countries, compare it with the one presented by the WEF, and draw some conclusions. Those countries needing to improve some of the pillars more urgently are at the bottom of this new ranking (based on the calculation of a strong index) and they cannot improve their position in the ranking until they have improved that pillar, no matter however much the other pillars improve. This feature is important because, in this way, a situation in which a country appears to be very competitive due to the fact that it shows certain aspects that are very good, while presenting some other really bad aspects, is avoided. Furthermore, this index can detect the particular pillar that is 'wrong' in each country, so that policy-makers and destination managers are given the opportunity to carry out the most appropriate actions in order to overcome these deficiencies.

According to this scheme, the analysis in Table 1 (which shows the position of the first 100 countries according to the new ranking) supports the conclusion that only 21, out of the 140 countries analysed, show a higher value than the reservation level in all pillars (which make up what has been called top21).

Table 1 Results (from highest to lowest strong index)

Country	Ranking		Ranking WEF 2013		Country	Ranking		Ranking WEF 2013	
New Zealand	***1***	***0.497***	***11***	***5.17***	Mexico	51	-0.128	44	4.46
Malaysia	***2***	***0.495***	***34***	***4.7***	Nicaragua	52	-0.133	95	3.67
Luxembourg	***3***	***0.380***	***23***	***4.93***	Canada	53	-0.133	8	5.28
Estonia	***4***	***0.361***	***30***	***4.82***	Germany	54	-0.137	3	5.39
Panama	***5***	***0.260***	***37***	***4.54***	Vietnam	55	-0.145	80	3.95
Oman	***6***	***0.260***	***56***	***4.29***	Sri Lanka	56	-0.148	74	3.99
Korea, Rep.	***7***	***0.211***	***25***	***4.91***	Honduras	57	-0.148	93	3.72
Singapore	***8***	***0.199***	***10***	***5.23***	Macedonia. FYR	58	-0.153	76	3.98
United Arab Emirates	***9***	***0.193***	***28***	***4.86***	Slovak Republic	59	-0.160	54	4.32
Chile	***10***	***0.192***	***57***	***4.29***	Armenia	60	-0.161	79	3.96
Czech Republic	***11***	***0.133***	***31***	***4.78***	Morocco	61	-0.167	70	4.03
Montenegro	***12***	***0.130***	***40***	***4.5***	Greece	62	-0.172	32	4.75
Bulgaria	***13***	***0.126***	***50***	***4.38***	Brazil	63	-0.175	51	4.37
Jordan	***14***	***0.109***	***60***	***4.18***	Guatemala	64	-0.178	97	3.65
Taiwan, China	***15***	***0.107***	***33***	***4.71***	Colombia	65	-0.180	84	3.9
Cyprus	***16***	***0.107***	***29***	***4.84***	Belgium	66	-0.188	18	5.04
Lithuania	***17***	***0.094***	***49***	***4.39***	Sweden	67	-0.191	9	5.24
Thailand	***18***	***0.083***	***42***	***4.47***	Indonesia	68	-0.194	71	4.03
Costa Rica	***19***	***0.050***	***46***	***4.44***	Austria	69	-0.194	2	5.39
Puerto Rico	***20***	***0.041***	***52***	***4.36***	Japan	70	-0.194	14	5.13
Philippines	***21***	***0.015***	***81***	***3.93***	Russian Federation	71	-0.201	63	4.16
Uruguay	22	-0.005	59	4.23	Qatar	72	-0.208	41	4.49
Spain	23	-0.006	4	5.38	Botswana	73	-0.226	94	3.71
Latvia	24	-0.014	48	4.43	Israel	74	-0.229	53	4.34
United States	25	-0.020	6	5.32	Brunei Dar es Salam	75	-0.229	72	4.01
Portugal	26	-0.028	19	5.01	Italy	76	-0.233	26	4.9
Albania	27	-0.036	77	3.97	Kazakhstan	77	-0.240	88	3.82
Croatia	28	-0.038	35	4.59	Denmark	78	-0.255	21	4.98
Jamaica	29	-0.039	67	4.08	Bahrain	79	-0.255	55	4.3
Slovenia	30	-0.041	36	4.58	South Africa	80	-0.262	64	4.13
Ukraine	31	-0.046	75	3.98	Dominican Republic	81	-0.271	85	3.88
Turkey	32	-0.047	47	4.44	Serbia	82	-0.276	89	3.78
Romania	33	-0.053	68	4.04	El Salvador	83	-0.281	104	3.59
Hong Kong SAR	34	-0.057	15	5.11	Norway	84	-0.287	22	4.95
Hungary	35	-0.057	38	4.51	Mongolia	85	-0.298	99	3.63
Poland	36	-0.059	43	4.47	Trinidad and Tobago	86	-0.301	83	3.93
Ecuador	37	-0.059	82	3.93	Pakistan	87	-0.309	122	3.25
China	38	-0.075	45	4.45	Suriname	88	-0.309	100	3.63
Argentina	39	-0.076	62	4.17	Bolivia	89	-0.318	108	3.46
Malta	40	-0.078	24	4.92	Zimbabwe	90	-0.329	118	3.33
Peru	41	-0.089	73	4	United Kingdom	91	-0.345	5	5.38
Finland	42	-0.102	17	5.1	Australia	92	-0.345	12	5.17
Ireland	43	-0.109	20	5.01	Barbados	93	-0.349	27	4.88
Saudi Arabia	44	-0.110	61	4.17	Switzerland	94	-0.351	1	5.66
Georgia	45	-0.115	66	4.1	Mauritius	95	-0.359	58	4.28
India	46	-0.116	65	4.11	France	96	-0.373	7	5.31
Seychelles	47	-0.118	39	4.51	Venezuela	97	-0.397	113	3.41
Iceland	48	-0.121	16	5.1	Senegal	98	-0.406	107	3.49
Azerbaijan	49	-0.123	78	3.97	Swaziland	99	-0.416	119	3.31
Netherlands	50	-0.127	13	5.14	Bosnia and Herzegovina	100	-0.416	90	3.78

