



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

Edited by:  
Elizabeth Ineson  
Matthew Hong Tai Yap  
Valentin Niță



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

**Volume 8  
2017**

**edited by**

**Elizabeth Ineson, Matthew Hong Tai Yap  
and Valentin Niță**

 editura  
**Tehnopress**  
IAȘI – 2017

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Published in Romania by

Editura TEHNOPRESS  
Str. Pinului nr. 1A  
700109 Iași  
Tel./Fax: 0232 260092  
Email: [tehnopress@yahoo.com](mailto:tehnopress@yahoo.com)  
<http://www.tehnopress.ro>  
Editurăacreditată CNCISIS

ISBN 978-606-687-304-8

First published 2017

Cover from an original painting, Limestone Pavement in Winter, Farleton Fell, Cumbria, England,  
by John Ineson.

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# Dedication

from Margaret Georgiou

to

# Jenifer Emery

*Jenifer is Vice President of La Fondation pour la Formation Hôtelière  
and a founding member of the Board which was instigated by her father,  
the late Sir Hugh Wontner in 1973.*

*Jenifer was Chairman of Edward Goodyear, a florist that had enjoyed Royal patronage from the days of Queen Victoria. Under Jenifer's Chairmanship, Jenifer and Derek Goodyear (Edward Goodyear's grandson) held the Royal warrants of appointment from HM the Queen, HRH the Duke of Edinburgh, and that of Her Late Majesty Queen Elizabeth The Queen Mother. In 2013 Jenifer had the honour of being elected President of the Royal Warrant Holders Association which coincided with the 60<sup>th</sup> anniversary of the Queen's Coronation. This was a memorable year in the history of the Royal Warrant Holders Association with almost 300 exhibiting and supporting companies coming together for the first time in the grounds of Buckingham Palace to display their wares during the Coronation Festival.*

*Jenifer is an active and valued member of the Board of La Fondation pour la Formation Hôtelière (FH), having travelled to several of the partner institutions to witness first-hand the work of FH by opening training kitchens, restaurants and libraries.'*

## **Disclaimer**

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## Preface

Volume 8 comprises yet a further series of international case studies, focusing on problems and key issues related to hospitality, tourism and event management. They originate from, or are set, not only in Central and Eastern Europe, including Czech Republic, Hungary, Latvia, Poland, Romania, Serbia and Slovakia, but also in Canada, England, Ghana, Italy, Malta, New Zealand, Singapore, Spain and Switzerland. The contributors, who represent 16 countries, have developed the cases based on their specialist knowledge and real-life experiences. The cases offer students, management trainees and managers opportunities to consider and to respond to realistic scenarios of varying and increasing complexity.

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

The main topics covered are: guest satisfaction; guest and employee management; service quality and standards; revenue management; front office procedures; food and beverage; restaurant management; marketing; spread hotels; cultural tourism; niche tourism; dark tourism; local gastronomy; tour planning and guiding; ethics; sustainability; safety and security; terrorism; and general management.

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; front office; etc. Each non-revealed case poses at least one question for consideration by students, trainees or managers, and there are also a few activities which might be undertaken within or outside the teaching/training session 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: application of theories to practice; debates; survey design; compiling tables; analysing statistical data; menu planning; checking and designing systems; evaluating information in the light of practical and written evidence; interpreting statistics; making sensible practical recommendations based on evidence; justifying actions with theory; online searching; preparation of guidelines, training information and presentations; planning tours and events; development of strategies and action plans; conducting a feasibility study; and report writing.

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



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## Acknowledgements

The editors would like to take this opportunity to thank:

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



# Introduction

by **Graham Stone and Elizabeth M. Ineson**

Cases provide a learning strategy through which students and trainees are required to consider debate and offer possible solutions to the questions posed. They can apply their knowledge of a range of academic theories, and/or their work experiences, to 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. Some of the cases also offer further opportunities to conduct research and to make management decisions and plans as indicated by the additional activities.

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

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 both academic and commercial sources, including the media, as appropriate and then not only to consider this information but also to 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 and trainees 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; contribution to debates; written responses in the form of answers to questions; report writing; the development of strategic plans; workplace guidelines; production of training manuals et al.; and/or individual or group presentations. No time limits are set or even recommended for responding to/solving the cases, as these depend on the nature and type of the requested feedback, the specific nature of the assessment employed and the depth to which the issues are examined.

### **Further Reading**

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

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Yin, R.K. (2013). *Case Study Research: Design and Methods*, 5<sup>th</sup>edn., Sage, London.



# Part 1

## Non-revealed Case Studies



# Guest Registration Procedures

by **Margarita Platace**

From an early age Marta had been in awe as she passed the building, whose facade displayed the word “Hotel”. Marta’s mother explained that a hotel is a place, where those people who live in other towns or cities sleep overnight while they are visiting the city as a tourist. Through the window, Marta could see pretty smiling girls, splendid rooms and lots of people. It all looked so secretive and exciting, that Marta decided to learn the hotel business so that she too could make people happy by helping them and looking after them.

The course that Marta chose was absorbing and interesting but, in order to familiarise herself even more with hotel procedures and to put her studies into practice, she took a job in a hotel in parallel with her studies. However, one day, something happened that had not been covered in any of her books nor had it been experienced by any of her colleagues.

The proper procedure that should be followed when each guest arrives at the hotel is that guests authorise their credit card with the registration desk, regardless of whether they later settle their account with the same credit card, with a different card or in cash. This procedure had worked well and had never caused any employee any problems.

One evening, at around 2200 hours, Mr Wilson arrived. He had booked a room for three nights for the total sum of EUR 180.00. He looked very tired and said that he had had a long and difficult journey and was very much looking forward to a hot bath. He praised Marta for her good command of English and for the speedy and hassle free check-in procedure. Marta was very proud and delighted to have received such praise. As was required by the registration rules, Marta asked Mr Wilson to authorise his credit card. Mr Wilson opened his wallet and found, to his astonishment, that there was no credit card. He was in despair, alarmed, worried, as he could not understand what had happened to his credit card. Mr Wilson took out 20 Euros from his wallet and asked Marta to accept this as a pledge, with the promise that he would go the bank the very next day to withdraw the remaining funds needed to settle the bill. His promise seemed logical, given that banks are closed at night. Mr Wilson appeared to be so distressed that Marta decided to take the money and give the guest his room

key. In the meantime other guests had arrived who Marta had to register and the incident concerning Mr Wilson was forgotten.

The next day Marta was free and she spent the day in the sun on the beach. Suddenly, in the afternoon, Marta was interrupted by a phone call from the front office manager asking her to return to the hotel as quickly as possible as there was an issue concerning Mr Wilson. It turned out that the maid had informed reception that there were no belongings in the room, the minibar was empty and the plasma television had disappeared. Having checked the guest's documents, it was discovered that the guest had been accepted in the hotel without the necessary credit card authorisation. The total loss to the hotel stood at EUR 420.00 (room EUR 60.00, minibar EUR 60.00, TV EUR 300.00). Marta was in shock. How could this have happened? She remembered well the pleasant gentleman and his promise and found it unbelievable that she had acted in good faith and had tried to help the guest but, in the end, had been taken for a fool.

### ***Questions***

1. How should the situation be resolved?
2. What could the receptionist have done to prevent/forestall this incident?

## **They are my Guests, not yours! Is that so?**

**by Iwona Burian**

Ann has been renting a semi-detached house to tourists for nearly two years. It is a very modern property consisting of two comfortable, two-floor, self-catering apartments, both with breath-taking mountain views. As a host, she has always been thorough and guest-oriented perceiving customer satisfaction as a priority. In turn, guests have appreciated her commitment by leaving positive feedback on online social networking sites or review portals. Many of them have already become regular guests due to the excellent service she has provided.

A few weeks ahead of the Christmas holiday, Ann received a call from a previous client (Tom) who confirmed the arrival of two families for the Christmas period. One family reserved one apartment for three nights whilst Tom's family booked the second apartment for four nights. As usual, Ann put a lot of effort into making her apartments as festive as possible with glittering and shiny ornaments and a beautifully decorated Christmas tree. She wanted her guests to feel the spirit of Christmas in every part of the house. To meet their expectations, she even organised catering from the nearby restaurant for Christmas Eve and Christmas Day, which she did not do normally.

Upon arrival the guests were extremely satisfied with the beautifully decorated house and a friendly welcome made by the host. Also, the dinners she ordered were highly appreciated by them. However, the departure time was approaching quickly. One of the families who planned to stay for three nights, according to their booking details and house regulations, was supposed to leave the property by 11am on the departure day, especially as Ann was expecting the next arrival of guests. They gave the keys back to Ann at a few minutes past eleven and said they would say goodbye to the second family and leave.

It was past 11pm when Ann noticed that Tom's apartment was full of guests and noise. She quickly realised that the family who checked-out at 11 am and was supposed to leave the building after saying goodbye to Tom and his family was still there. Their car was also in the car park at the front of the building. Without hesitation, Ann decided to knock on the door to talk to the guests. When they opened the door, Ann saw that all of her guests were still having a good time with their family members. What was worse, there were some strangers she had

not seen before, sitting, drinking and chatting happily in the apartment dining room. The situation infuriated her a lot. First of all, the apartment was not prepared to seat as many guests as there were inside and, more importantly, she had not been informed of their visit. However, she decided not to manifest her negative emotions and keep calm. After taking a deep breath, she kindly asked all the guests who were not checked-in to leave the property immediately or to pay for the night as they were infringing the rules and regulations regarding both visits and check-out.

The visitors became extremely angry and said that no one had ever treated them like that. Tom, who was supposed to stay one night longer, told Ann that she was exceptionally unkind and inhospitable in asking the guests to leave. He concluded that they were HIS guests, and NOT HERS and she did not have the right to interfere. Besides, they were about to leave in any case.

After a few minutes, all the visitors left the house except Tom's family. On the following day, during check-out, Tom told Ann that he would never come back again or recommend the house to any of his friends. He even threatened to leave a negative comment about the service online. Ann returned home having mixed feelings about the whole situation which she had found extremely difficult. She kept asking herself the question whether it was worth reprimanding the guests.

### **Questions**

1. Was Ann's intervention a good solution in this case? Why? Why not?
2. What might have happened next if Ann had not reacted to the situation?
3. Was Tom right saying that Ann had no right to interfere and ask guests to leave the apartment?
4. How would you prevent or deal with similar incidents in the future?

### **Recommended Reading**

<http://www.customer-alliance.com/en/articles/hotel-reputation-management/> [accessed 17 January 2017].

<http://repup.co/hotel-reputation-and-reviews/>[accessed 17 January 2017].



## **Is the Guest always Right?**

by **Lucyna Wisefka**

Owing to well-planned marketing strategies, a four star hotel located in a ski resort in Poland had gained a reputation of being a family-friendly place. As a result, the number of guests increased significantly. Moreover, there were more and more repeat guests which indicated a further development in prospect. However, there appeared to be a remarkable problem which could lower the profits or even damage such a carefully built brand name. It was noticed that a number of unjustified complaints was being made by guests, who were either trying to lower the rate or to get some form of compensation. Some customers seemed determined to lower the price of their holidays so they invented situations that they believed should entitle them to a discount, compensation or a full rebate. Therefore, it became difficult to maintain a balance between satisfying the customers and keeping the business profitable.

Most of the complaints were handled by the front office staff, but some of them required the intervention of the hotel manager. The most difficult guests to deal with were those who complained with a threat of damaging the hotel reputation using the Internet if their complaints were not resolved to their satisfaction. One such incident was the case of a woman who sent a letter of complaint to the hotel claiming that her child was infested with hair lice while sleeping in the hotel bed. She accused the hotel manager of not maintaining adequate hygiene levels in the bedrooms and of a general lack of sanitation. What is more, the outraged guest threatened to publicise the case on social media unless her demands of full refund and compensation were fulfilled.

The manager decided to investigate the matter personally; he called in the inspectors from the Sanitary and Epidemiological Station, which is the state institution responsible for controlling the health and hygiene conditions, to check the room. The following step was to ensure that the laundry process provided appropriate sanitation of the hotel linen. The manager also collected some information about head lice, namely their life cycle and the incubation period of the parasites. Having conducted the analysis, he was sure that the guest complaint was unjustified and decided to reject the demands. He wrote a reply in which he presented the arguments indicating that the child could not have got infested in the hotel bed. He also

informed the complaining guest that any presumptive slanderous comments posted on the social networking sites would force the hotel to sue her for defamation.

### **Questions**

1. The manager rejected the guest's claim of a refund or compensation. Was the decision right?
2. What would be the arguments for and against the hotel staff accepting all complaints, even unjustified ones, and always offering some form of compensation to satisfy the guests?
3. What measures should be taken by a hotel manager to make sure that the front office staff deal with complaints correctly?
4. How should hotel staff perceive guest complaints as a problem or an opportunity to improve the operation of the business? Justify your responses.

### **Recommended Reading**

Sparks, B. A. and Browning, V. (2010). Complaining in Cyberspace: The Motives and Forms of Hotel Guests' Complaints Online, *Journal of Hospitality Marketing & Management*, Vol. 19, No. 7, pp. 797-818.

## **Fraud in Goods' Delivery**

by **Daniela Matušíková and Anna Šenková**

Delivery of goods is a necessary task when operating a hospitality business. Many restaurants and other types of hospitality establishments use delivery services regularly when ordering necessary goods from the suppliers. Such a method of procurement of goods has many advantages such as time saving, costs saving etc. but unusual situations can also occur.

The case is set in a restaurant located in the centre of the town on a main street. The main street is opened daily for shops and other kinds of establishments to have supplies delivered between 6 a.m. and 10 a.m. After that time, the centre is closed for cars and opened only for public transport and pedestrians. One day Tim was on a morning shift when a man with a big box appeared. It was 9:50 a.m. Tim said 'Hello' and asked him how he could help the man. The man said that he was in a hurry and that he had brought Tim goods ordered by the owner of the restaurant. Tim was asked to pay the delivery man 150 euros immediately, because the van needed to leave Main Street in few minutes; otherwise the city police would fine him. The man proffered the delivery list and demanded immediate payment. Tim asked him what was in the box of supplies and who had made the order. He replied that the box contained alcohol from the warehouse and reiterated that the order was made by the owner of the restaurant.

It was a pity for the man that Tim was the owner of the restaurant and he knew that he had not made any order from that warehouse because he ordered his alcohol daily from a local outlet. The man continued to urge Tim to pay. Tim asked again if the man was sure that the owner had made the order. He confirmed and asked for the money. When Tim said that he was the owner of the restaurant, the man fled from the restaurant very quickly. He forgot the box and Tim was curious to see what was inside so he opened it. The delivery contained vodka bottles filled with tap water. The situation happened again with different people on duty so he told the employees to never to accept such a delivery and to inform him immediately if there was a recurrence.

**Questions**

1. How would you react if such a situation happened to you?
2. What would you do to avoid such a situation?
3. Would you train and instruct your employees to deal with such situations?

# Customer Service Standards and Strategies

by Sheree Anne O'Neill

An international aircraft was stranded in Hong Kong for 19 hours, resulting in passengers camping out in the terminal. Passengers initially remained on board for two hours, before they disembarked and queued for accommodation, only to find there was little available in the city over the holiday period. A long wait in the terminal ensued, with some people unhappy about the level of communication from the airline. Passengers were not informed as to the reason for the delay, nor given an expected time frame within which their flight would depart.

One passenger said: "Twenty rooms were found for families with children and some elderly travellers. The rest of us had to camp out in the airport lounge all night." Meal vouchers were handed out 15 minutes before the food stalls closed, but unfortunately ground staff did not have enough meal vouchers to give to all of the affected passengers and as a result, some passengers were left tired and hungry. It took three to four hours for bottled water to be handed out and no-one could take a shower. Another passenger said: "I didn't get a wink of sleep and spent the night reading. The situation was a complete shambles".

It was then revealed that some of the crew went out drinking, making them unfit for duty if the plane had been made airworthy. Unfortunately around 80 passengers remained in the terminal overnight and they were provided with blankets and pillows, as well as water and snacks. They were also offered cash payments as a gesture of goodwill for their inconvenience.

## *Questions and Activities*

*Note: The recommended reading should be issued in advance of the case being presented and discussed.*

1. Identify and briefly discuss two key areas of unacceptable customer service practice that took place in the above scenario.
2. For each of the two customer service areas you identified in question one, provide two customer service standards that the airline should put in place.
3. For each of the four customer service standards you identified in question two, provide one strategy that the airline should put in place to help the airline and their staff achieve those standards.

### **Recommended Reading**

Harris, E. (2013). *Customer Service: A Practical Approach*, 6<sup>th</sup> ed., Pearson, Upper Saddle River, NJ.

Hudson, S. and Hudson, L. (2013). *Customer Service for Hospitality and Tourism*, Goodfellow Publishers, Oxford, England.

***Note:** This case study appeared in last year's volume (2016); however, the 'Recommended Reading' was omitted by the editors who apologise most sincerely to the author for this error.*

## **The Best Pizza in the Town: "Cheap, Delicious and Just in Time"**

**Daniela-Tatiana Agheorghiesei (Corodeanu)**

Mary celebrates her birthday every year in the office, along with colleagues. Usually, she makes a great party with extra-large pizza, juice and cookies, enjoying happy times with her colleagues. At the recommendation of her colleagues she has opted this year for catering from Pizzeria "Cheap, Delicious and Just in Time." They say that it's the best pizza in town and the pizzeria is located right next to the building where Mary works, so the food will be delivered quickly and in good condition.

To be sure that the pizza will arrive on time (she knows that her colleagues have not much time because they have to go to classes), Mary orders the food at 8:30 a.m., asking specifically to receive the order at 11:30 a.m., the time at which she had invited her colleagues to come to her office. An employee telephoned to assure her that the pizza would arrive on time. However, Mary found that the ordered food had not arrived by 11:30 a.m. She was worried because her colleagues were beginning to come into the office. Mary called the pizzeria and the staff assured her that the delivery man was in command. At 12 noon, the delivery had still not arrived. Mary called the pizzeria once more and the assistant seemed very surprised that the delivery had not yet arrived. At 12:30 p.m., Mary called again and asked to speak to the manager.

He apologised and said that the pizza would arrive immediately. Nervously, Mary complained to the manager that their pizzeria had a lot of management and marketing problems, and if they were unable to cope with promises to customers, they should attend her classes and she would give them some free lessons on service management! In addition, Mary mentioned that she would never buy pizza from there again and she would tell other staff and students about this unsatisfactory experience. However, Mary knew that she had no control mechanism because she would be charged when the order reached the doorstep; in her country, cancellation at this stage was not an option.

At 1:00 p.m. the delivery man finally arrived with the order. When Mary complained to him, he said it was not his fault and he even waited for a tip! Obviously, Mary did not oblige; most of

her colleagues had left already. Mary opened the computer to post a complaint on the Internet. To her surprise, she saw on the forum a long line of complaints from customers who had been in exactly the same situation: the pizza was very good but the delivery was substantially late.

On the same day, Mary took the opportunity to present her own experience to her students, as a case study on business ethics and consumer protection. She thought that one way to respond to this situation would be to prepare future managers in the practice of good management and respect for their customers. At the same time she knew that the negative publicity could be a good lesson for the pizzeria; the manager seemed to be interested primarily in profit while not being fair to customers. Upon reading the case study, the students reacted immediately, saying that they knew the pizzeria and they had similar previous experiences.

Over two months later, on March 8th, Women's Day, Mary found on her desk a gift from Pizzeria "Cheap, Delicious and Just in Time", comprising a portion of pasta with cheese and a congratulatory wish. Mary thought that she must tell her students about this surprise.

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

1. What would you have done in this situation if you were Mary? What control mechanisms do the clients have in such situations?
2. What are the implications of the case for the business performance?
3. Would you replace the manager? Why? Why not?
4. What might be the cause of such incidents? What strategies would you put in place to avoid such problems in the future?
5. How should a company respond to a telephone message from a client?
6. Do you think that Mary should have presented her own experience to her students? Why? Why not?
7. What are your views regarding the name of the pizzeria and the surprise gift?
8. Comment on any cultural dimensions which might have impacted on this case study.

### **Recommended Reading**

Davis, B., Lockwood, A., Pantelidis, I. and Alcott, P. (2012). *Food and Beverage Management*, 5<sup>th</sup> edn., Routledge, Oxon, UK.

Doeg, C. (2005). *Crisis Management in the Food and Drinks Industry: A Practical Approach*, 2<sup>nd</sup> edn., Springer Science & Business Media, New York, NY.



# This is my Decision

## Daniela-Tatiana Agheorghiesei (Corodeanu)

The Watchme Tourism Group has four divisions: Watchme Boutique Hotels chain, Watchme travel agencies, Watchme Youth Hostels and Watchme Water World Parks. Each of these divisions has a functional organisational structure. For reasons of cost efficiency, the executive management decided to create a single Market Research and Advertising Department, common to all divisions. Since this department was established from the outset under the umbrella of the hotels chain division, it remained subordinated to the manager of Watchme Boutique Hotels. Typically, each of the four divisions can request the Market Research and Advertising Department to undertake various market research or marketing campaigns, depending on its strategic needs and priorities.

The Head of the Market Research and Advertising Department, Joinus, is a graduate of Graphic Design and Visual Communication Studies. He has no managerial experience but he has turned out to be a very good professional in his field. Part of Joinus' role is to establish which of the four divisions has priority with their market research, advertising programmes or marketing campaigns after analysing the requests. Joinus always wanted to advance rapidly in the organisational hierarchy and therefore he needs to have the support of the colleagues from his division. To this purpose, Joinus decided always to give priority to his own division, Watchme Boutique Hotels, in ordering more market research. Often the other divisions had to wait a long time for their turn, even though they had good opportunities and strategic priorities. In consequence, the group's overall profits were suffering. The managers from the other divisions just received the same message following the scrutiny by Joinus: *"We already have an urgent task from the Hotels' division; please wait."*

Meanwhile, more and more conflict arose amongst the division managers. They concluded that priorities should not be established by the Head of Market Research and Advertising Department because he did not have adequate managerial competences or experience.

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

1. Identify and draw an organisational structure chart for the Watchme Group. Specify the advantages and disadvantages of this type of structure.
2. How would you resolve the conflict amongst divisions by adapting the organisational structure chart? What are the specific elements that would change the organisational structure? Justify your decision.
3. Why do you believe that the directors of the four divisions consider that Joinus does not have the necessary managerial competences or experience to establish the divisional request priorities?

### **Recommended Reading**

Daft, R. L. (2014). *Management*, 11<sup>th</sup> edn., South-Western Cengage Learning, Mason, OH (or any other Management book).

Robbins, S. P. and Coulter, M. (2012). *Management*, 11<sup>th</sup> edn., Prentice Hall, Upper Saddle River, NJ.

*Note:* This case study was developed after an inspiring case for critical analysis, entitled “Tucker Company”, published by Danny Samson and Richard L. Daft (2011) in *Management*, 4<sup>th</sup> Asia Pacific edition, Cengage Learning, South Melbourne, pp. 395-396.

# **Business Case of Leadership and Revenue Management**

by **Detlev Remy and Wolf Magnus Gerstkamp**

The importance of leadership in revenue management has been identified by many researchers (for example, Kimes, 2008) as a contributor to overall employee motivation, positive work attitudes, employee behaviour and overall performance of an organisation (for example, Carmeli, 2003; Gilley, Dixon and Gilley, 2008). The following case provides an example of the relationship between leadership and revenue management in a hotel organisation.

Mark recently started his new position as revenue manager at the Bellevue hotel in Singapore in August 2016. The hotel is a 70 bedroom boutique hotel, owned and operated independently. Previously, Mark had worked for almost six years as a revenue analyst for an American hotel chain at property level. Based on his skills, qualifications and experience, Mark was hired as revenue manager at the Bellevue, and was challenged to build a revenue management team, from existing employees of the room's division department. Furthermore, his job specification required him to coordinate the hotel departmental activities in terms of forecasting and revenue production. Additionally, he was told to report directly to the General Manager, Henry.

Mark's first few days started well; he met, and began to get to know, his colleagues from the various hotel departments. However, at his first head of departments' (HoDs') meeting in September, problems were encountered. Mark was outlining his plan to implement revenue management across all of the revenue generating departments, by focusing on creating a yield culture. Immediately, a number of HoDs reacted reluctantly to his proposal, questioning the sense of this new idea. Furthermore, some departmental heads opposed his idea to coordinate the forecasting directly as they argued that they would have better insight and control by doing it on their own. The meeting almost collapsed at this moment; Mark asked to finish the meeting right away but to schedule another meeting soon, giving the HoDs time to reflect on his plans.

Mark was wondering why the various HoDs did not show overall excitement about his plans, were unwilling to accept his ideas and even seemed to block all of them. He approached Henry for advice and support, asking him why colleagues did not seem to be satisfied with his

approach and new ideas. Henry listened attentively to all the ideas Mark wanted to implement. At the end of his explanations, Henry looked up to Mark and told him that his ideas were great, comprehensible and a good step forward for the whole organisation. However, he stressed that he had completely forgotten about updating his colleagues when he wrote his statement in the job advertisement: *“Revenue Management is no longer purely number crunching, looking at spread sheets and financial profits, and organisational reporting structures”*.

*“Team approach and the involvement of team members are crucial for the success of any business, including good communication skills - by communication skills I mean that when proposing fundamental business changes, you have to explain and justify: why you would like to make the change; how you propose to make the change; what is ‘in it’ for them and for the organisation,”* Henry continued. He suggested to Mark that everyone should be given a holistic overall idea of the proposed change and its implications for the organisational structure and for each individual to promote mutual understanding. Additionally, Henry suggested to Mark that he should also communicate with each individual upon whom the proposed change might impact prior to the next meeting to learn about their concerns. Canvassing other people’s viewpoints is a further step which can involve the proposed team members in the development of the new team and reporting structure. Henry also assured Mark that he would attend the next meeting and, in the interim, if approached on the subject by any member of staff he would give his full commitment to this new venture. Driving change and innovation is very important in leadership and leadership development and organisational success (Gilley et al, 2008).

Additionally, Henry recommended Mark to keep the following leadership information in mind: The interactions within a team are important if you are to understand everyone’s needs. You should assess the task needs for an efficient work flow within the organisation first and then define the tasks for the groups. It is important to understand team maintenance needs to enhance the self-esteem within the group and the team spirit. Furthermore, Mark must not forget the individual needs and schedule regular meetings with the individuals (or teams) to understand their ambitions, goals and ideas. This is an important part so that conflict or misperceptions may be avoided (Mullins and Christy, 2013). Keeping these points in mind, Henry suggested to Mark that he should rethink his leadership approach within the new team.

## References

- Carmeli, A. (2003). The relationship between emotional intelligence and work attitudes, behavior and outcomes: An examination among senior managers, *Journal of Managerial Psychology*, Vol. 18, No. 8, pp.788- 813.
- Gilley, A., Dixon, P. and Gilley, J. (2008). Characteristics of Leadership Effectiveness: Implementing Change and Driving Innovation in Organizations, *Human Resources Development Quarterly*, Vol. 19, Issue 2, pp. 153-169.
- Kimes, S. E. (2008). Hotel Revenue Management: Today and Tomorrow, *Cornell Hospitality Report*, Vol. 8, No. 14, pp. 6-15.
- Mullins, L. and Christy, G. (2013). *Management & Organizational Behaviour*, 10<sup>th</sup> edn., Pearson Education Limited, Harlow, UK.

## Questions and Activities

First examine the pertinent issues based on the recommended reading below then:

1. Determine and critically evaluate the concerns that arise due to Mark's leadership approach.
2. Make practical recommendations for Mark on how to structure his first weeks better to implement his overall ideas and vision.
3. Which leadership style would you recommend for change management in a small organisation? Justify and exemplify your recommendation.

## Recommended Reading

- Guillet, B. D. and Mohammed, I. (2015). Revenue Management Research in Hospitality and Tourism, *International Journal of Contemporary Hospitality Management*, Vol. 27, Issue 4, pp. 526-560.
- Buckhiester, B. (2015). *Leadership Insights*, HSMIAI Foundation, available from: [http://s3.amazonaws.com/rdcms-hsmai/files/production/public/FileDownloads/LeadershipInsights\\_CRO\\_2015\\_fnl.pdf](http://s3.amazonaws.com/rdcms-hsmai/files/production/public/FileDownloads/LeadershipInsights_CRO_2015_fnl.pdf) [accessed 01 February 2017].
- Rach, L. (2016). *Portrait of Revenue Management Leadership*, HSMIAI Foundation, available from: [http://s3.amazonaws.com/rdcms-hsmai/files/production/public/FileDownloads/Foundation\\_LeadershipInsightsCMO2016.pdf](http://s3.amazonaws.com/rdcms-hsmai/files/production/public/FileDownloads/Foundation_LeadershipInsightsCMO2016.pdf) [accessed 01 February 2017].
- Sy, T., Tram, S. and O'Hara, L. (2006). Relation of Employee and Manager Emotional Intelligence to Job Satisfaction and Performance, *Journal of Vocational Behavior*, Vol. 68, Issue 3, pp. 461-473.

# Lidice shall live

by Liběna Jarolímková

## Introduction

In June 2017 it was 75 years since the annihilation of Lidice. Today, there are only three women left alive, the youngest one aged 83, who witnessed and experienced the horrors of the Nazi empire. As so few victims survive, certain questions arise: Will people forget the suffering and the perpetrations of the Nazis? How will the sacred place in Lidice develop and change in the future? (Plavecky, 2016).

As a part of this case study, students should deliberate the ethical dilemmas, which emerge regarding attitudes to memorial grounds as a result of inadequate respect of its visitors towards the history of the nation. Students should consider and evaluate the current situation, the risks and consequences of inappropriate tourist behaviour and then propose possible feasible, practical and acceptable solutions for the elimination of this problem.

## Lidice – A Village Fated to be Wiped off the Map?

After the assassination of Reichsprotektor of Bohemia and Moravia, Reinhard Heydrich, on the command of K.H. Frank, the Lidice village, comprising 104 houses with 503 inhabitants, in the Czech Republic (then Czechoslovakia) was razed to the ground on 10 June 1942. One hundred and seventy-three men were shot dead and the women, along with most of the children, were transported to concentration camps (Ceskokrizemkrazem, 2017). The fate of Lidice was not isolated; during WWII, civilians were massacred all around Europe. There were many other villages that were destroyed in the Czech Republic including: Ležáky, Zákřov, Ploština, Javoříčko, Prlov. In other European countries, the annihilated villages included, for example: Oradour-sur-Glane in France; Marzabotto in Italy; Ostrý Grůň a Křak in Slovakia; and Kortelisy a Český Malín in Ukraine. In Belarus, over 5000 villages were burned to the ground. (Lidice Memorial, 2015)

However, it was believed that the Nazis did not pride themselves more on any other crime than the burning down of Lidice; that is the main reason why Lidice has become, in the eyes of the world, the major figure in the fight against Nazi Germany. Nevertheless, the intention of the Nazis to erase the village from the map of the world was never successful. Lidice village

has been rebuilt and there are many town squares, streets, villages or even women around the world, that are proudly called after Lidice in its honour (Lidice Memorial, 2015).

### **Lidice – Memorial Ground**

The revered Lidice Memorial Ground is located in the place of the original village and has been declared a national cultural landmark of the Czech Republic. Currently, there are several structures that recollect the fate of the villagers and their homes (Lidice Memorial, 2015). The main building of the area is the Lidice Memorial, whose interior houses a museum with a multimedia exhibition, called: “And the innocents were guilty...” (K2, 2006). The museum is surrounded by a vast sacred ground with the mass grave of 173 Lidice men (by the wall of the Horak’s manor, where most of the men were shot). The foundations of the original farmsteads, the remains of the Lidice church of St. Martin, the original graveyard and a school are located in the area as well. The venerated atmosphere is intensified by several statues: a statue of a woman, protecting her face from the flames; a statue of a mourning woman; a statue of a mother with a child; and a sculpture group in memory of the child victims, consisting of 82 child figures.

The respect for the victims is also symbolised by Lidice’s Rose Garden. A rose has become a symbol of Lidice, because the village was burned in the time when the roses were blooming. In the middle of the last century, following an initiative from a British parliamentary member, Dr Barnett Stross, a member of “Lidice shall live” organisation, growers were requested to send rose bushes to Lidice in support of the Lidice miners (See Lidovsky, 2013). By 2017, over 200 rose growers from all over the world had donated around 21,000 plants.

### **Lidice – The Loss of Respect for the Symbol of Lidice**

The vast area of the Lidice memorial is built as a park which is freely accessible to the public. However, recently, inappropriate behaviour has taken place; behaviour that it might be argued should not appear in such a revered location. Some people decided to arrange picnics on the meadow by the mass grave or to sunbathe. People sledge around, cycle and sometimes drive their quad bikes or walk their dogs, and there are drones flying over the memorial.

The questions arise: Should there be certain behavioural requirements from the visitors or not? If so, what should they be? In the spirit of Czech and the world’s reaction to the Lidice tragedy, depicted by the “Lidice shall live” initiative, the Lidice memorial park area should be

part of normal social life. Perhaps there should not be any drastic restrictions regarding visitors' behaviour around the memorial or its enclosure. It may be that all visitors should display a certain level of self-control and pay respect to local history in their behaviour.

### **Conclusion**

There is only a handful of people, who have suffered through and remember the atrocities committed by the Nazis during the annihilation of Lidice. The true witnesses are just the three surviving women. Therefore one might conclude that people today may not have enough respect for Lidice; won't the sorrow and the crimes be forgotten? (Plavecky, 2016).

### **References**

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<http://ceskokrizemkrazem.cz/lidice/> [accessed 05 March 2017].

Lidice Memorial (2015). Lidice Memorial, available from: <http://www.lidice-memorial.cz/en/> [accessed 03 January 2017].

Lidovky (2013). *Lidice musí žít! Milion liber od britských horníků komunisti zatajili*, available from: [http://byznys.lidovky.cz/lidice-musi-zit-milion-liber-od-britskych-horniku-komunisti-zatajili-1kc-/media.aspx?c=A131017\\_192258\\_in-media\\_ml](http://byznys.lidovky.cz/lidice-musi-zit-milion-liber-od-britskych-horniku-komunisti-zatajili-1kc-/media.aspx?c=A131017_192258_in-media_ml) [accessed 10 January 2017].

Plavecky, R. (2016). *Hrozí Lidicím ztráta úcty?* available from:

<https://www.novinky.cz/domaci/395714-hrozi-lidicim-ztrata-ucty.html> [accessed 28 December 2016].

K2 (2006). *And the Innocent were Guilty*, available from:

<http://www.k2films.cz/en/exhibitions/and-the-innocent-were-guilty/about-the-exhibition> [accessed 10 January 2017]

### **Questions and Activities**

1. What are the impacts of inappropriate behaviour of visitors to sacred places?
2. Which groups of visitors tend to behave inappropriately?
3. Suggest concrete plans and countermeasures for the suppression of inappropriate visitors' behaviour in the Lidice Memorial; for example, draw up a Code of Ethics for visitors to the sacred places.

### **Recommended Reading/Listening**

Czech Radio (n.d.). A Compilation of Audio Records of True Witnesses from Lidice, available from: <http://www.pametnaroda.cz/search?query=lidice> [accessed 21 February 2017].



izi.Travel (n.d.). Památník Lidice – Pietní území, available from:  
<https://izi.travel/en/5121-pamatnik-lidice-pietni-uzemi/cs> [accessed 21 February 2017].

MediaProstorCZ (2016). Památník Lidice, available from:  
<http://www.fototuristika.cz/tips/detail/601> [accessed 21 February 2017].