Source: Authors' own elaboration; Key: ***top21***

Moreover, most of these countries are not the same as those ranked in the top 21 positions according to the WEF. Those countries which, by using this new way of calculating the index, are ranked in the top21, occupied the following positions in the WEF ranking: 11, 24, 23, 30, 37, 56, 25, 10, 28, 57, 31, 40, 50, 60, 33, 29, 49, 42, 46, 52 and 81. This comparison shows that only two countries (New Zealand and Singapore) included in the WEF ranking remain in the current top21, which are listed in Table 1.

Although all countries included in the top21 show values above the reservation level, the highest value obtained is 0.497, which means that no country meets the aspiration level (1) in all pillars. This finding is understandable, given that, among the 14 pillars, any of them could be lower; and with only one being lower, the strong index would be below 1.

Table 2 shows the standardised values for each pillar of the countries ranked in the top21 list of countries with higher values in the strong index. It is highlighted that all values are between 0 and 2, with pillar 8 being the best ranked (Tourism Infrastructure), and pillar 13 (Natural resources) the worst ranked. In short, from highest to lowest value, the pillars are ordered as follows: 8, 12, 1, 11, 5, 7, 9, 3, 4, 6, 2, 10, 14 and 13. The lowest value (0.015) is shown by the Philippines in pillar 3 (Safety and security); while the highest value (1.858) is shown by Cyprus in pillar 8 (Tourism Infrastructure).

This top21 list does not include 19 of the countries having these same positions in the ranking of the WEF: Switzerland, Austria, Germany, Spain, United Kingdom, United States, France, Canada, Sweden, Australia, Netherlands, Japan, Hong Kong SAR, Finland, Iceland, Belgium, Ireland, Portugal, and Denmark.