YouTube (2017). *Lidice – A Light Across the Sea*, available from:  
<https://www.youtube.com/watch?v=eZC2bmRtpj8> [accessed 21 February 2017].

# Safety Risks in Tourism Transport

by Daniela Matušíková and Anna Šenková

Safety is usually a key factor when choosing a holiday destination. Not only safety of the destination but also transport safety needs to be considered. This case examines the management of risk when handling a critical situation.

## Safety in Tourism

Safety and security have always been indispensable conditions for travel and tourism. It is an incontestable fact that tourism safety and security issues have become increasingly important in the last two decades (Kövári and Zimányi, 2011). Terrorist attacks often impact heavily on tourism (for example in hotels, airports, festivals, capital cities et al.) as mass concentrations of people are attractive to the perpetrators. For this reason, tourism operators need to be ready to react in critical situations. It is necessary for them not only to employ risk management techniques but also to devise rules on how to cope with extreme moments so keeping the visitors as safe as possible. The Association of British Travel Agents (ABTA, 2015) states that the safety and wellbeing of consumers are an integral part of the holiday experience; a recent ABTA consumer survey showed that ‘safety and security’ was the number one priority when on holiday with 89% of consumers highlighting this feature as ‘important’ or ‘very important’.

## Case Scenario

Imagine that you take a flight to an interim destination, which is not your final one, because there are no direct flights to your final destination. After landing, you have four hours to wait in the airport prior to taking another flight to your final destination. Your plane has just landed at the first airport and it is already on the runway. Everything seems to be all right but the plane stops at a relatively large distance from the airport. After 45 minutes on the tarmac, the flight attendants start to serve drinks. Passengers begin to ask what has happened and why they have not arrived on stand but there are no answers. After 60 minutes, the pilot speaks to the passengers. He announces that it is not possible to approach the airport because of the danger of a bomb. There has been a call to the airport saying that a bomb has been left in the terminal building. The information from the caller was very brief and that is why there is a need to check the airport. The pilot points out that the flight deck crew have to wait for further

instructions. After 210 minutes, the airport has been checked and the plane is cleared to come closer and to disembark the passengers. You have 35 minutes to find a gate.

### **Conclusion**

It might be argued that an effective manager should know how to react and behave in unexpected situations, how to lead the team whilst protecting those persons who become unintentional participants in unexpected situations. The safety of the passengers should be paramount but should management sometimes take risks and keep the tourism operation running?

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ABTA (2015). *Health and Safety: Raising Standards in Health and Safety*, available from: <https://abta.com/working-with-the-industry/health-and-safety> [accessed 20 February 2017].

Kövári, I. and Zimányi, K. (2004). Safety and Security in the Age of Global Tourism, *Applied Studies in Agribusiness and Commerce*, Vol. 5, No. 3-4, pp. 50-61.

### **Questions**

1. Have you ever experienced a situation like this?
2. If so, what safety instructions were given by the airport management, if any?
3. Have you heard about any similar situations?
4. What should you do if you miss the flight?
5. What compensation would you expect, if any?

### **Recommended Reading**

Federal aviation administration (2017). *Airport Safety and Operations: Airport Safety and Standards*, available from: [https://www.faa.gov/about/office\\_org/headquarters\\_offices/arp/offices/aas/aas300/](https://www.faa.gov/about/office_org/headquarters_offices/arp/offices/aas/aas300/) [accessed 20 February 2017].

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# Perceptions Regarding the Sense of Arrival/Place at the Two Main Airports in Western Newfoundland

by Ode Bob-Echikwonye, Roselyn N. Okech and Jose Lam

## Background

According to the travel industry dictionary, the sense of arrival could be defined as the first 10 seconds a guest experiences when he or she reaches a destination. These experiences could be a warm welcome, well decorated lobby/entrance etc. In general, sense of place describes our relationship with places, expressed in different dimensions of human life: emotions, biographies, imagination, stories, and personal experiences (Basso, 1996). The sense of arrival in airports could be viewed as the first impression of a city or destination. Many people see an airport as defining a city's character and identity (Future Airport, 2012).

Tourists typically have basic needs upon arrival at their desired destination. These needs are: transport, accommodation, food, security, entertainment etc. How these needs are presented to the tourist is important to the overall satisfaction of the visitor or tourist. The tourism goals of a destination could be perceived from the ways in which its airports are designed and managed. These days, airports have ceased to be just transport or commuting centres; they have become business, educational, social and recreational sites where passengers and stakeholders alike are offered leisure experiences, which may be cultural and/or historical in addition to dining and retail, while they enjoy their commuting activities. The airports which are often arrival points for key tourist attractions and popular tourist destinations, are upgrading their facilities to enhance passengers travel experience. Such upgrades might include: extension of general airport space to include restaurants; addition of local art or aesthetics to promote local culture or businesses native to those areas and, most especially, an introduction to local tourist attractions such as hiking trails, culinary routes, festivals, national parks etc. In this context, much attention is being paid to sustainable architectural design and technology. The majority of these upgrades and expansions are designed to accommodate the growing numbers of passengers passing through the airports.

Western Newfoundland and Labrador has three UNESCO World Heritage Sites. Newfoundland has the most UNESCO World heritage sites within close proximity in Canada. The entry points leading to these sites may be accessed by air, land or sea. A traveller's

experiences at any point of arrival can play a major role in forming his/her perception of a destination. These initial experiences may include: the local welcome; art; aesthetics; food and drink; accessible travel technology; culture; short-stay on-site accommodation; and service quality.

### **Deer Lake Regional Airport (YDF)**

According to data retrieved from [www.stats.gov.nl.ca](http://www.stats.gov.nl.ca) and [deerlakeairport.com](http://deerlakeairport.com), Deer Lake regional airport is the busiest airport in the western region of Newfoundland. In the month of July 2015, the airport recorded a record of 341,072 visitors and 18,248 flights, an increase of over 10% since 2013. The airport facility has experienced a steady growth in traffic since the year 2005. It also has achieved several activities since 2007. Activities including:

- opened a new 532 car parking facility in 2007;
- expanded its runway and air terminal building in June 2007;
- opened a new runway in September, 2010; and
- expanded its long-term parking to 677 spaces in 2011, 875 spaces in 2012, and 1237 spaces in 2014.

The facility is managed by a private Board, while national tourism related features of the airport (Gros Morne, wildlife exhibits) are managed by the federal government. A physical tour of the facility revealed visible changes to the airport surroundings. Evidence of a “sense of place” around the airport is noticeable to the attentive observer. The airport management has always made efforts to incorporate the culture and lifestyle of the province into the airport structure. Since the re-opening of the airport in 2007, the airport’s architectural structure has been designed to depict and represent several aspects of the region’s heritage and natural environment. The structure features: wooden panels in its interior design, representing the logging history of early Irish settlers in the region; artworks which depict the rare wildlife of the region; self-service parking terminals for travellers; and a user friendly tourist information kiosk. A fossil embedded flagstone wall enhances the entrance of the arrival section of the airport. Also a large, newly installed digital mural depicts the tablelands of the Gros Morne National park and covers a large portion of the entrance wall. All these features serve as representations of the natural, historical and cultural elements incorporated in the airport that create a sense of place for the locals and the visitors. Local stakeholders believe that more effort should be employed by government in local destinations promotion in order to increase

travellers' awareness of attractions that would, increase visitor satisfaction through the improvement of the sense of arrival/place (Schwartz 2016).

### **St. Anthony Airport (YAY)**

St. Anthony is the most northern town in Newfoundland and Labrador. It has a population 2,418 people living in the town. St Anthony is also home to an ancient Viking settlement (L'Anse aux Meadows) which is also a UNESCO World Heritage Site. Creating a strong sense of arrival at the St Anthony airport could enhance the town's tourism potential by promoting tourism attractions which the town has in abundance. These attractions include: wildlife; natural; historical; and rural tourism attractions. Although there are seasonal opportunities for the locals to view whales, icebergs, caribou and foxes, none of these attractions are represented in the airport facilities, although "sense of place" is very important to building the community as a tourism destination. Although St. Anthony is a smaller airport than Deer Lake, the unique combination of wildlife and plant life native to the town, and the potential for plant research and educational possibilities, seem to have been overlooked in terms of introducing this destination to visitors on arrival.

It should be noted that most passengers do not come for tourism purposes but for work, to visit friends or relatives, or they are local residents. Nevertheless, creating a sense of place would be a good way to increase awareness of the town. However, any changes made to the St Anthony airport facilities, would only be possible with direct authorisation and approval from government, due to the fact that the airport is fully controlled and operated by the federal government.

Improving a "sense of arrival" by major tourism players within the province would not only make a positive first impression for visitors it should also boost awareness of the tourism goldmines present in regions of the province. Furthermore, local inhabitants of the province would gain an appreciation for their history and heritage which might be shared with the world by means of social media. However, this sharing of culture, heritage and lifestyle would not be possible without a clear understanding of what constitutes a "sense of place" and how it might be represented to existing tourism markets. Furthermore, cooperation amongst towns, cities, municipalities and governments is inevitable if the creation of a "sense of arrival/place" is to be realised.

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## Questions

1. Consider and debate suggestions that might be implemented to improve the sense of arrival/place at all the entry points in Newfoundland?
2. How could the tourism attractions in Newfoundland be packaged to attract visitors from new global markets?
3. What kind of airport facilities/amenities would visitors and tourists require upon arrival?

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## Part 2i

### Revealed Case Studies



## **Hosted in a Palace**

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

The three star rated New Palace Hotel is located in a city 87 km away from the Mediterranean Sea. The city is much visited by tourists for its cultural and historical heritage but also for its proximity to the beach and airport. It is also an important university city, attracting large numbers of students worldwide.

A couple, Rita and Leonard, two Eastern European citizens choose to spend a week's holiday in the city during the last week of September, a favourable period because of the warm local climate. They plan to stay in, and visit, the city, to shop and go to the beach, which is less than an hour away by bus, on a fast highway. After they have considered all the possible offers carefully, they make the reservation online via a specialised website. The total cost of the accommodation is very attractive - 35% lower than in the summer holiday period, an aspect which is very well highlighted on the site.

Moreover, the hotel they have chosen is located centrally, near the old cathedral, three minutes from the local bus station and 20 minutes away from the main bus station. Its charm is explained by the fact that it operates in a small restored palace, which in the past had been owned by a well-known and controversial rich duke. The hotel has a restaurant with extended hours (for snacks and cocktails), 96 rooms with wooden furniture and hardwood floors, free Wi-Fi, room service and private parking, which can be reserved at extra cost. Overall, the hotel looks cute. The access to the main entrance (the hotel has two entrances) is via a tiny dome; therefore its facade is barely visible from the main street. The hotel is listed on the online booking site with a score of 8.3 out of 10 and the comments are very positive: great location (93 reviews, with a rating of 9.3); very helpful and well trained staff (62 comments); and very good cleaning (29 comments).

When they arrived at their destination, Rita and Leonard note, however, that there were some differences between the images they had seen posted on the reservation website: the rooms are quite small; they were barely able to move between the bed and a very small table fixed in the wall. The furniture was wooden but it was very simple, old-fashioned and rather outdated. The colour of the furniture and the walls was very sombre, emphasising the claustrophobic

atmosphere. The mini-bar was empty, except for two small bottles of mineral water gifted to the clients at the commencement of their stay.

Every night the two guests were faced with an extremely unpleasant noise as the window of their room opened into the courtyard behind the hotel and there was a noisy restaurant where customers spend several hours each night laughing and shouting. Therefore, they could not leave the window open even though it was still very hot and there was no air conditioning. Moreover, to their surprise, Rita and Leonard noticed that the woman who was cleaning the room had not left any soap or shampoo in the bathroom, just one sachet of shampoo in the shower.

Also, an unpleasant surprise was the quality of breakfast offering which was very poor and focused on pre-cooked food. Admittedly, the guest appreciation score mentioned on the website booking was only 7.2 (35 reviews). Despite this disappointment, the two guests noticed that the staff, although very young, were extremely helpful, pleasant, elegant, communicative and very competent, responding promptly to any customer requirements. Cleanliness in the room was impeccable. Indeed, the down town location of the hotel was very advantageous for sightseeing and shopping. One of the receptionists pointed out that the hotel had been full during the summer and, during this period, there were many organised groups staying there, especially from Italy, France and Russia.

When they returned home, Rita made an online evaluation of the hotel as requested by the booking website.

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

Analyse the situation presented in the case study:

1. Make a SWOT analysis for the New Palace Hotel.
2. Make a list of aspects that can be assessed to improve the quality of guest service offered by the hotel. What are the key points that require attention?
3. If you were Rita, how would you rate the quality of guest services offered by New Palace Hotel? (use a scale from 1= very low quality to 5=very high quality).
4. If you were the manager of the New Palace Hotel, what aspects would you seek to improve and how would you go about this task?

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## Is your Hotel Prepared for a Terror Attack?

by Klára Karakasné Morvay

Security has never been more important than nowadays, since terrorist attacks (for example, in Paris and Mali in 2015) have become more frequent. A strange situation occurred in the Todo Hotel\*\*\*\* located in the centre of a European capital. After a big storm some of the light bulbs in the corridors and in the restaurant exploded loudly, sounding as if guns had been fired. As everyone was frightened, the restaurant guests rushed out into the lobby. A few minutes later most of the hotel guests also came to reception in the lobby or tried to call the front desk, resulting in great chaos. Even the staff did not know what to do. It took almost an hour until they found out the exact cause of the explosion and they were able to reassure the guests who still remained there.

The following day the GM called Mr Tom Secure – Head of the Security Department – and blamed him for what had happened. *“It seems that we are not prepared for a real hostile event. We have fire alarms, bomb alerts and evacuation plans, but to tell the truth we are not prepared for terrorists. Nor are the guests!”*

That afternoon the managers discussed these issues at their meeting. Mr Secure had searched in advance for relevant information and he put forward some suggestions for a future plan of action. He considered the most important step should be to call for help from outside in case of a terror attack. He added that phone calls, social media and online messaging applications (for example, Myriad) would enable people inside the hotel to provide invaluable information to security personnel or police outside.

*“But what do they need to know?”* asked Mrs Clean from Housekeeping.

*“Some information can be of great tactical value and should be prioritised,”* replied Mr Secure: *“How many attackers can you see? Where are the ones you can see located? What is their language? Are you or is anyone else hurt? What kind of guns do the attackers have?”*

*“Regular folks cannot necessarily differentiate between pistols, assault rifles, sub-machine guns, etc.”* said Mrs Clean.

*“Yes, but you can say if they have long or short guns at least”,* Mr Secure responded.

*“How can we communicate with the guests staying in their rooms? Do you think that we can use televisions for sending warnings or instructions?”* asked Mr Agent, the Front Office Manager. He continued: *“The Front desk plays an important role in this case because of our central location. Knowing the proper methods of emergency communication is one thing. Implementing them appropriately in high-stress situations is something completely different. Without good training, the efficacy of even excellent tools is greatly diminished. However, when we put our staff under pressure in simulations, even though they intend to make an effective and intelligible announcement that will save lives, they generally stumble over words, speak quickly and make little sense. What do I have to instruct my colleagues to do if the terrorists are at the main entrance or in the lobby?”*

*“It depends upon ability and means. The terms most often used are ‘lockdown’, ‘run’, ‘hide’, ‘communicate’ and ‘fight’. While this may be sound advice, it also is incomplete and unclear. Such ambiguity can endanger lives rather than protect them”,* said Mr Secure and then he started to read his notes: *“To neutralise a threat means to create a situation where the hostile action or danger is no longer a threat to you or other potential victims. If the most effective way to neutralise the threat is by eliminating it, then that, too, is legitimate. If we have the ability and means to disarm a gunman, then we may choose that as the most efficient way of neutralising the threat. However, if we do not, then separation is the next best thing. We need to create time and distance between the attacker and victim, and preferably completely avoid contact between the two”.* He added: *“In terms of hotels, this means locking the guys with the guns out - plain and simple!”*

*“In spite of that fact that we have lockdown procedures we will not succeed in stopping the attackers from reaching their victims. The reason is simple. From the moment the first shots are heard or a car bomb explodes, you probably have 10 to 30 seconds before the gunmen are in our hotel lobby,”* the General Manager (GM) exclaimed. *“Hence, if you have to run around collecting keys or physically start locking six different doors and securing parking entrances, you do not have lockdown capability.”*

*“If we cannot physically lockdown our facility within 10 to 15 seconds, we do not have lockdown capability!”* agreed Mr Agent. *“In this case should all of us just run?”*

*“Well, that depends. Let’s say we are in our conference room and we hear gunshots outside. Should we run? What if I’m getting out of my car in our parking lot and I hear an explosion. Should I run? Not necessarily. There is a very simple rule of thumb in this regard”,* Mr Secure started to read again: *“Make a move only if you are certain that where you’re going is safer than where you are.”*

*“People run because that’s a natural response. In many cases, this instinctive reaction unintentionally transports them from safety to danger”,* noted the GM.

*“If we are in a conference room and the attacker is not, we are, for the moment, safe”,* said Mr Fix from the Maintenance Department. *“There is no threat in the conference room. However, if we blindly dash into the corridor we may well run into a hostile person holding a gun. It would be preferable to barricade ourselves in the conference room and maybe strategically position ourselves next to the door with a weapon of any sort, be it a chair or television that might enable us to disable any hostile person attempting to enter”.*

*“Or get on the floor and stay as far away as possible from the door. If you can disappear from sight into a closet, that’s even better”,* commented Mrs Clean.

*“Hiding is most definitely a great option to avoid harm. As any martial artist will tell you, the best block is not to be there. If I am not seen, I cannot be targeted”,* added Mr Gym from the Fitness Department. *“Hiding under a table or behind a chair is not adequate. This provides neither cover nor concealment and is a bad idea. Climb into a cupboard or slip into a walk-in fridge. Better still, lock yourself inside your hotel room or any room. That’s what we should advise our guests”.*

*“Is there any situation where we may fight?”* murmured the youngest guy on the Board.