Table 2 Top21 Countries with the Index Elaborated (standardised values)

Country	Pillar 1	Pillar 2	Pillar 3	Pillar 4	Pillar 5	Pillar 6	Pillar 7	Pillar 8	Pillar 9	Pillar 10	Pillar 11	Pillar 12	Pillar 13	Pillar 14
New Zealand	1.448	1.112	1.428	1.276	1.197	1.350	0.781	1.666	1.261	0.497	1.227	1.207	1.162	0.665
Malaysia	1.206	0.574	0.600	0.495	0.753	1.075	0.970	0.554	0.630	1.263	1.076	1.212	1.269	1.079
Luxembourg	1.191	1.167	1.422	1.169	0.405	0.912	1.480	0.924	1.510	0.380	1.176	1.222	0.639	0.635
Estonia	1.063	1.202	1.169	1.188	1.261	0.361	1.080	1.534	1.196	0.912	0.983	1.129	0.612	0.453
Panama	1.115	0.942	0.538	0.346	1.038	1.207	0.776	0.931	0.713	1.054	0.514	0.900	1.360	0.260
Oman	0.980	0.279	1.139	0.518	0.611	0.586	0.913	0.785	0.699	1.030	0.737	0.840	0.316	0.260
Korea, Rep.	0.781	0.475	0.977	1.208	0.476	1.061	1.387	0.845	1.640	0.211	1.020	0.349	0.220	1.695
Singapore	1.520	1.107	1.476	0.743	1.539	1.292	1.766	0.991	1.441	0.575	1.468	1.344	0.199	1.002
United Arab Emirates	1.144	0.193	0.869	0.653	0.982	1.655	1.157	1.337	0.900	1.001	1.221	1.129	0.371	1.035
Chile	1.153	0.267	1.120	0.480	0.682	0.548	0.644	0.868	0.703	0.627	0.927	0.260	0.192	0.655
Czech Republic	0.665	1.031	0.969	1.765	0.571	0.693	1.216	1.063	1.002	0.133	0.804	0.468	0.330	1.523
Montenegro	1.106	1.006	0.938	0.754	0.816	0.511	0.130	1.484	0.713	0.627	0.771	1.344	0.557	0.508
Bulgaria	0.128	0.377	0.231	1.726	0.421	0.126	0.136	1.858	0.860	0.834	0.637	0.498	0.337	0.923
Jordan	1.001	0.794	0.538	0.683	1.321	0.441	0.324	0.655	0.301	0.562	0.682	1.246	0.186	0.109
Taiwan, China	1.268	0.107	1.289	0.930	0.698	0.676	1.378	0.532	1.315	1.092	1.092	0.974	0.206	1.005
Cyprus	0.338	0.979	1.169	0.900	1.564	0.992	1.276	1.853	0.885	0.107	1.098	1.266	0.151	0.721
Lithuania	0.443	1.117	0.692	1.237	0.326	0.094	1.242	0.729	0.993	0.666	0.693	0.379	0.357	0.690
Thailand	0.431	0.083	0.254	0.379	1.014	1.127	0.519	1.073	0.218	1.063	0.637	1.202	1.185	0.989
Costa Rica	0.560	1.087	0.569	0.458	1.197	0.821	0.050	1.053	0.498	0.679	1.081	1.080	1.406	0.114
Puerto Rico	1.115	1.167	0.654	0.537	0.895	0.928	1.046	0.946	0.600	0.406	0.816	1.060	0.041	0.119
Philippines	0.746	0.291	0.015	0.192	1.301	0.297	0.153	0.207	0.164	1.087	0.458	0.900	0.825	0.205

Source: Authors' own elaboration.

Consequently, our proposal is more demanding than the TTCI regarding the calculation of the index. Not only does it take into account the position of each country in relation to others, but it also previously requires that countries maintain a certain level in all pillars which is, at least, above its reservation value.

It is particularly striking that in most of the top 21 countries in the WEF ranking the specific pillar which does not meet this goal (reaching values above the reservation value) is pillar 10, which measures the price competitiveness of travel and tourism industry and includes, among other indicators, national purchasing power parity prices.

It should be noted that many of these countries are members of the European Union, and that the strong appreciation of the euro against the dollar has remained largely unchanged since the creation of this single European currency. Therefore, there is evidence of how having a strong euro affects the tourism competitiveness of the countries of the European Union, as clearly shown in the case of Spain and Portugal. The situation of the pillar considered to be the best one is just the opposite, with a particular emphasis on cultural resources, as a result of the quantity and quality of the resources available in both countries. Changes in recent months, with continued depreciation of the euro, will result in cheaper travel to these countries and could affect this pillar in the future. We will have to wait for the next WEF reports.