*“Given a truly desperate situation of either fighting or being the next victim of a determined gunman, it is better, in my opinion, to fight. Such action at least gives you a chance. If all other options are exhausted, and you cannot run, hide or communicate your way out of a life or death situation, do fight as if there may be no tomorrow!”* replied Mr Fix.

*“A word about fighting to all of those who make their living doing something else...”,* mumbled the GM. *“None of us is Sylvester Stallone or Bruce Willis. Unless you are well trained and highly skilled, attacking the attackers should be your absolute last resort.”*

*“If you are going to fight a gunman on a shooting spree”,* continued Mr Fix, *“then do so with excessive aggression and force! There is no such thing as a proportional response against a terrorist who is trying to take your life! You must commit 100% and keep attacking until they are no longer a threat. Use any and all weapons in reach: chairs, tables, rocks, whatever it takes to neutralize the threat.”*

Suddenly everyone became silent; many options were swirling in their mind. The GM quietly summarised the meeting.

*“The fact that such a meeting topic is at all necessary is itself a sad commentary on our current state of affairs. Nonetheless, it is our reality. It is, therefore, our responsibility to prepare ourselves as well as we can in the sincere hope that we will never need any of the discussed actions. That notwithstanding, I’d rather have*



*this knowledge and not need it than need it and not have it. Please Mr Secure, prepare a scenario for the hotel regarding procedures to be adopted and taking account of everyone's considered and appropriate response in dealing with any future terror attacks, documenting any staff training that might be required."*

### **Questions and Activities**

1. What policies should be formulated in the hotel to deal with sudden hostile events?
2. How would you train the staff and prepare the guests for such situations?
3. Try to locate a professional company who would be able to help to advise you on hotel and guest security?
4. Take a look into the fire alarm or bomb alert plan in your college, university and/or workplace! Comment on it.

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# Tourism and Travel Chaos

by Neil Robinson, Crispin Dale and Mike Evans

Over recent years we have seen the actions of terrorist and criminal gangs impact negatively on global commerce and, specifically, on the tourism sector. One has only to look back over the past three or four decades to observe this scenario being played out fully, to observe the adverse effects on businesses and the subsequent downturn in the global economy due to such outrages. Tourism, as a component of business, has often been an untimely victim of political instability, coups, military disorder, wars and famine. Consider, for example, Northern Ireland in the early 1970s, South Africa in the late 1980s and early 1990s and, more recently, Algeria and Egypt where visitor numbers have been greatly impacted upon by a perceived fear of conflict or poor political security. Such concerns result in a downturn in both the macro and micro economy of a region. These effects are often confined to fairly small geographical areas but, more often than not, they are perceived as being much larger, so impacting upon neighbouring geographical locations.

Nevertheless, one should not under any circumstances underestimate the impact that terrorism can have locally alongside its potential sudden impact on global economics. Returning to Northern Ireland during the period of the troubles, the huge downturn in the economy had a 'knock on' effect on travel to and from Ireland. Whilst Ireland may have been safe for visitors, the regular images seen on television painted the region as being unlawful, ridden with anarchy and ungovernable. It was mooted that events depicted in, and reported by, the media were far from the real scenario on the ground; however, limited business development and investment resulted.

Moving on chronologically, during the first Gulf war (2<sup>nd</sup> Aug 1990 – 28<sup>th</sup> Feb 1991), visitor numbers to the Middle East and its wider geographical regions including Turkey and Cyprus saw a huge reduction, with business travellers in particular being affected; reluctance to visit such regions was due to the perceived threat of Saddam Hussain's political regime (Sönmez, 1998). In recent years terrorism in Turkey, Belgium, France and Egypt plus criminal activity in Mexico, resulting in the mass kidnapping of 43 students in September 2014 (Vulliamy, 2015), has further influenced leisure travel patterns across the globe (ITB, 2016). The immediate aftermath of the terror attacks in Paris saw a decline in flight and hotel bookings and resulted in a cost of 70 million euros to Air France/KLM (Morris, 2016).

It can be argued that no matter how limited a perceived terrorist atrocity is, it often has huge ramifications in terms of demand, global economic health and financial spend. Looking back at, arguably, one of America's darkest moments in history, 9/11, and the events immediately afterwards, the business and tourism economy of the United States was hit very hard, with declining tourist arrivals attributed to perceived fear of terrorism; business closures resulted due to the downturn in demand and unemployment was prevalent at a time when, it might be asserted, that the United States was safer than it had been at any other time in its recent history. The subsequent reduction in expenditure, and the downturn in the economic 'feel good' factor as a result of a perceived threat, had an immediate impact on the American economy. Within this downturn in the American economy, disastrous consequences for suppliers of goods and intermediaries, including the hospitality and aviation sectors, were apparent. In fact, the effects of 9/11 were felt as far away as in the Bahamas and Jamaica, resulting in a huge reduction of air traffic from their main tourist market, the United States (Pratt, 2003).

Looking to the future and from a business strategy perspective, global governments need to be more business savvy and ensure that the message of being 'open for business' is conveyed quickly and effectively post any conflict scenario. The effective utilisation of social media in an attempt to cut through the media hype needs to be managed effectively; the utilisation of price reduction strategies to attract people to visit a location is important, as is the reassurance of key stakeholders whose responsibility it is to reassure the visiting public. In addition, the utilisation of a diverse product portfolio mix would reduce sole reliance upon one or two key tourism products.

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

1. Search for information on destinations where terrorism attacks have occurred. What impact have these attacks had on the destination in the short, medium and long term?
2. In the event of a terror attack in a country of your choice, take on the role of a Government tourism advisor. What recommendations would you make to ensure a continued visitor flow?
3. Suggest strategies that tourism suppliers, such as hotels and transport providers, should introduce to minimise terrorist attacks.

## **Can Malta Save The Goose That Lays The Golden Eggs?**

**by Robert A. Clark**

This case considers the potential effects of growing water shortages in established tourist destinations with particular emphasis on Malta. It examines the effects of water related concerns highlighted in the Gambia, Bali, Zanzibar, Goa and Haiti along with other known issues that specifically threaten Malta's potable water supply. In conclusion, it identifies the circumstances that could possibly result in Malta becoming not just a tourist no-go destination, but also a humanitarian crisis.

In April 1984, the author travelled to the Gambia in West Africa for a two week vacation. Having arrived at his hotel well past midnight, he rose late the following morning and stepped into the shower only to discover there was no water. While the travel company's brochure had included images of the fabulous sandy beaches and beautiful hotel gardens, it failed to mention that the country was suffering at the hands of the 'Sahelian drought'. The Sahel region of Africa sits below the Sahara desert and stretches from the Atlantic Ocean in the west to the Red Sea in the east. The infamous 1970s drought, which lasted several decades and killed more than 100,000 people, was actually considered a "minor" event. Researchers have uncovered evidence that such droughts occur cyclically in the region and can be much more severe (Brahic, 2009).

In practical terms the drought meant that the hotel's water supply was turned off between 9 am and 6 pm. During the daytime, once a toilet had been flushed, the water closet was not refilled and, short of going to the beach and using sea water, there was also no easy means of washing your hands. Ill-fitting plugs also meant that water saved in wash basins would gradually seep away. Moreover, locally sourced bottled water, sanitising gels and hands wipes were still a thing of the future. Of particular concern were the arrangements that were in place for kitchen staff to wash their hands. Moreover, were appropriate levels of hygiene applied for washing and preparing food? On more than one occasion the author witnessed local inhabitants trying to catch water in tins as it fell from the frequently and generously watered hotel garden's plants and bushes. However, beyond the lush hotel grounds, while the beaches were magnificent, the countryside was parched and skeletal looking cattle struggled to find fodder on which to graze.

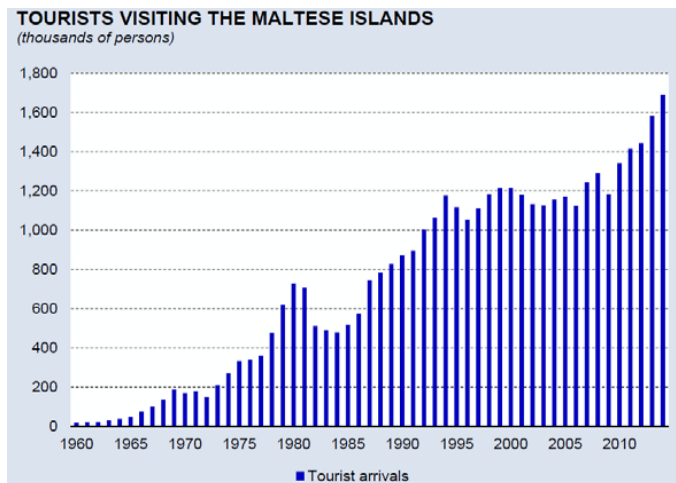
On the six hour flight back to the UK, the author frequently joined the seemingly never ending queue for the bathroom. He, like so many of his fellow travellers, had been inflicted with various forms of gastric complaints quite possibly the result of the far from ideal hygienic conditions that had had to be tolerated during his stay. Two months after his return to the UK, and not before several visits to his doctor, the author's health had finally recovered to its pre-vacation levels. He has never felt inclined to return to the Gambia.

Some tourism dependent economies are clearly suffering from poor water management. In this context, Cole (2013) cites Goa, Zanzibar and Bali, where tourism's high demand for water is in direct conflict with the local needs and water allocation is based upon ability to pay rather than basic human rights and needs. For many locals this situation has resulted in several serious issues not the least of which is the daily struggle to find sufficient water, much of which may be contaminated in some way. Anger in Zanzibar led to local communities cutting hotel water pipes which caused hotels to increase their security arrangements. Salt water intrusion, land subsidence, deteriorating water quality, increased water borne disease and conflicts over water resources have all been experienced (Cole, 2013). Moreover, in the case of Bali, between 75% and 80% of its Gross Domestic Product (GDP) is tourism dependent; hence, any reduction in tourist arrivals is felt keenly by the economy. With the potential impact of climate change now irrefutably on the agenda, if left unresolved, the growing conflict between the demands of the tourist industry and local needs can only continue to deteriorate (Cole, 2013).

Tapper, Hadjikakou, Noble and Jenkinson (2011) have also documented the issue of potable water demand exceeding available supply from sustainable sources leading to water shortages in a growing number of tourist destinations. This inability to meet local needs can have a serious effect on surrounding communities and natural habitats, as well as on the tourism sector per se. Moreover, it can result also in the emasculation of the sustainable development of destinations while undermining the right to water of communities in these destinations – a right already recognised by the UN General Assembly and the UN Human Rights Council (United Nations General Assembly, 2010). Water issues are now receiving significant attention from governments, the private sector, and civil society. Ever-increasing demand for water, coupled with the effects of climate change, is escalating pressure on water resources across the planet, including in many coastal and island tourism destinations (Tapper, et al., 2011). One such tourist destination singled out by Tapper et al. (2011), which faces the serious threat of water exhaustion, is Malta. This concern is endorsed further with the country being ranked 169 out of 175 globally in 2013 for total renewable water resources (The World Bank, 2013).

A former British colony, the Republic of Malta lies in the centre of the Mediterranean Sea, located approximately 100 km to the south of the Italian island of Sicily. The Maltese archipelago is comprised of the only completely independent islands that lie within the Mediterranean basin with three being inhabited – Malta, Gozo and Comino. Malta is the largest island and is approximately 27 km by 14 km, giving it a land mass of 316 km<sup>2</sup>. With a combined population of over 400,000, Malta is the most densely populated member state of the European Union. In 2015 its Gross Domestic Product (GDP) was reported as being in excess of €8 billion (National Statistics Office - Malta, 2016). The country also received a prestigious accolade in 2011 from International Living Magazine which voted it as having the best climate worldwide (Malta Independent, 2011).

**Figure 1 Growth of Maltese Inbound Tourist Numbers - 1960 to 2014**



Source: (Grech, 2015, p.24)

Tourism is a vital part of the local economy and, despite the occasional dip in annual visitors, since Malta gained its independence from the UK in 1964, as illustrated in Figure 1, it has enjoyed an upward trend. From a few thousand visitors in the 1960s, it is now approaching 2 million annual visitors. In 2015, tourist expenditure amounted to €1.644 billion, representing 15% of the GDP, with a total of 1,807,269 visitors each spending an average €918. By far the largest group of in-bound tourists travelled from the UK and numbered around 526,000, approximately 30% of the total, followed by Italy with 289,000. During the peak tourist months of July and August, visitors can temporarily inflate the islands' population by more than 50% (Malta Tourism Authority, 2016). Malta's roads, waste management systems, water management and beaches are stretched to capacity in the summer months, when tourism numbers are at their peak (Graham, Papatheodorou and Forsyth, 2010). Moreover, when the

ratio of annual tourists to local inhabitants is considered, Malta was 6<sup>th</sup> in the entire world (Haines, 2016).

With no surface lakes or rivers, Malta has to rely on two primary sources for its potable water supply – desalination, using the reverse osmosis (RO) process, and perched aquifers that are replenished by rainwater. There are three RO plants all located on the main island of Malta at Cirkewwa, Ghar Lapsi and Pembroke; these plants are power hungry and consume around 4% of the national power production. Water production in Gozo is only from groundwater sources with additional water transfers between Malta and Gozo being made through submarine water mains (National Statistics Office - Malta, 2011). During 2015 approximately 18 million cubic metres of water was produced by RO which represented 58% of the total production (Water Services Corporation, 2015).

*“We have been slow to give up on the myth of Earth’s infinite generosity. Rather grandly, we have overdrawn our accounts”* – Barbara Kingsolver (Kingsolver, 2010, p. 49)

Kingsolver’s (2010) observation can certainly be applied to the volume of water drawn from Maltese aquifers. Local hydrologist Marco Formosa estimates that *“we are over-extracting our aquifers by around 50 per cent over their sustainable levels”* (Vella, 2011, p. 1). Moreover, this problem is not new. The over exploitation of groundwater has resulted in saline intrusion in the aquifers adversely affecting the quality of tap water (Birdi, 1997). If this over-extraction is not brought under control, British geologist Gordon Knox predicts that by 2025, or even earlier, sea water will have replaced the fresh water in aquifers rendering them unusable (Debono, 2009). Certainly, a major contributor is the irresponsible and illegal practice of drilling private bore holes, thousands of which now exist, which facilitate the free removal of water from the aquifers. To date, this practice has gone largely unchecked and unregulated by authorities (Leone-Ganado, 2016). Moreover, arguably too little and too late has been the curbing of local farmers’ use of nitrates that has seriously contaminated the aquifers. *“Our ground water is also being contaminated by heavy concentrations of nitrates from fertilisers and by animal waste seeping into the aquifers. So poor has the quality of our ground water become that it must be mixed with desalinated (reverse osmosis) water to meet EU drinking standards for our homes”* - (Mercieca, 2012, p. 1).

However, in addition to the over-extraction issue, there are other threats that could disrupt the flow of Maltese potable water. Some, although not all, were listed amongst the top 10 key



threats identified by Malta's Critical Infrastructure Protection directorate during the country's 2016 national risk assessment exercise. Of specific interest are maritime oil spills, rated 2<sup>nd</sup> and earthquakes in 3<sup>rd</sup> position (Agius, 2016). In addition to causing ecological disasters, maritime oil spills can also block the sea water ingress for desalination plants and shut them down. Considering the massive quantities of oil released by various maritime incidents, Jacobsen (2014) illustrates how the comparatively small 2009 Norwegian incident involving the MV Full City releasing a mere 200 tonnes had a significant detrimental impact on tourism. A large stretch of coastline (circa 150 km) was contaminated by oil at the height of the tourist season (Jacobsen, 2014). If Malta should experience a similar event, in addition to any damage to its desalination plants, it is possible that much of its tourist frequented coastline would become unusable.

Earthquakes could present a serious threat to water production and waste water management along with the network of pipes that criss-cross the islands. The worst earthquake to have struck Malta happened in 1693 and, based upon the known damage to buildings, it was estimated to have been of magnitude 7.4 on the Richter scale. With the last earthquake to damage buildings in Malta having occurred in 1923, there will be very few people, if any, still alive who can actually recall the event. Even so, in the period from 2004 to 2014, over 170 earthquakes have occurred within a 100 km radius of Malta (Times of Malta, 2015). This is particularly worrying as Malta's water reserves are paltry at best. "*It is common knowledge that if the Reverse Osmosis plants are put out of service by a massive oil spill or similar disaster the entire country has only three days' drinking water supply*" - (Zammit, 2013, p. 1). Malta Water Association's Dirk Ketelaere painted a bleaker picture when he told a press conference that "Malta only has two day's supply of potable water in its reservoirs and the island is running a major risk by not preserving rain water. We are almost exclusively dependant on water produced via reverse osmosis. If something like an oil spill occurs, the island will have no water"; he added that some 90 per cent of the groundwater showed nitrate levels that exceeded the EU limit (Martin, 2014). Malta needs to take note of the effect of the 2010 earthquake on Haiti's water supplies. In the months after the massive 7.0 Richter scale earthquake, the problems of water scarcity increased greatly. The earthquake had a devastating effect on the entire country, including the already inadequate clean water supply. Earthquakes often cause damage to wells and water systems, which are a major source of fresh water for the people of Haiti (Sentlinger, 2010).

Although not included in Malta's Nation Risk Register 'Top 10', jellyfish blooms present an increasing double threat to tourism. A bloom can grow to dimensions in the order of 180 km in length, 2 km in width and 40 metres deep (Zammit, 2014). The obvious downside of jellyfish is the risk to swimmers sometimes causing hospitalisation to treat the effects of stings. During the summer of 2006, an estimated 30,000 were stung by jellyfish in the Mediterranean Sea (BBC News, 2006, p. 1). In some instances, the use of anti-jellyfish nets may be practical in protecting swimmers although it may become necessary to close beaches, something found necessary in Spain in 2011. It is also possible that a continued presence of jellyfish in Maltese waters may well deter tourists from visiting. Since the opening of the Suez Canal in 1869, almost 700 species of jellyfish have migrated into the Mediterranean Sea, a number that increases by around 12 additional species per annum. Power plants and desalination plants have already been damaged (Zammit, 2014, p. 1). For example, Israel's Hadera power plant was forced to close down when "*a gelatinous mass of these stingers clogged its cooling water intake*" (Zammit, 2014, p. 1). Two desalination plants at Ghubra and Birka in Oman were closed down simultaneously by a jellyfish bloom (Vaidya, 2003). Gershwin also reports further instances of jellyfish and desalination plant conflicts from Saudi Arabia in 1998, Kuwait in 2002 and 2008 plus Israel in 2009 (Gershwin, 2013).

In conclusion, with Malta's water resources currently stretched to their limits, notably at the height of the tourist season, the situation will only deteriorate with the continued depletion of its groundwater. This occurrence would naturally not happen overnight but it could gradually put additional pressure on both Malta's Water Services Corporation (WSC) and its consumers, including local residents and tourists alike. Further pressure will be applied to the WSC particularly if inbound tourist numbers continue to grow. A worst case situation could be perceived as groundwater stocks being depleted finally and a serious incident (for example, fire, earthquake, oil spill, jellyfish etc.) closes down one or more desalination plants during the high season. This catastrophe would not only act as a deterrent for would-be visitors to Malta but, more worryingly, it could create a humanitarian disaster especially with no more than three days' water supply currently stored in reservoirs. Moreover, it is conceivable that the water shortage related issues recorded by Cole (2013) in relation to Goa, Zanzibar and Bali, and the author's personal experience in the Gambia, could be replicated in Malta.

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**Table 1 Glossary of Terminology**

|                  |   |
|------------------|---|
| Aquifer          | Aquifers are underground layers of rock that are saturated with water that can be brought to the surface through natural springs or by pumping (Oskin, 2015)  |
| Desalination     | This is the process used to remove salt from seawater (AMTA, 2016)  |
| Perched aquifer  | An aquifer usually in permeable rock that sits above the water table.   |
| Reverse osmosis  | Reverse Osmosis is a desalination technology that is used to remove a large majority of contaminants from water by pushing the water under pressure through a semi-permeable membrane (Puretec, 2017) |
| Sahelian Drought | The Gambia was in the grip of what is known as the Sahelian drought (Gaulter, 2012).  |

### Questions

1. What do you see as the potential threats to tourists and local inhabitants in locations where potable water demand exceeds the supply?
2. In addition to water related crises, what other factors have the potential to damage tourism consumer confidence and drive visitors away from a location, country or even an entire region?
3. In considering question 2, what global examples can you also provide that support the conclusions which you have reached in answering that question?

4. While not restricting your answer to just water related crises examples, what evidence is there which illustrates that the tourism industry can quickly bounce back from most kinds of major setbacks.
5. Examples of poor water management exist in Malta. What actions would you recommend that could be implemented to alleviate the over-extraction of declining groundwater sources:
  - i. in the short term (for example, within the next two years)?
  - ii. in the longer term (for example, adopting a five to 10 year horizon)?

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# **Do Tourists value Sustainability? Perspectives of the European Travel Market**

**by Juan Ignacio Pulido-Fernández and Yaiza López-Sánchez**

Tourism, especially in Spain, is a strategic industry moving towards a sustainable economy. The latest Eurobarometer survey on "Preferences of Europeans towards tourism" (European Commission, 2016) sheds light on those European travellers who are and are not opting for sustainable tourism. The study shows that more than half of the respondents (54%) were not influenced by any environmental aspects when choosing holiday destinations. It is noteworthy, however, that four out of 10 respondents were influenced by at least one aspect. The study concluded that the country with the highest consideration for sustainability and environmental aspects, when choosing a holiday destination during 2015, was Luxembourg. In this country, 61% of people had taken into account at least one of the factors proposed, whilst Belgium was close behind with 57% of the sample, considering some element of sustainability in their holiday destination choice.

Other European Union (EU) member States that surpassed or equalled the EU average in terms of their claims to consider sustainability were: Romania, 50%; United Kingdom, 48%; Ireland, 47%; Slovakia and Lithuania, both 44%; Greece, 43%; and Germany, Croatia and France, all 40%. At the other extreme, the lowest percentages were: Netherlands, 24%; and Denmark and Sweden, both 28%. In Spain, 34% considered at least one element of sustainable tourism in their destination decision, which is also less than the European average of 40%. Outside the EU, the survey included Turkey with a very relevant 82% of the sample inclined to take into account at least one aspect of sustainability and Iceland with a low rate of 25%.

In conclusion, fewer than one in five respondents paid attention to the fact that the local destination had introduced sustainable or environmentally-friendly practices (17%), that the destination was accessible by a means of transport with low impact on the environment (15%), and that the hotel or accommodation had introduced environmentally-friendly tourism practices (13%). Only one in 10 respondents were influenced by the fact that the destination or service used was certified with a label indicating sustainable or environmentally-friendly practices.

**Table 1 Europeans' Tourist Perspectives on Sustainability**

Were any of the following aspects relevant for you when you chose the destination(s) to visit during your main holiday in 2015?  
(%)

|      | The local destination (city, village, region) had introduced sustainable/ environmentally-friendly practices (e.g. measures to protect natural and cultural resources, to reduce the environmental impact of tourism, or to involve the local population in tourist services and the benefits of tourism) | The hotel/accommodation had introduced environmentally-friendly tourism practices (e.g. energy/water saving measures, recycling, fair-trade food, etc.) | The destination was accessible by a means of transport with low impact on the environment | The destination or service used (e.g. accommodation, attraction) was certified with a label indicating sustainable/ environmentally-friendly practices | Other (SP.) | None of these aspects played a role when I chose my travel destination (SP.) | Don't know | At least one aspect |
|------|---|---|---|--|-------------|--|------------|---------------------|
| EU28 | 17  | 13  | 15  | 10   | 3           | 54   | 6          | 40                  |
| BE   | 28  | 31  | 23  | 17   | 2           | 40   | 3          | 57                  |
| BG   | 12  | 8   | 12  | 4  | 2           | 57   | 10         | 34                  |
| CZ   | 13  | 10  | 17  | 7  | 2           | 59   | 7          | 34                  |
| DK   | 11  | 9   | 9   | 7  | 3           | 67   | 5          | 28                  |
| DE   | 15  | 12  | 16  | 7  | 6           | 50   | 9          | 42                  |
| EE   | 3   | 4   | 2   | 1  | 4           | 82   | 7          | 10                  |
| IE   | 20  | 20  | 20  | 14   | 2           | 47   | 6          | 47                  |
| EL   | 15  | 10  | 19  | 8  | 2           | 55   | 2          | 43                  |
| ES   | 15  | 12  | 12  | 7  | 3           | 54   | 9          | 36                  |
| FR   | 21  | 13  | 11  | 11   | 2           | 52   | 6          | 42                  |
| HR   | 16  | 9   | 17  | 8  | 5           | 50   | 8          | 42                  |
| IT   | 12  | 12  | 11  | 8  | 2           | 59   | 5          | 36                  |
| CY   | 13  | 11  | 9   | 8  | 7           | 57   | 3          | 40                  |
| LV   | 17  | 12  | 13  | 10   | 1           | 57   | 4          | 39                  |
| LT   | 16  | 8   | 12  | 10   | 8           | 49   | 7          | 44                  |
| LU   | 32  | 31  | 24  | 21   | 3           | 37   | 3          | 61                  |
| HU   | 10  | 7   | 13  | 6  | 4           | 60   | 6          | 34                  |
| MT   | 14  | 20  | 10  | 12   | 2           | 56   | 5          | 39                  |
| NL   | 8   | 12  | 6   | 4  | 2           | 72   | 4          | 24                  |
| AT   | 13  | 15  | 17  | 10   | 1           | 62   | 2          | 36                  |
| PL   | 22  | 11  | 13  | 8  | 0           | 55   | 5          | 40                  |
| PT   | 15  | 18  | 13  | 10   | 2           | 52   | 10         | 37                  |
| RO   | 19  | 15  | 25  | 10   | 3           | 41   | 9          | 50                  |
| SI   | 8   | 9   | 11  | 7  | 2           | 67   | 6          | 27                  |
| SK   | 13  | 9   | 15  | 7  | 6           | 46   | 11         | 44                  |
| FI   | 13  | 12  | 15  | 5  | 1           | 65   | 5          | 30                  |
| SE   | 9   | 9   | 11  | 8  | 3           | 66   | 6          | 28                  |
| UK   | 27  | 21  | 25  | 18   | 1           | 47   | 4          | 48                  |
| MK   | 9   | 5   | 7   | 4  | 7           | 58   | 13         | 30                  |
| ME   | 9   | 19  | 11  | 5  | 3           | 50   | 7          | 42                  |
| TR   | 34  | 22  | 22  | 23   | 6           | 11   | 7          | 82                  |
| IS   | 9   | 9   | 14  | 6  | 2           | 66   | 9          | 25                  |
| MD   | 18  | 17  | 15  | 7  | 5           | 29   | 23         | 49                  |

Source: European Commission (2016, p.28).

\*In the above table countries are referred to by their official abbreviation (see Annex 1).

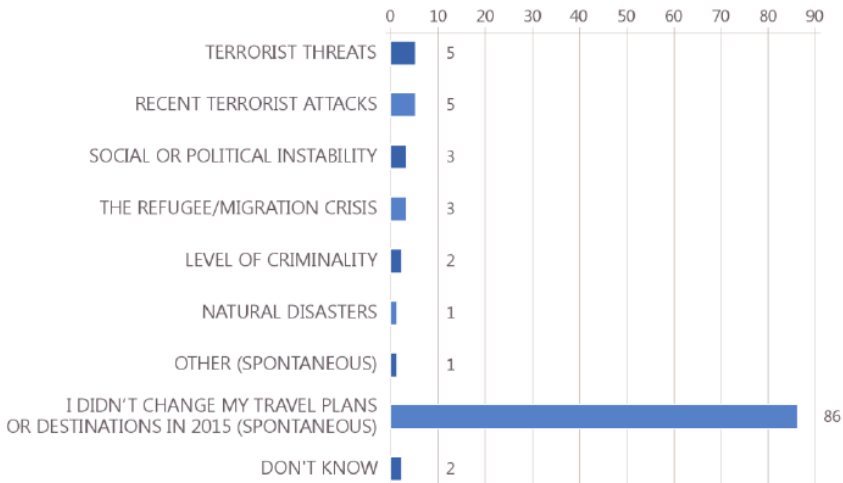
Note: Percentages do not all total 100 due to rounding.



Social-demographic analysis reveals a few differences by age. Younger respondents aged 15-24 years (47%) were more likely than respondents aged 25-39 years (36%) or 40 years and above (40%) to have been influenced by at least one of these aspects when choosing their travel destination. They were also more likely to say that they were influenced by the destination being accessible by a means of transport with low impact on the environment (20% vs. 12-15% in other age groups). Respondents who had left school at the age of 15 or under were the most likely to have been influenced by at least one of these aspects when choosing their travel destination (43%), whereas this was least likely to be the case for those who finished their education aged 20 or over (37%).

**Table 2 Changing Travel Plans or Destinations due to Local Conditions**

In 2015, did you change your travel plans or destinations due to any of the following situations at the destination?  
(MULTIPLE ANSWERS POSSIBLE)  
(% - EU)



Source: European Commission (2016, p.30)

The study reflects that 12% of respondents changed their tourist travel destination in 2015 for one or more of the following reasons: terrorist threat (5%); recent terrorist attacks (5% on average in the EU28); social or political instability (3%) and the migratory crisis (3%); the level of crime (2%); and natural disasters (1%)

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## Questions

1. If you designed a survey to determine how tourists valued the sustainability of destinations, what items would you include in the survey? Would you keep the items included in Table 1? Would you expand the survey? Justify your answer.
2. What EU countries do you think are most aware of sustainable tourism according to this survey? How would you interpret the results in Table 2?
3. What information can this survey provide for policy makers and destination managers?

## Annex 1

| ABBREVIATIONS |   |      |                                   |
|---------------|---|------|-----------------------------------|
| BE            | Belgium                                 | LT   | Lithuania                         |
| BG            | Bulgaria                                | LU   | Luxembourg                        |
| CZ            | Czech Republic                          | HU   | Hungary                           |
| DK            | Denmark                                 | MT   | Malta                             |
| DE            | Germany                                 | NL   | The Netherlands                   |
| EE            | Estonia                                 | AT   | Austria                           |
| EL            | Greece                                  | PL   | Poland                            |
| ES            | Spain                                   | PT   | Portugal                          |
| FR            | France                                  | RO   | Romania                           |
| HR            | Croatia                                 | SI   | Slovenia                          |
| IE            | Ireland                                 | SK   | Slovakia                          |
| IT            | Italy                                   | FI   | Finland                           |
| CY            | Republic of Cyprus*                     | SE   | Sweden                            |
| LV            | Latvia                                  | UK   | The United Kingdom                |
| TR            | Turkey                                  | EU28 | European Union – 28 Member States |
| MK            | Former Yugoslav Republic of Macedonia** |      |                                   |
| IS            | Iceland                                 |      |                                   |
| ME            | Montenegro                              |      |                                   |
| MD            | Moldova                                 |      |                                   |

Source: European Commission (2015, p.3)

## Recommended Reading

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# **What does Sustainable Tourism mean from the Perspective of the Tourist? Analysing a Mature Coastal Destination**

by **Yaiza López-Sánchez and Juan Ignacio Pulido-Fernández**

Sustainability has been regarded traditionally as a key factor for competitiveness amongst tourism destinations. However, policymakers and destination managers often assume this paradigm exclusively from the supply perspective. This case study demonstrates the importance of incorporating the demand perspective for the sustainable management of tourism destinations. On the basis of a survey conducted in a mature sun-and-sand tourism destination requiring a renewal of its tourism production and consumption patterns (Costa del Sol, Spain), it has been shown that not all tourists visiting a certain destination have the same knowledge and behaviour about sustainability. Moreover, different demand segments have been identified in order to guide sustainability policies.

## **What does it mean to be a “Sustainable Tourist”?**

Numerous studies on tourist consumer behaviour indicate that there is a growing awareness of the environmental, social and cultural impact that tourism activity can generate (for example, Adlwarth, 2010; Dodds, Graci and Holmes, 2010; Hedlund, 2011). Tourist behaviour is a fundamental issue in tourism studies, and, in particular, pro-sustainable tourist behaviour is a thriving field of study. In the literature on sustainable development, it is common to use the term "ethics consumers" for consumers who prefer products or services that are less harmful in terms of environmental and social issues. In the marketing literature, these same consumers are called "green consumers", which similarly includes consumers interested in ethical issues. Reviewing the literature, it is observed that there are many definitions that have been developed around this term. Certain authors claim that "green consumers" are those who are becoming more aware of and concerned about environmental problems, relating them solely to pro-environmental attitudes. Other authors extend the implications of the "green consumer" in a holistic view of a sustainable lifestyle.

Taking an overview, although these discourses use different terms, all are used to identify people who embrace ideals of sustainable consumption. Thus, these consumers appear to respond to market changes linked to sustainability and ethics. Table 1 shows a brief definition

of each concept by quoting some of the most relevant authors and emphasising studies that apply these concepts to tourism; to find all the references used to compile this table, please read the original source.

**Table 1 Consumers related to Sustainability**

|                             | <b>DEFINITION</b>   |
|-----------------------------|---|
| <b>GREEN CONSUMER</b>       | Most of the scientific literature links the green consumer only with pro-environmental attitudes, claiming that these consumers are increasingly aware of, and sympathetic to, the environmental problems. This definition agrees with the theoretical definition of environmental or ecological consumer. In fact, in many cases both terms are used interchangeably, especially in the field of "green or eco-marketing", which identifies it as a consumer concerned about environmental problems.   |
| <b>ETHICAL CONSUMER</b>     | Ethical consumption is linked to personal and intimate issues that are matters of conscience; the ethics of each individual are related to his/her own personal values, which are considered "good" or "right" from his/her particular vision of issues as complex as moral criticism, justice, social welfare, etc. The distinction between green and ethical consumption is important because ethical consumption encompasses more than merely environmental issues and, therefore, included a complex process of making decisions for consumers. |
| <b>SUSTAINABLE CONSUMER</b> | Sustainable consumption aims to safeguard fundamental values such as honesty, integrity, compassion, justice, freedom and peace against the supremacy of greed, fraud, excess and violence. It also pursues the efficient and intelligent use of natural resources to ensure the maintenance of the resource base for existence, a higher quality of life and equitable economic and social development.  |

Source: López-Sánchez and Pulido-Fernández, 2016a, p.60.

This case study endorses the approach that tourists in favour of sustainability are not a homogenous and static group, but that they vary depending on, as it is called in this study, their degree of "sustainable intelligence". López-Sánchez and Pulido-Fernández (2016a, p. 61) introduce the concept of "sustainable intelligence" as a latent variable considered as "an inherent capacity to a certain type of tourist, whose possession conditions their motivations, expectations and behaviours". According to the authors, a tourist with high "sustainable intelligence" is one who shows empathy towards sustainable tourism development in the territory where s/he enjoys holidays. Consequently, s/he has an intellectual understanding of sustainability and takes measures to facilitate the incorporation of sustainability in the processes of production and tourism consumption. Therefore, the development of "sustainable intelligence" is obligatory if tourists are to adapt their motivations, expectations and behaviours towards a much more sensible and responsible stance regarding a destination than is evident in many tourists' attitudes and behaviour at present.

From a statistical perspective, the "sustainable intelligence" is a latent variable (not directly observable) so it has been quantified by indirect indicators which, in greater or lesser degree, are related to the variable.