Consequently, the application of this kind of analysis to each one of the pillars, and each one of the indicators that make up each pillar, would allow policy-makers and destination managers to develop specific actions that improve deficient aspects, measuring them not in relative terms, but in relation to their reservation value.

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Questions

1. What does tourism competitiveness mean for you? Discuss this concept with your peers.
2. Do you consider that a tourism destination can be competitive if, having good overall values on the pillars that measure competitiveness, there is a failure in one relatively important domain?
3. Do you think different weights should be given to each indicator within a pillar? Show some examples. Do you think the change of position that occurs in some countries in the new ranking is fair or unfair? Justify your answer.

Part 3

Points for Discussion

Non-revealed Case Studies

Restaurant Service and How Best to Address Waiters
by Margarita Platace and Ilze Grickus
Points for Discussion

- A clear statement of procedures and responsibilities of service personnel
- The role of waiters in the service industry and understanding of customer needs

(Don't) Be My Guest by Gabriela Potoczek-Kantor
Points for Discussion

- Who was to blame for the incident?
- Procedures which should be introduced in such or similar situations.
- Guests' responsibilities for damages.

Cultural Misunderstanding: Foreigners' Experience at a Private Party in Latvia by Anda Komarovska and Ineta Luka
Points for Discussion

- Cross cultural behaviour.
- Latvian traditional food.
- Traditional food of other countries.
- Latvian eating traditions and table manners.
- Eating traditions and table manners in other countries.
- Gift giving traditions in Latvia and other countries.
- The characteristics of a typical Latvian. Truth and stereotypes.

'Twas the Season to be Jolly by Pat Aspey
Points for Discussion

- Can you expect good service and value for money during the festive season? Discuss.
- Training issues
- Advertising and Marketing

The Importance of Exceptional Customer Service in Tourism by Sheree Anne O'Neill

Points for Discussion

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

"The rates are too low." Really? by Lucyna Wisełka

Points for Discussion

- The possible measures that can be taken to maintain the occupancy rate during recession without damaging brand name.
- Factors that affect selection of specific target segments.
- Factors affecting pricing decisions.

Bullying in an Asian Hospitality Workplace by Matthew H. T. Yap

Points for Discussion

- Leadership and management styles
- The four common types (Screaming Mimi, Constant Critic, Two-headed Snake, Gatekeeper) of bullies (Namie and Namie, 2011).
- WB preventive methods

Slave Trade Sites as Tourism Attractions: The Case of Cape Coast Castle in Ghana by Mike Evans, Neil Robinson and Crispin Dale

Points for Discussion

- Motivations for visiting slave trade sites.
- Ethics associated with slave trade sites.

Dark Tourism in the USA. The Actions and Motivations of a Day Visitor to Ground Zero, New York (USA)

by Neil Robinson, Crispin Dale and Mike Evans

Points for Discussion

- Dark tourism motivations
- Souvenir collection at dark tourism sites

Sharing Economy in Tourism by Liběna Jarolímková
Points for Discussion

- What might be the impact of sharing economies on the national economies?

Comments:

The pros and cons of the sharing economy

Positives

- The support of permanent sustainable community development:
  - Dispersion of guests to less visited areas
  - The possibility of supplementary incomes for local residents
- An alternative to individual services with local character as opposed to those which are highly tourist-oriented (not personal but optimised for mass tourism)
- Cheaper guest services allow more people to travel abroad on a low budget
- Satisfaction of demand for ways of travelling and a "like a local" style of accommodation and cultural experience
- Encouragement of more economic activities, for example, emergence of new services such as:
  - Agencies offering 'clean-ups' in rented apartments
  - New systems for communication between supply and demand

Negatives

- Although services often have a licence character, the actual business activity is being conducted without trade permission (illegal enterprise)
- Evasion of taxes and other fees against the state and local budget (for example, in New York, USA during 2012-2014, 72% of apartments were rented illegally, that means that roughly 40$ million was lost in taxation revenue (Suchá, 2014).
- Mischievous competition for commercial businesses (thanks to avoiding mandatory payments and tax evasion, their sharing services can be offered for a lower price)
- There is no control over the offered quality and hygiene standards and other regulations such as safety regulations
- The damage accountability against the host is non-existent
- There is no recourse or reclamation policy for unhygienic, unsafe or poor quality services

Cycle Tourism on EuroVelo 6 in Slovakia by Lubica Ondrášiková
Points for Discussion

- Cycle tourism as sustainable tourism development.
- EuroVelo network and possibilities for cross border cooperation.
- Special requirements for tourism services of cycle tourists.