**Table 2 Survey Data Sheet**

|                         |   |
|-------------------------|---|
| <b>Universe</b>         | Tourists (domestic and foreign) staying overnight at one of the cities of the destination                                     |
| <b>Scope</b>            | Benalmádena, Casares, Estepona, Fuengirola, Manilva, Marbella, Mijas and Torremolinos ( <i>Plan Qualifica</i> municipalities) |
| <b>Type of survey</b>   | Structured questionnaire conducted by personal interview  |
| <b>Sample size</b>      | 1,188 valid surveys   |
| <b>Sampling error</b>   | ± 2.843 %   |
| <b>Confidence level</b> | 95 % ( $p = q = 0.50$ )   |
| <b>Fieldwork period</b> | July and August 2013  |

Source: Authors' own elaboration.

The study was conducted in the municipalities of Western Costa del Sol (Spain), a mature sun-and-sand tourism destination that is currently undergoing restructuring, encountering several developmental challenges associated with sustainable tourism (See Table 2 for basic sampling profile and statistics). The survey was structured in three parts: i) characterisation of tourism demand; ii) characterisation of tourism demand in terms of sustainability; and iii) economic implications associated with improving the sustainability of the destination. To define tourists' "sustainable intelligence" a set of questions (dichotomous or multiple choice) were employed. As it can be observed in Table 3, the preselected variables were grouped into four dimensions. From the perspective of tourists, these dimensions include various issues related to sustainability: knowledge, attitude or valuation, behaviour and economic implications.<sup>1</sup>

### **Segmenting the Tourism Market: A Latent Class Analysis Based on Tourists' "Sustainable Intelligence"**

López-Sánchez and Pulido-Fernández (2016a) identified and compared three segments – the "reflective tourist", "unconcerned tourist" and "pro-sustainable tourist" – showing their different levels of commitment, attitude, knowledge and behaviour with regard to sustainability segmentation (Table 4). This segmentation has been used in this case study to analyse the extent to which demand segments (66% reflective tourist, 17% unconcerned tourist and 17% pro-sustainable tourist), whose motivations, expectations and behaviours are different when visiting the destination in which this research was carried out, show a different willingness to pay to visit a more sustainable destination.

<sup>1</sup> The aim of López-Sánchez & Pulido-Fernández (2016a) was to demonstrate that, in these mature sun-and-sand tourism destinations, it is possible to identify one or more segments of demand that show a high level of commitment, attitude, knowledge and/or behaviour towards sustainability. Details of this methodology and findings have been published; for that reason, this study case includes only those results that are absolutely necessary for the reader to understand the origin of the investigation. Readers are invited to read the work for a supplemental background and methodological details that enhance the credibility of this case.

**Table 3 Variables Preselected to Define Tourists' "Sustainable Intelligence"**

| VARIABLES         | DEFINITION  | DIMENSION            |
|-------------------|---|----------------------|
| <b>Variable A</b> | Knowledge of the meaning of sustainable tourism destination   | Knowledge            |
| <b>Variable B</b> | Importance of working for the sustainability of tourism destinations  | Attitude/valuation   |
| <b>Variable C</b> | Type of sustainable behaviour during stay   | Behaviour            |
| <b>Variable D</b> | Valuation of characteristics relating to sustainability of the destination  | Attitude/valuation   |
| <b>Variable E</b> | Willing to pay for a more sustainable tourism destination   | Economic implication |
| <b>Variable F</b> | Acknowledgment of responsible business behaviour  | Knowledge            |
| <b>Variable G</b> | Provide an additional amount (to the total cost of the trip) ensuring by contract that the money is earmarked for projects to improve the sustainability of the destination | Economic implication |
| <b>Variable H</b> | Provide an additional amount (to the total cost of the trip), tax deductible, to improve the sustainability of the destination  | Economic implication |
| <b>Variable I</b> | Attitude towards the establishment of a tax to improve the sustainability of the destination  | Economic implication |

Source: Authors' own elaboration based on: López-Sánchez and Pulido-Fernández, 2016a.

**Table 4 Results of Three-latent Class Model (Characterisation of each segment)**

|  | Reflective<br>tourist | Unconcerned<br>tourist | Pro-sustainable<br>tourist |
|--|-----------------------|------------------------|----------------------------|
| <b>Size of the group</b>   | 0.66%                 | 0.17%                  | 0.17%                      |
| <b>Variable A: Knowledge of the meaning of sustainable tourism destination</b>   |                       |                        |                            |
| Do not know what it means  | 0.23                  | 0.32                   | 0.20                       |
| General understanding  | 0.37                  | 0.28                   | 0.36                       |
| In-depth understanding   | 0.40                  | 0.40                   | 0.44                       |
| <b>Variable C: Type of sustainable behaviour during stay</b>   |                       |                        |                            |
| Sustainable behaviour  | 0.15                  | 0.00                   | 0.15                       |
| Behaviour moving towards sustainability  | <b>0.79</b>           | 0.22                   | <b>0.63</b>                |
| Poorly sustainable behaviour   | 0.06                  | <b>0.70</b>            | 0.17                       |
| Unsustainable behaviour  | 0                     | 0.08                   | 0.04                       |
| <b>Variable D: Valuation of characteristics relating to sustainability of the destination</b>  |                       |                        |                            |
| All characteristics are valued   | <b>0.75</b>           | 0.00                   | <b>0.70</b>                |
| Many characteristics are valued  | 0.21                  | 0.32                   | 0.15                       |
| Some characteristics are valued  | 0.03                  | 0.48                   | 0.10                       |
| Not value any characteristics  | 0.01                  | 0.20                   | 0.05                       |
| <b>Variable E: Willing to pay for a more sustainable tourism destination</b>   |                       |                        |                            |
| Willing to pay   | 0.08                  | 0.09                   | <b>0.90</b>                |
| Not willing to pay, but with attitude towards sustainability   | 0.32                  | 0.32                   | 0.06                       |
| Not willing to pay   | <b>0.70</b>           | 0.49                   | 0.04                       |
| <b>Variable G: Provide an additional amount (to the total cost of the trip) ensuring by contract that the money is earmarked for projects to improve the sustainability of the destination</b> |                       |                        |                            |
| Yes  | 0.03                  | 0.05                   | <b>0.80</b>                |
| No   | <b>0.97</b>           | <b>0.95</b>            | 0.20                       |
| <b>Variable H: Provide an additional amount (to the total cost of the trip), tax deductible, to improve the sustainability of the destination</b>  |                       |                        |                            |
| Yes  | 0.03                  | 0.05                   | <b>0.72</b>                |
| No   | <b>0.97</b>           | <b>0.95</b>            | 0.28                       |
| <b>Variable I: Attitude towards the establishment of a tax to improve the sustainability of the destination</b>  |                       |                        |                            |
| Negative attitude  | <b>0.56</b>           | <b>0.83</b>            | 0.02                       |
| Positive attitude, but selfishness (self-centred)  | 0.02                  | 0.07                   | 0.13                       |
| Positive attitude, but with conviction   | 0.06                  | 0.06                   | <b>0.71</b>                |
| Neutral attitude   | 0.36                  | 0.03                   | 0.14                       |

Source: Authors' own elaboration based on: López-Sánchez and Pulido-Fernández, 2016a.

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## Questions

1. Analysing the characteristics of each segment, (Variables A to I), what are the main differences amongst them? What are the most outstanding differences between “pro-sustainable tourists” and “unconcerned tourists”?
2. According to the findings, there is a segment of the demand available to pay more for more sustainable destinations (pro-sustainable tourists). Should pro-sustainable destinations compete in price or be more expensive? Can sustainability be bought? Alternatively, for tourists with high purchasing power, can they be “sustainable” more easily?
3. In this destination, which segment or segments would you consider are most interesting for policymakers and destination managers? Justify/qualify your response.
4. Having examined this case, what actions would you recommend policymakers and destination managers to take in order to attract each of the segments identified?

## Recommended Reading

López-Sánchez, Y. and Pulido-Fernández, J. I. (2016a). In Search of the Pro-sustainable Tourist: A Segmentation Based on the Tourist “Sustainable Intelligence”, *Tourism Management Perspectives*, Vol. 17, pp. 59-71.

López-Sánchez, Y. and Pulido-Fernández, J. I. (2016b). Factors Influencing the Willingness to Pay for Sustainable Tourism: A Case of Mass Tourism Destinations, *International Journal of Sustainable Development & World Ecology*, p. 1-14, available from <http://dx.doi.org/10.1080/13504509.2016.1203372> [accessed 21 March 2017].

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# Perspectives of Cultural Events and Festivals in Ghana

by Mike Evans, Neil Robinson and Crispin Dale

The Republic of Ghana is a country in West Africa bounded on the south by the Atlantic Ocean and the west by the Ivory Coast, east by Togoland and the north by Burkina Faso. Its population is estimated at 26 million (World Bank, 2016; Ghanaweb, 2017) of which approximately 10 per cent live in and around the capital city of Accra. Ghana has 10 regional centres consisting of nine ethnic groups. The ethnic groups comprise Akan, Ewe, Guan, Ga-Adangbe, Gurunsi, Gonja, Mamprusi, Nzema and Kusasi people. The Akan ethnic are divided roughly into four major tribes which are the Asante, Fante, Akim, and Kwau (Buzz Ghana, 2016). All of the ethnic groups have their own distinctive cultural heritage events depicting their historical episodes such as: inter-tribal wars wins and losses; the slave trade; death of a prominent king or chief; disasters; violence; and suffering.

International, National, Regional or Local Events play an important role as one of the main motivators of tourism demand for most destinations. Events contribute prominently to a destination's development and marketing efforts as they are valued not only as attractions but also in place marketing and image enhancement (Adom, 2016; Pinson, 2016). In the past, tourism practitioners in Ghana have focused much attention on natural attractions but, in reality, festival and cultural events as tourism attractions have been the engine block for both domestic and international tourism in the country (Addo, 2011; Getz and Page, 2015).

Festivals in Ghana attract both domestic and international tourists. With regards to domestic tourism, festival and cultural events contribute significantly to local and regional tourism in Ghana. Festival events showcase local, regional and national cultural heritage with visible activities like durbar of chiefs, procession of traditional warrior groups, the adoration of new clothes, initiation into womanhood and manhood, drumming, dancing, feasting, pouring of libation, paying homage to ancestors and swearing of allegiance to traditional chiefs. These cultural festivities provide opportunities for tourists to experience and enjoy traditional music, dance, arts, gastronomy and the pageantry of different ethnic groups and tribes in the country. On festive occasions, various musical instruments (for example, drums, horns, xylophones, rattles, maracas, trumpets) are showcased (Kuuder, Adongo and Abanga, 2012). Perspectives on event tourism acknowledge that cultural events and festivals do bring about community

spirit, cooperation, leadership, enhancement of cultural traditions, improvements to social and health amenities and environmental quality to destinations. Communities use festivals to address issues of civic design, local pride and identity, heritage, conservation, local and urban renewal, employment generation, investment and economic development (Yeoman, Robertson, Ali-Knight, Drummond and McMahon-Beattie, 2004).

Furthermore, these occasions bring families together at least once a year, especially people working away from their hometowns or living abroad, who come home to participate in their local cultural heritage celebrations. Some festivities commemorate the inhumane treatment and suffering West African people went through during the slave trade era, when they were kept in forts and castles; most slaves died in chains and dungeons whilst awaiting to be shipped for forced emigration to the New World to work on plantations. These heritage events attract international tourists (African-Americans) from the United States of America and people from the Caribbean (Addo, 2007).

### **Political, Social, and Economic Implications of Cultural Events and Festivals**

Some types of cultural events and festivals do play pivotal roles politically, socially and economically from local to national levels. At local settings, political stakeholders such as chiefs and elders of a community, local people, sponsors, event interest groups, local councils, regional ministries all contribute to the funding of most cultural events. At national level, for events such as the Golden Jubilee (the celebration of Ghana's 50<sup>th</sup> Independence from the British), the Ghanaian government funded the event entirely. This event brought about regeneration of all the regional capitals in Ghana and the increased development of branded international hotels in Accra, the capital of Ghana. During the celebration, all political parties put aside their differences and worked closely together for the success of the Golden Jubilee (Addo, 2011).

Social and community implications of cultural events and festivals, at a personal level, may include opportunities for: family and friends' reunions; social interaction; having fun; consumption of traditional food and drink; participation in activities such as games and dancing; or to meet a potential future partner (Addo, 2011). On one hand, they offer an opportunity for the community to demonstrate that they can pull together for the common good, the preservation of cultural heritage and the commemoration of adverse experiences that their forefathers endured through tribal wars or the slave trade (Shone and Parry, 2004). On

the other hand, drunkenness, pick-pocketing, prostitution, noisy and rowdy behaviour of revellers might be cited as examples of negative social impacts of cultural events at a destination.

The economic impacts of cultural events and festivals on a community, arising from tourists' expenditure, may be subdivided into direct and indirect benefits. Visitor expenditure may include the support of activities such as restaurants, hotels, souvenir shops, drinking bars, transport services, agriculture and entertainers. For example, Ghana's Golden Jubilee celebration of independence in 2007 attracted record visitor numbers and revenue receipts in the three most popular museums in Kumasi, the capital of Ashanti Region (Addo, 2011). It is worth noting that, in some towns and within some communities, cultural events or festivals are seen as the way for economic salvation as other forms of tourism products, such as business conferences and meetings, might not be appropriate to the area (Shone and Parry, 2004). However, the seasonality of cultural events can have a negative impact in terms of only short-term economic benefits to a community.

### **Conclusion**

Cultural celebrations include festivals, carnivals, commemorations and religious events. These events can be hosted at either local regional or national level and may be a catalyst for the host destination's development and marketing efforts if they are valued as attractions and motivators for tourism, place marketing and image enhancement. Nevertheless, cultural events have political, social and economic implications for destinations. Although there may be potential positive and negative impacts, the aim in the planning and execution of any event is to ensure that the positive impacts surpass the negative ones.

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

1. From your own experience, as either a spectator or participant of an event, evaluate the possitive and negative impacts of that event on the host destination.
2. Following the discussion in question 1, write a report for that destination regarding ways in which the perceived positive impacts might be maximised and the negative impacts minimised in order to sustain the economic and social life of the local community.
3. Draw up a table to compare and contrast the potetial economic impacts of mega events and local events in the region under study.
4. How can catural events and festivals make a genuine contribution to the maintenance of the spirit in small towns and communities in order to strengthen local social cohesion and stimulate economic growth?

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## **Avitourism as a form of Niche Tourism**

by **Markéta Kalábová**

Avitourism is characterised as the recreational activity of observing wild birds in their natural habitat (CBI, 2015); it includes also identifying birds' behaviours, sounds and physical characteristics. Bird watchers enjoy bird watching everywhere they travel to, even if the travel is for different primary purposes such as other wildlife watching (Caribbean Tourism Organisation, n.d.). In the context of bird watching it is also possible to find the terms 'birders'/'birding' and 'twitchers'/'twitching'. While both subgroups are bird-watching enthusiasts, the latter subgroups are deemed to be an extreme version of the former. They do not spend much time observing birds but are content to simply identify a bird species and tick it off their list; in contrast to birders, they may travel extensive distances at great expense just to sight a bird but, in terms of tourism, they move very quickly from one 'hot spot' to another (Mayntz, 2017). Twitching can be controversial among bird watchers. Although twitchers can help to confirm sightings of rare birds, and they contribute to the support and preservation of venues by paying admission and car parking fees, they are sometimes seen as disruptive and ill-mannered by their fellow birders (Mayntz, 2017). "In extreme cases, some twitchers may be willing to break laws, such as trespassing on private property, in order to add a new bird to their life lists" (Mayntz, 2017, p.1).

Bird watching is a fast growing niche market (CBI, 2015). If it is to succeed in the niche tourism market, avitourism is a product that should be designed to meet the needs of bird watchers. To achieve this goal, bird watching locations should be identified so that they can establish and position themselves as niche tourism destinations (cf. Ali-Knight, 2011). However, product diversification and tourist distribution to different places need to be considered in order to avoid over-crowding and to minimise any seasonal effects (Novelli, 2005; Ali-Knight, 2011).

According to CBI (2015), the largest global market in terms of bird watching tourism is the United States of America followed by the United Kingdom (UK), which is also the largest market in Europe. The Royal Society for the Protection of Birds (RSPB), based in the UK, is the largest bird organisation in Europe with over one million members. Around 50 specialised bird watching tour operators in UK register about 20 thousand bookings in total per annum

(CBI, 2015). The second largest European bird watching market, which is growing rapidly, is the Netherlands. Among product specifications are: availability and variety of birdlife; safety; accessibility; infrastructure, knowledgeable guides; birder-friendly accommodation; and availability of other activities (CBI, 2015). One of the problems with niche tourism destinations may be that they appeal only to a very limited market.

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## Questions and Activities

1. Which tourism companies/organisations in your country work on behalf of bird watching?
2. You are planning to offer bird watching holidays and short breaks; design a survey to profile the tourism needs and personal preferences of bird watchers.
3. Design the programme for a four day bird watching holiday in your chosen area to include: the travel route, duration/timings; three options for accommodation in different categories; alternative forms of transport; all meals and entry fees. Provide alternative costings per person.
4. Design an educational trail with information about the bird life in a forest or area of your choice. Provide a map; identify stops and the distance between them with possible activities/hides/sightings at each stop. Choose one stop on the trail and design an information board in detail.
5. How, and to whom, would you market: (i) the holiday; and (ii) the educational trail?

6. Have you any suggestions on how you might expand the market at your chosen destinations?

### **Recommended Reading**

CBI (2015) *CBI product factsheet: Birdwatching tourism from Europe*. Available from: [https://www.cbi.eu/sites/default/files/market\\_information/researches/product-factsheet-europe-birdwatching-tourism-2015.pdf](https://www.cbi.eu/sites/default/files/market_information/researches/product-factsheet-europe-birdwatching-tourism-2015.pdf) [accessed 15 January 2017].



# The Role of Souvenirs in Promoting and Sustaining Culture: the Christmas Market in Budapest

by Eszter Benke

## Background

### *Sustaining Culture in Tourism*

Sustainable tourism has been a major concern for responsible tourists and tourism authorities alike for the past few decades. The efforts that have been made to implement sustainable practices in tourism are clearly apparent and the achievements are by no means negligible. The economic, environmental and socio-cultural aspects of sustainable development should be considered equally important yet, the latter, due to its highly subjective and intangible nature is probably the most difficult to address. A number of national and international organisations and associations play a major role in protecting and sustaining local and global cultural assets. Cultural tourism is also considered one of the major promoters of the sustainability of cultural values; nevertheless, the double edged nature of sustainability is an existing issue even for this type of tourism (for example, Ashworth, 2009; Du Cros and McKercher, 2015).

### *Commoditisation of Culture and the Loss of Authenticity*

One possible threat to cultural tourism in fulfilling its original role is the commoditisation and commercialisation of the cultural values it aims to promote. Considering culture, a commodity is not a recent phenomenon (Greenwood, 1989): “tourism turns culture into a commodity, packaged and sold to tourists, resulting in a loss of authenticity” (Cole, 2007, p. 945). The notion of authenticity in tourism, also referred to in the former definition, is widely discussed in the research literature (for example, Cohen, 1988; Wang, 1999; Olsen, 2002; Martin, 2010; Gnoth and Wang, 2015; Shepherd, 2015) since staged authenticity (McCannell, 1979) and staged cultural experiences are a frequent substitute for the real cultural, traditional event. Opinions largely differ on whether satisfying the needs of tourist can proceed in parallel with the protection of authentic cultural values. There are competing views on how to best retain the socio-cultural identity of a given culture or of a specific host community.

*Souvenirs as Part of the Travel Experience*

Souvenirs have been an inherent part, and have constituted a significant element, of the travel experience since the early days of tourism (Swanson and Timothy, 2012; Hume, 2014). Ubiquitous they might be, yet their contribution to the commoditisation of culture is unquestionable. Souvenirs are usually associated with the concept of culture in a negative sense: they are regarded as representatives and promoters of popular culture and undesired cultural change. It should, however, also be considered, how souvenirs can and should promote culture and contribute to the sustainability of the host culture. The types of objects that can act as souvenirs have undergone major transformation for centuries: whereas in the early days of tourism local handicraft and artwork reminded the traveller of their experiences, today almost any object can become a souvenir. The direct link between genuine artwork as a souvenir and the protection of local culture, as well as between genuine artwork as a commodity and the economic benefits, may be established simply. (At this point the exploitation of the local workforce for such purposes and thus the potential negative effects are not discussed.) Souvenirs, however, in most cases are not examples of genuine artwork.

*Souvenir Categorisations*

According to Gordon's (1986) early but seminal work, souvenirs fall into five distinct categories: (i) "Pictorial images" either as postcards, snapshots or photos in travel books capture the travel experience either for the traveller or for the person who receives it as a gift; (ii) "Piece-of-the rock" type souvenirs are small objects from the natural environment in the destination. Shells, pebbles and pine cones are examples of such items; (iii) "Symbolic shorthand" souvenirs, unlike piece-of-the rock souvenirs, which are collected from the natural environment, are mostly manufactured. They function as shorthand because they are a brief indirect reminder of the original travel experience. They are, typically, miniature replicas of famous buildings or artefacts, either functional, such as a famous object shaped bottle opener, or simply non-functional collectibles; (iv) "Markers" are defined by Gordon (1986) as general, everyday objects which receive their souvenir roles by the inscription that refers to their place of origin; and (v) "Local products" include the widest range of merchandise including edible and non-edible products typical in the region, for example, local food, drink and clothing. This final category also includes "local crafts". Since the appearance of Gordon's taxonomy, a number of further categorisations have emerged. This proliferation of interest in souvenir categorisation is consistent with the interdisciplinary nature of the approaches to the investigation of souvenirs. Stewart (1993) collapsed the five categories applying a new

perspective: he differentiated between sampled and representative objects. Items belonging to the former category are similar to Gordon's piece-of-the-rock souvenirs which are taken from the natural environment by the tourist without any local mediators, whereas representatives are any souvenir items that can be purchased. Hume (2014) suggested that the latter category should be subdivided further to ensure that the representative objects could be differentiated from those crafted. The author built his own taxonomy of ideal souvenirs based on these three new categories. Furthermore, he did not fail to deal with the concept of 'kitsch' which is a frequently discussed concept in the research literature on souvenirs (for example, Urry, 2002; Haldrup, 2017).

### **The Case: Christmas Markets in Budapest**

#### *Christmas Markets*

Souvenirs and kitsch might be the first notions that one associates with the popular tourist attraction of Christmas markets. These markets have gained immense popularity recently during the winter holiday season in Europe and have become a strong travel motivation for a large number of tourists. The idea of Christmas markets originated in Germany and the largest numbers of Christmas fairs still welcome visitors in Germany. The popularity of the attraction, however, is not limited to Germany; today most major European cities and also smaller towns host Christmas markets. They also exist outside Europe and their organisation is not linked exclusively to German inhabitants living in a country different from their country of origin. Christmas markets are popular with both domestic and international tourists.

The most widely reviewed Christmas markets by the TripAdvisor reviewers are located in Germany, Austria and France (especially the Alsace region) but the UK, Italy, Hungary and Belgium also boast popular Christmas markets. These winter attractions share a number of common characteristics. Stalls, located in specifically designated areas, most commonly in the open-air, offer products for sale as well as culinary and cultural experiences related to the festive season. Hot drinks, which differ slightly depending on the local specialities of the country, are on offer. These shared features also appear in the TripAdvisor reviews. The most frequent words associated with the travellers' experiences in Christmas markets across Europe are as follows: hot wine (mulled wine, spiced wine, vin chaud, punch, gluhwein); traditional food, (sausage, roasted chestnut, prunes, bratwurst, roasted nuts, potato cakes, raclette, apple sauce, gingerbread, fried potatoes, pretzel, nougat, mince pie, goulash, chimney cake, strudel, small pancakes); lovely market (small stalls, food stalls, craft stalls, stall holders, Christmas tree,

Christmas decoration, illumination, light show); souvenirs (for example: teddy bears; themed, hand-crafted or handmade items; punsch mugs; unusual or unique gifts; jewellery; wreaths; arts and crafts; beeswax candles; clothing; tat; and leather goods); old town (city centre, beautiful city, great city to visit, beautiful backdrop); and great fun (ice rink, carousel, Ferris wheel, big wheel, fantastic atmosphere, Christmas spirit, Father Christmas, bucket list, worth a visit).

The basic function of Christmas markets is to set the festive atmosphere for the approaching Christmas. This function is achieved in a number of ways many of which could be used to spread and popularise culture and thus enhance the image of the destination. From the shared attributes enumerated above, it is suggested that the following might act as suitable mediators of culture: handcrafted objects; and local food and drink specialities.

Travellers' reviews enumerate national specialities which can represent the gastronomic culture of the destination. The word lists associated within some of the categories above reflect local varieties of similar items, especially in the case of food and drink. 'Mince pie' is mentioned in a review written about a Christmas market in the UK, 'pretzel' is a typical food eaten in Germany and Austria and 'chimney cake', a Hungaricum, is a typical fair food prepared and sold in open-air markets in Hungary. In the Budapest Christmas markets, food and drink dominate the scene. In addition to chimney cake, further Hungarian specialities are also available both for immediate consumption or packaged as souvenirs. These edible items might be appropriate representatives of Hungary's gastronomical heritage but, as TripAdvisor travellers' reviews suggest, the quality of these products in most cases does not meet the expectations of the consumers.

The attributes related to the location and atmosphere seem to be universal. The list confirms that the souvenirs available at such markets represent a wide variety of goods; the goods available at the festive season most probably cover all types of souvenirs mentioned in the taxonomies above. However, those souvenirs belonging to the kitsch category ("tat" as mentioned in one of the reviews) are categorised with the handcrafted items, which most probably represent the other end of the souvenir continuum. Such items may be perceived by the purchasers to reflect, protect and promote the cultural heritage of the country. 'Whether they do so or not?' and 'If not, why some fail to do so?' are major questions. The issue of sustainable tourism is a controversial issue, as it has already been pointed out. In order to

satisfy the needs of mass tourists, and to make profits for the locals, mass-produced uniform items which are neither objects of national production or identity nor of aesthetic value, are often available for purchase. Nesting dolls, fur hats, fake pashminas, plastic handbags are examples of such items. Whereas Christmas markets could perform an important role in interpreting and promoting the culture of a given destination, the predominant part of these tourist attractions do not envisage such objectives.

### *The Case of Budapest*

The first Christmas market in Hungary opened in Vörösmarty Square in 1998 in Budapest and, at that time, it was the only such attraction in the city. Its popularity grew immensely and business took up for the vendors in the initial years of its operation. Its original time span has been extended; the event, initially scheduled for the advent period, starts at the beginning of November and closes at the end of December. The area covered by the market has widened for the past years and a number of other markets have also opened in other parts of the city. This expansion has resulted in the apparent loss of its original function as a conveyor of traditional Hungarian festive customs. Nevertheless, together with its “extension” at the nearby Cathedral, it has remained the most popular Christmas market for foreigners. Smaller markets, off the beaten track, primarily serve the needs of domestic visitors, particularly families who support the kids’ Christmas handcraft workshops, ice rinks and entertainment programmes. Most probably, foreign tourists are less likely to visit such unique Christmas markets as the one offered by the Castle Museum in the 22<sup>nd</sup> district due to their off-the-beaten-track location. Home-made produce and handcrafted artefacts are offered in two smaller Christmas markets in the inner city. Thematic markets are also a relatively new feature in the line of attractions; in 2014 the City Park introduced the first thematic Christmas market in which the Balaton wine region was in the main focus. Wine and local produce tasting, and a ‘wine bottle’ ornamented Christmas tree in the middle of the largest ice rink of the city, were specific features of the event. Unfortunately, the event did not continue in the following years; this Christmas wine-tasting festival seems to have been designed to be a ‘one-off’ event.

### *Christmas Market Souvenirs*

After the initial years of success, for a substantial period of time, the main Christmas market in Budapest attracted vendors whose priority was not to act as mediators of culture. Mass produced Christmas souvenirs, pervasive smell of burnt roast, heavy smoke and appalling quality of food characterised the once breath-taking winter attraction in one of the most

wonderful squares of the city. Recently, tourism authorities and the city administration entrusted the Budapest Festival and Tourism Centre with the organisation of the main Christmas market. The new owner of the market introduced a number of changes. Food stalls were confined to a restricted area and 'sit-down' eating options were also provided. More importantly, attempts were made to enhance the quality of the food and to widen the variety of choice. In addition to the traditional Hungarian goulash, additional local specialities, including fisherman's soup, foie gras, and trout were also on offer. The Hungarian Handcraft Association (HHA) acted as co-organiser of the event and the authentic and claimed 'genuinely handcrafted' souvenir line was also strictly regulated. The HHA's mission is to cherish cultural traditions, support and promote folk artists and thus sustain art forms which are vulnerable to commercialisation and commodification. Their participation ensured that the arts and crafts items on display at the market represented real cultural values. An additional novelty of the Christmas market was the participation of charity organisations and the presence of different charity activities. From a brief overview of bloggers' opinions, it seems that a positive change has started which is confirmed by the following samples:

[Blogger 1]

*Some of the best quality and most unique gifts can be found at the Budapest Christmas Fair. In fact, items for sale at the Christmas market stalls are selected and **approved by a panel of folk art experts to ensure that visitors are buying nothing but hand-made, good quality, Hungarian items.** With over 122 stalls offering a range of unique gifts, plan some time for shopping and expect to pick up quite a few gifts to take home with you. With a lot of different items being sold at the market, from the practical rattan carpet beaters to the beautiful and fragrant dried fruit and spice garlands, you are sure to find the perfect gift for yourself or someone else. Some things to keep your eye out for include the specialty jams and honey, cold pressed pumpkin seed oil, and my personal favourite, the fine ceramics painted in blue and gold.*

[Blogger 2]

*Knowing that I had signed up for a Christmas markets tour, I showed up to Budapest with an extra duffel bag tucked away in my suitcase. I anticipated filling it with gifts for loved ones and maybe the odd treat for myself. Little did I know, I would return with the bag stuffed with enough ornaments to decorate my first Christmas tree, and about twice as many gifts as my family was used to getting from me. Christmas was very good to them this year! This might sound a bit weird, since most of the ornaments we are accustomed to putting on our trees are of the plastic or glass variety, but I found many in Budapest whose principle ingredients were various spices*

*like cinnamon or cloves. I picked up an angel that was holding dried cinnamon sticks, and a small wreath made up of various dried fruits, leaves, and spices.*

[Blogger 3]

*The Budapest Christmas Fair takes place on Vörösmarty Square in the heart of Budapest. We visited after taking a scenic Danube River cruise and despite the pouring rain, it was still lively with a band on the main stage entertaining market goers clutching mugs of mulled wine and hundreds of booths selling traditional Hungarian handicrafts, leather products, and Christmas ornaments. The world famous Hungarian confectionery Gerbeaud draws crowds for its sweet treats year round, but in December the windows of Gerbeaud serve as Budapest's most famous Advent Calendar. In a grand display and to the tune of the chimes of Szilvia Kárász, a new window is opened everyday precisely at 5pm to reveal a new contemporary work of art. Because of the rain, we sadly didn't spend much time at the Budapest Christmas Fair.*

[Blogger 4]

*Budapest loves its Christmas traditions, and its festive fairs are as popular as any similar activity in the neighbouring countries. In places like Vienna, Prague, Leipzig, Dresden, Basel, and so on, Christmas markets attract thousands of tourists. This is the case for the Christmas Market on Vörösmarty Square, in the heart of Budapest, a traditional event since 1998. But this is not the only fair to enjoy the Christmas spirit in town. Like everywhere else in Europe, Budapest opens its Christkindlmarkets four weeks before Christmas, and just like everywhere else, they bring in front of the public a wealth of local traditions, arts and crafts, music and carols, and, of course, sweet and savoury treats specific to the season.*

*The Christmas Market on Vörösmarty Square, as already mentioned, is the most popular of all. Here is where all the tourists mingle, and it is hard to spot a local in the crowds. It is a picture-pretty setting, with spectacular lights, and scent of mulled wine in the air, a place to party, as well as **a place to find handmade gifts and artisan Christmas art, all authentic, and made in Hungary.** If you let your imagination free, you'll feel like a fairy tale character in front of the beautiful Café Gerbeaud, watching the light painting shows, and listening to the choirs.*

*Right in front of the beautiful St Stephen's Basilica you will find Budapest's second most popular Christmas Market. This is a young tradition, dating only from 2011, but equally interesting for travellers, due to its location. For those who are looking for **high quality traditional crafts**, this is perhaps a better destination than the Christmas Market on Vörösmarty Square, **because members of the National***

*Association of Folk Artists are selling their creations here. It shall be easy for you to visit both Christmas fairs, as they are located within walking distance from each other.*

The highlighted references in the blog posts above seem to suggest that the Christmas markets in Budapest now offer products and services that are unique to the given destination and might act as mediators of culture. The sampled opinions, however, are by no means representative and bloggers' perceptions of souvenirs being genuine and authentic are not easy to corroborate. It should also be noted that local inhabitants have a slightly less positive attitude to the Christmas markets due to the increased number of visitors, prevailing unpleasant smell of the food stalls and the unexceptionally high prices. Nevertheless, the noticeable attempts to offer goods and services that are unique to the culture of the destination should be considered a positive shift towards sustaining the heritage and culture of the destination. This case study began with a discussion of the need to sustain cultural values and the role tourism plays in these efforts. Our aim was to describe how apparently insignificant factors, such as souvenirs, can have a vital function in shaping the image of a destination in order to meet tourists' tastes, expectations and demands. The case of Christmas markets and souvenirs identifies an area in which it is necessary and possible to make efforts to transform products of mass culture into mediators and protectors of real culture.

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## Questions and Activities

1. Do street souvenir vendors pose a threat to tourism in any way? Why? Why not?
2. How is the idea of slow tourism related to the idea of authentic experiences? What is the role of souvenirs in this relationship?

3. Do you agree that *any* food or drink specific to a destination can act as a souvenir?  
Describe some edible souvenirs.
4. Demonstrate through a specific case how staged authenticity is apparent in a traditional cultural event/artefact turned into a show/object for mass tourists.

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## Part 2ii

### Further Revealed Case Studies



# Authentic Fish Restaurants in Vojvodina - "Čarde"

by Bojana Kalenjuk, Dragan Tešanović and Maja Banjac

## Introduction

Vojvodina is a region located in the north of the Republic of Serbia, which is mainly lowland, with numerous rivers and a large number of standing waters and lakes. The most important rivers are the Danube, Sava and Tisa. Hospitality facilities, that are located near the rivers, are key providers of food and beverage services (Božin, 2006); using the terminology of former Yugoslavia, they are called "Čarda"(eng./tʃɑ:rdə). This word is of Persian-Arab origin, from the Persian word "čār" (eng./tʃɑ:r), meaning 'four', and the Arabic word "tak" (eng./tɑ:k) meaning an 'arch' or 'vault'. Čarda refers to cottages on the water (that stand on four pillars), which, in the Hungarian speaking area, are restaurant facilities that associate consumers with various freshwater fish meals, according to the locality in which they are located.

## Background

Every city, region or even country has its own historical, cultural and other specialities, including restaurants; such symbols often reflect a picture of the locality or the nation. "Čarde" (plural eng./'tʃɑ:rdə) are just the reflection of the culture of the people of a region, which is infiltrated by rivers. The gastronomy of Serbia is renowned for its large consumption of pork meat and freshwater fish (Jacob and Ashkenazi, 2007) as well as the facilities in which it is prepared; it is an important segment of the hospitality-tourist offering (Kalenjuk, Timotić, Tešanović, Gagić and Banjac, 2016).

An authentic gastronomic offering, ambience by the river, atmospheric facilities and the quality of service are specifics that may crucially affect the unique experience of a guest who spends time in the "čarda". In Vojvodina, these have great popularity and abundance. On the river Danube, on average, every 7km there is one such hospitality establishment.