EasyJet Leads the Way on Safer European Air Travel Initiative
by Robert A. Clark
Points for Discussion

- With annual tourists numbers predicted to exceed 1.8 billion by 2030, consider whether the AVOID project will make a noteworthy contribution in attaining those forecasts.
- Price fluctuations are part of the natural order within the tourism industry reflecting the seasonal supply and demand peaks and troughs. While *Eyjafjallajökull* caused an unseasonal price peak across Europe, discuss what effects on supply and demand can be expected from other natural disasters?
- The circa 100,000 flights that were cancelled during the crisis was justified by health and safety concerns. This action caused significant disruption both to the aviation and tourism industries particularly within European boundaries. Consider what other events could result in such an extreme level of disruption.
- Since the 9/11 terrorist attacks on the World Trade Centres, aviation security has seen momentous global improvements aimed at improving the safety of air travel. How significant do you believe the AVOID project has been when compared with other potential life-saving initiatives witnessed within the broader aviation security world?

Revealed Case Studies

Ecotourism: reality or a dream? by Alina Katunian
Points for Discussion

- The role of Ecotourism in the development of the tourism industry
- What measures should be taken to prevent speculation with ecotourism labels?
- What steps should be taken to promote Ecotourism in your country?

'What shall I call thee?' The names of local specialities in English language menus by Eszter Benke

Points for Discussion

- Describe the unique features of your local (national and/or regional) cuisine.
- 'The language of cooking and restaurants should be French.' Comment on this statement.
- Discuss what factors in a menu might encourage tourists to select restaurants and to select a dishes.
- List some interesting or unusual names of dishes that are typical in your country and explain how these names are usually translated into English (or other languages).
- Describe some local specialities with proper nouns (for example, geographical names, names of people, etc.) in their names.

Please wait to be seated….. by Christopher Mitchell

Points for Discussion

- How can the hospitality industry better train and develop future entrants into the industry to develop the key skills and attributes needed to deliver high quality service?
- How can an understanding of being hospitable enhance the delivery of high quality service in the hospitality industry?

The Impact of Speciality Culinary Tourism by Roselyne N. Okech

Points for Discussion

- Community funding of food and drink activities to encourage the development and promotion of local cuisine.
- Hotels and restaurants including more local dishes.
- Food and drink shows/competitions/festivals; encourage the younger generation to appreciate their cultural heritage.
- Creation of food trails, tales and taste routes.
- The negative and positive roles played by social media in advertising for the specialty restaurants in general.
- How has this case study been successful in carving out a niche promoting culinary tourism in a difficult environment?
- Explain in detail the socio-cultural and economic impacts to Province X based on the facts in this case study.

The Barchester Hotel by John Hobson
Points for Discussion

- What would you expect the annualised REVPAR (revenue per available room) per annum to be?
- Why would a hotel based in a tourist region have a stronger mid-week occupancy than at weekends?
- How would the hotel service the requirements (breakfast, dinner, bars) of hotel residents if it were full?
- Would it be beneficial for the Barchester hotel to form strategic relationships with local competitors? Justify you answer.
- Where would you advise John Curtis to position his hotel, for example, budget, mid-market, boutique, branded, corporate etc?

Universities are Cultures too by Mac McCarthy and Jian Ding
Points for Discussion

- To what extent is the educational institution also a cultural destination?
- Discuss the need for critical theory and employability in Tourism, Hospitality and Event Management education
- Discuss ways of helping international students to develop cultural intelligence
- Discuss ways of drawing on the culture and experience of international students to enhance the experience of "home" students

Land of Smiles and Dance by Mac McCarthy, Peter McGrath and Jian Ding
Points for Discussion

- Discuss the importance of Sensescape in relation to the tourism experience.
- As tourism continues to develop in the future, how might the current sense of authenticity be eroded?
- Can the current cultural boundaries be identified and crossed in the same way as local people become more "tourist aware"?
- Can developing very open, interactive ways of allowing students and tourists to engage more meaningfully bring longer term benefits for Ecotourism and other initiatives?

Music, Festivity and Failure in Africa… by Andrew Mcloughlin
Points for Discussion

- Within the context of worldwide music festivals, what do we mean by 'saturation level'?
- Why do you think festivals are changing in format such as interactive music festival (sxsw.com) and the idea of fusion concepts – a mixture of themes (Food & music (bigfeastival.com); Food, music and classic cars (carfestnorth.org)?
- Why is South Africa the preferred African destination for music festivals? Discuss.
- Discuss attributes of music festival failure outlined in the literature. Can you identify any other aspects of failure within a music festival setting?

From 'Industrial Turin' to 'Touristic Turin': Strategies for Urban Repositioning by Monica Gilli
Points for Discussion

- The case study refers to a mega event in 2006. Do you think if it had happened in 2015, during the current economic crisis, it would have had the same results?
- What are the budget items that should be in any case resized in a mega event during an economic crisis?
- The case study does not highlight the main disadvantages of the Olympic legacy, from the maintenance and reuse of buildings and sports facilities. Which type of solutions would you propose for their reuse?

The Role of International Financial Institutions in the Financing of Tourism by Juan Ignacio Pulido-Fernández and Isabel Carrillo-Hidalgo
Points for Discussion

- Tourism can be a tool with great potential for poverty reduction due to its multiplier effect and its ability to promote local resources of limited productive use.
- Especially in emerging countries, the growth of tourism activity has stagnated because of the difficulty for local tourism businesses in accessing the financial system.
- IFIs advocate, on the one hand, the promotion of tourism as a development tool and, on the other hand, the fight against financial exclusion.
- Financing provided for the development of tourism projects by IFIs is not only 'not inclusive', but also it benefits in general, public administrations and large companies.

Governance as a Key Factor in Sustainable Management of Tourism Destinations
by Juan Ignacio Pulido-Fernández and María de la Cruz Pulido-Fernández
Points for Discussion

- Governance is nowadays a key factor in the sustainable management of tourism destinations, which have an increasingly comprehensive system of actors.
- Governance constitutes the institutional support that tourism requires if it is intended to walk the path of sustainability.
- The role of public administration is decisive in terms of the implementation of good governance in tourism destinations.
- The achievement of sustainable tourism development is directly related to the implementation of good, transparent and equitable governance.

What if we Change the Weighting of Indicators?
by Juan Ignacio Pulido-Fernández and Beatriz Rodríguez-Díaz
Points for Discussion

- Identifying and measuring the variables that determine the competitiveness of tourism destinations has become one of the greatest challenges that tourism researchers are facing in recent years.
- The application of this new methodology and obtaining new ranking shows that the way the indicators are weighted is decisive in the position of countries in the ranking.
- With the new ranking, a significant change among the most competitive countries occurs with the consequence of no possibility to compensate between pillars.

This kind of analysis would allow policy-makers and destination managers to develop specific actions that improve deficient aspects.

This book offers a range of cases written by specialists from industry and academia, who have drawn on their knowledge and experiences to offer problem solving exercises and activities in hospitality, tourism and event management. Although reference is made to specific national settings, the problems can be transposed to other locations and so offer management students and trainees a wide range of opportunities for interactive learning.

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

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

"In a sector dependent on complex human and organisational relationships, practising thought processes, decision making and prioritising are crucial to individual and commercial success. Case studies have provided me with opportunities for learning, teaching and training as they allow each of us to develop mechanisms that prepare us for fast-moving situations that will require clear, concise action(s) to protect customers, employees and organisations. Unlike an examination situation where there is often a right answer, case studies encourage and promote mental agility, use of imagination and adherence to core values; they permit discussion and evaluation of choices. A common thread that emerges when evaluating what went wrong "in the real world" is the failure of the decision maker to fully assess the range of resources available, and to consider the impact of the decisions made post the 'immediate sense of urgency'. Practising with a wide range of case studies can help to overcome these managerial and operational weaknesses resulting in individuals or teams and local, national or international businesses having the opportunity to establish clear competitive advantages."

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