"Authenticity" sought by a contemporary guest consists of demands for authentic dishes and aspirations to feel a part of the culture and expand their knowledge through authentic dishes, ambience, music, specific services and overall experience (Lego, Wood, McFee, and Solomon, 2002; Molz, 2004). Guests who visit national restaurants want to learn about different cultures (Tsai and Lu, 2012), witnessed in Vojvodina by "čarde" and "salaši" (authentic rural households

adapted into traditional restaurants). Such restaurants are expected to be dominated by local and national dishes (Tešanović and Koprivica, 2007; Tešanović, Kalenjuk and Blešić, 2009), with minimum representation of dishes of international character.

### **Example 1**

The website, which promotes authentic restaurants in Vojvodina advertised a facility on the Danube as follows: *“come to enjoy the modern ambience and international cuisine, where you can find a wide selection of dishes with meat, freshwater and saltwater fish”* (<http://vojvodinaonline.com/sta-videti-i-raditi/hrana-i-pice/carde/>). Sukalakamala and Boyce (2007) suggest that guests are more interested in the authenticity of the food than in the overall restaurant atmosphere. Hospitality facilities on the rivers should offer to their visitors dishes such as: fish broth; fish stew with dumplings and homemade noodles; smoked river fish; fish pate; baked or grilled fish; pörkölt of pike and sturgeon; drunken carp; et al. (Banjac, Tešanović, Kalenjuk, Nikolić and Radivojević, 2016) through which the concept of authenticity, as an important factor in attracting tourists, would be fully utilised (Boyle, 2003; Sims, 2009; 2010) and, in turn, it would have a direct impact on customer satisfaction (Girardelli, 2004; Roseman, 2006; Wood and Muñoz, 2007; Gaytán, 2008; Tešanović, Vičić and Kalenjuk, 2009).

### **Example 2**

The Tourist Organisation of Vojvodina, as a major institution in the region, was looking for an authentic tavern on the Danube. The front-runner was ascertained by examining the dishes of five restaurants on the water around the regional capital of Vojvodina, Novi Sad. Insight into the restaurant offerings showed that, overall, 55% of the menu items comprised national dishes. These dishes most commonly included: fish broth; fried catfish in corn flour and crushed red pepper; grilled fish; Smederevo style perch; pörkölt of perch and carp; braised carp; and drunken carp, followed by international cuisine with a share of 38.6%. The most common international dishes were breaded types of various kinds of fish and meat, and the least represented were the local specialties, with a share of only 6.4%.

After examining the menu items in more detail, it was concluded that the most popular entries were dishes containing river fish with 28.7% (14% carp 7% pike; 7.7% catfish and other freshwater fish – perch; ling; beluga; sturgeon; bream; and carp). Saltwater fish, cephalopods, crustaceans and molluscs represent 23.2% and meat (mainly pork and chicken) represents 48.1%.



## Conclusion

Looking at recommendations for maintaining the authenticity of the restaurants, it may be concluded that they are ignored in part, which might affect the development of hospitality and tourism negatively, by not satisfying some of the guests (locals and tourists) who sought authenticity. More importantly, purchasing goods from suppliers outside the region, leads to leakage from the local economy when, ideally, the economic benefits should be focused predominantly at local and regional levels. It was concluded that authenticity of the food supply and consumption of local products in these five "čarde" is not satisfactory; therefore it is recommended that they should introduce more local products into their offerings (cf. O'Kane, 2016) and reduce the amount of menu items containing sea fish and seafood, which are atypical in this region.

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### Questions and Activities

1. Determine the required level of authenticity of similar hospitality facilities with which you are familiar; consider all of the segments that ought to maintain authenticity in these hospitality facilities.
2. Examining your chosen hospitality facility, its locality, and taking into account the availability of local supplies and suppliers, what dishes would you recommend for its menu?

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## Being on the Top

### Daniela-Tatiana Agheorghiesei (Corodeanu)

As in recent years, the Ethisphere Institute published its 2016 ranking of the most ethical companies in the world and also celebrated 10 years of concern for "corporate integrity measurement and recognition of those who excel" (See <https://ethisphere.com/ethisphere-announces-the-2016-worlds-most-ethical-companies-celebrating-10-years/>). This list includes three major hospitality companies (See <http://worldsmoethicalcompanies.ethisphere.com/honorees/>). To receive this recognition, companies must apply and prove with documents, their achievement of several categories of indicators (a list of these indicators may be found on the website mentioned above).

#### Websites.

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<http://worldsmoethicalcompanies.ethisphere.com/honorees/> [accessed 24 February 2017]

#### *Questions and Activities*

1. Consult the World's Most Ethical Companies® Honorees in the years 2012, 2013, 2014, 2015, 2016 et al. Identify, analyse and discuss the criteria by which the awards are measured in determining the performance of these companies.
2. Identify any companies from tourism/lodging/hospitality that are included in the ranking. Visit the respective companies' websites and online booking sites; research articles that have appeared in the media, journals and books then collate both positive and negative information about the management and performance of these companies.
3. Review and comment on: the mission; vision; values; specific strategies; client, employee and leadership policies; code of ethics; social responsibility projects; awards and recognitions; projects; and any other information you consider relevant to the performance of these companies.

4. Create a grid for the purpose of analysing the above issues then, on the basis of the information you have collected, evaluate each company on a scale from 1 (minimum) to 5 (maximum).
5. Consider and discuss the advantages and disadvantages/risks connected with the evaluations based on different types of rating and ranking scales.
6. Prepare a list of recommendations to companies wishing to be included among the most ethical companies worldwide.

### **Recommended Reading**

Robbins, S. P. and Coulter, M. (2012). *Management*, 11<sup>th</sup> edn., Prentice Hall, Upper Saddle River, NJ.

## Ethical Advisor to the Tourism Minister

### Daniela-Tatiana Agheorghiesei (Corodeanu)

You are appointed as a member of the ethical advisory team to the Tourism Minister in your country. The Minister invites the whole team to a meeting themed: "Ethical tourism in our country - it's time to act". He asks you to make an Ethical Tourism National Action Plan to be implemented at macro- and micro- level. In this regard, tourism industry companies and units are willing not only to implement quality standards but also to adopt a procedure to assess business ethics internally and in relation to external stakeholders, so establishing clear ethical standards to be followed. During the meeting you are advised to consider the following issues in the context of the national hospitality and tourism ethics:

- Environmental protection and reducing pollution
- Eco-tourism
- Protecting the rights of guests/tourists/employees
- Adoption and operationalisation of the code of ethics
- Whistle blowing policy
- Avoidance of conflicts of interest
- Monitoring corruption
- Elimination of discriminatory behaviour
- Alignment of ethical standards in a multicultural context
- Ethical investment
- Ethics and Social Responsibility
- Ethical marketing
- Assuring optimum working conditions for employees
- Operation of business in underdeveloped countries, which might offer unethical benefits to national/international operators (for example, cheap labour force with poor working conditions where local laws might allow such exploitation; using the scarce resources of such countries irresponsibly).

## Activities

1. Work in groups of several people; research then draw up an Ethical Tourism National Action Plan.
2. Structure the plan according to the progressive stages of implementation. Each stage proposed should be justified/argued in terms of its importance and ethical benefits. Each stage should include: detailed specification of the activities to be undertaken; clear specification of the resources and means necessary to carry out the plan; detail regarding the institutions/organisations/persons and their responsibilities; and strict deadlines for implementation.

Note: You are free to include additional relevant issues.

## Recommended Reading

Fernell, D.A. and Malloy, D.C. (2007). *Codes of Ethics in Tourism: Practice, Theory, Synthesis*, Channel View Publications, Bristol, UK.

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# Thematic City Walks: the Case of Budapest

by **Andrea Szőke**

## Background

Experience has always been a relevant factor in tourism; it is a multifunctional leisure activity, which involves entertainment, learning, or both, for an individual (Ryan, 2002). It is “shaped by many things, motive, past experience, knowledge of place, persons with whom that place is shared, patterns of change at the place, the images induced about place and activities, individual personalities” (Ryan, 2010, p. 44). Diversity and innovation have become increasingly important which encourages decision-makers, tourism experts, or guides to develop new tourism products. Creative tourism experiences do not only involve learning, tasting, buying, they also include seeing, where the experience is the itinerary (Richards, 2009). Cultural itineraries, such as thematic routes in a specific geographical region or guided tours and historical walks in a city can emphasise the uniqueness and individual character of a destination.

According to Black (2015, p. 411) “a guided tour usually involves a professional tour guide who guides individual or group visitors or tourists around venues or places of interest such as natural areas, historic buildings, and sites and landscapes of a city or region”. In tourism research, “guided tours received limited attention” (Mykletun, 2013, p. 269), although they “can be found at more or less all places where tourism exists” (Zillinger, Jonasson and Adolfsson, 2012, p. 1). Besides the classical works in the field (Schmidt, 1979; Holloway, 1981; Cohen, 1985), guided tour literature focuses more on the role of the guide in the tour (for example, Ap and Wong, 2001; Pond, 2001; Zillinger et al., 2012). Guided tours can be categorised by different criteria such as purpose, subject matter, length, type of client etc., although there is no consensus about the typology (Weiler and Black, 2014). By the subject matter, guided tours may be divided into sightseeing and thematic tours. According to Levy, Lloyd and Schreiber (2001) sightseeing tours highlight cultural and historical monuments and give a general idea of the place visited by the tourists. Thematic tours have only one subject and are based on stories created from the place’s relevant resources – such as its historical context, architecture et al. – and stories about the lives of the people who lived or worked there or visited the place (Levy et al., 2011). Traditionally a walking tour has been a sightseeing tour, a guided tour made on foot, sometimes with commentary, around the town's historical district. Nowadays such tours may be more like



thematic tours with a focus not only on history but also on art, food, architecture, literature, culture and further factors.

Even in the most popular cities around the world, cultural, historical and other thematic walks are offered in order to attract more tourists and to help them to explore the true sense of the place. For example, there are historical tours in Amsterdam including “WWII and the Holocaust in Amsterdam”, or an ‘artistic’ tour, which gives tourists the opportunity to learn more about graffiti and street art (“AllTourNative Amsterdam Street Art and Alternative Amsterdam”). In Paris many walking tours focus on the city's culinary delights (for example, “Baguette to Bistro: Culinary Traditions of Paris”; “Chloe Chocolat”). In London, tourists may also take part in a culinary tour (“Gastronomic London), or ‘participate’ in a reconstruction of the city's historic stages (“From Shakespeare to the Globe: The Evolution of Theatre in London”). In the Middle-European Region, Vienna and Prague offer a wide range of thematic walking tours with topics referring to their music, history or significant personalities, such as: “Counterpoint and Harmony, Music in Vienna”; “City of Dreams, Freud's Vienna”; “Jewish Prague”; and “Habsburgs & Jesuits: Conflict under the Bohemian Crown”<sup>1</sup>.

The current case study focuses on thematic walking tours in Budapest. Its aim is to give an overview of the tours available in English, and to describe the similarities and differences amongst the tours. It also aims to give a brief insight into travellers’ reviews on TripAdvisor about walking tours in Budapest.

### **Thematic Walking Tours in Budapest**

This case study gives a brief overview of the most important websites in English, which offer walking tours in Budapest. First the websites were selected by a Google search with the search expression “walking tours Budapest” in January 2017. An additional TripAdvisor search with the same search expression was also conducted, in order to find overlapping results. Then the results were compared with recommended tours on an independent review website managed by local patriots (Amon, 2014). Based on the data obtained from the three sources mentioned above, the study analyses the 17 most significant homepages<sup>2</sup>, which were among the first 60 results on TripAdvisor and among the first 20 results by Google or/and were also mentioned on welovebudapest.com. Most of the websites are managed by Hungarian companies or entrepreneurs but there are four homepages connected to international corporations: Absolute

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<sup>1</sup> See the list of the websites with links by References

<sup>2</sup> See the list of the websites with links by References

Walking Tours, Context travel, NEXT City Tours and Original Europe Tours. The selected websites offer about 140 walking tours altogether for individuals or groups. There are also free tours among the city walks but tourists generally have to pay different prices for the tours depending on the theme, activities, number of participants etc. The duration of the tours depends on the length of the walk and the topic: generally the tours last for between two and four hours.

Every website emphasises the uniqueness of its tours using words and phrases like “secret”, “hidden treasures” etc. or employs metaphors showing the individual characters of the tours:

*“ImagineBudapest has been established to offer locals and visitors alike exciting, one-of-a-kind historical tours through Budapest’s less well-known parts and hidden treasures that you will not find in any guidebook.”*  
(<http://imaginebudapest.hu/>)

*“From 2007 Budapest Beyond Sightseeing guides ‘socio-cultural’ walking tours in the hidden downtown of Budapest, the 8th district. We present this very special and contradictory district, in order to break stereotypes, to show a real and happy face of Budapest.”* (<http://www.beyondbudapest.hu/>)

*“KÉK regularly organizes city walks, inviting a wide audience to discover the city’s architectural secrets. The walks explore unknown and normally inaccessible yet exciting locations in Budapest.”*  
(<http://kek.org.hu/en/projekt/varosi-setak/>)

*“Uniquebudapest aims to show the faces of Budapest not advertised in guidebooks. During our city-discovery tours we enter hidden nooks, go off the beaten path, visit abandoned passages, villas in the shade and the masterly designed gardens surrounding them, apartment houses with a separate staircase for servants, hidden courtyards, odd statues.”* (<http://uniquebudapest.com/en/programmes-for-individuals-in-budapest>)

Most walking tours include similar places of interest in Budapest but they adopt a different point of view. Almost all of them offer a walk covering the itinerary of a traditional sightseeing tour but the thematic tours are walks to unusual spots and reveal places tourists might not otherwise see. Whereas some are specialised in one district, such as the 8<sup>th</sup> district (Budapest Beyond Sightseeing) or the Jewish district (Jewish Heritage Tours), others focus on architecture (KÉK – Urban walks) or on authentic food and wine experiences (Taste Hungary). Most of them offer tours with a wide range of topics including: architecture; art; cinema/movies; culture; everyday

life; factories; food and drink; history; literature; music; parks and gardens; religion; spa/water, etc. The websites state in common that tailor made tours are available for individuals or groups, too.

Besides the website specialising in Jewish heritage tours, every website offers a tour in the Jewish district, which can be explained by the fact that Budapest has Europe's largest synagogue, and the Hungarian Jewish community is the largest in East Central Europe (<http://www.worldjewishcongress.org/>). The second most popular theme is ruin pubs, a unique attraction of Budapest, which are now more often visited by foreigners than by locals. Parts of Hungarian history are frequent topics, too, such as communism or the revolution in 1956 (for example, “Free Red Budapest Tour” by Next City Tours Budapest; “Follow the flag with a hole” by Budapest Walks).

Tour guides are featured strongly on every website. They are usually introduced with a photo and some personal text about their qualification and skills and their **expertise** in guiding tours in Budapest and their unique knowledge in the field are emphasised.

*“At Free Budapest Tours our mission is to show you the authentic Budapest from a local perspective, as **we are all local guides born and raised in Budapest.** (...) Join us and other travellers to experience the real Budapest and discover why our team of local guides is well recognised in our small local industry.”* (<http://www.freebudapesttours.hu/>)

*“ANNA was born near Lake Balaton, has studied in Holland, and has spent time working in Spain. But **she is passionate about her adopted city, Budapest, and has immersed herself in many different Budapest themes over the past six years since she has been guiding tours here.** Anna regularly leads our Jewish Cuisine & Culture Walk, (...) [she] is also passionate about 20th century history, and **applies her sociology studies, to the tours** which she leads on the Buda Castle and Communism.”* (<http://tastehungary.com/about-us/our-team/>)

*“Ambrus is a true fan of extreme sports, so he is (...) familiar with night-time activities in the city. **He's worked plenty in the tourism scene of Budapest already,** so he'll be surely able to give you awesome recommendations. **He's studied tourism and also acting,** so his voice can always be heard if needs be. Day or night, he will most definitely be around downtown somewhere, embracing the urge to make people smile and be*

*aims to make your picture of Budapest that bit more colourful.*" (<http://www.nextbudapesttours.com/guides>)

### **Reviews on TripAdvisor**

Seven websites have won the TripAdvisor's "Certificate of Excellence" title: Absolute Walking Tours; Budapest Jewish Heritage Tours; Free Budapest Tours; Free Budapest Walking Tours; My Personal Budapest; Next City Tours; and Original Europe Tours. Many of these tours are mentioned on TripAdvisor among the best tours. Free Budapest Walking Tours had the 1<sup>st</sup> place among 272 tours with the best rating (5/5) and 3567 reviews in English (E) in January 2017. My Personal Budapest was in 5<sup>th</sup> place and it had also the best rating (5/5) in the field of "Food and Drink in Budapest" with 550 reviews in English. Taste Hungary followed in 6<sup>th</sup> place, but it was No. 1 in the field "Classes & Workshops in Budapest" (624 reviews in E). Other tour operators described above and their ratings were as follows: Next City Tours Budapest: No. 11 (821 reviews in E); Absolute Walking Tours No. 13 (434 reviews in E); Free Budapest Tours No. 17 (692 reviews in E); and Budapest Jewish Heritage Tours No. 22 (182 reviews in E).

It is not the purpose of this case study to analyse reviews on TripAdvisor; nevertheless, it is revealing to read what tourists think about the walking tours. The majority of the reviews confirm that the walking tours are impressive and informative, and *"the best way to get to see and know the city"*. Almost every review mentioned **the tour guides**, so the posts confirm their important role in the process. Examples include:

Review 1 (January 2017, Free Budapest Walking Tour)

*"This is one of the best ways to get to see and know the city. The tour takes you around to a number of different sites on both the Buda and Pest side, and gives you a great context of history and culture and traditions and "secrets of the city". **Our guide, Levi, was fantastic! Approachable, hilarious, extremely-knowledgeable, and passionate about his city.**"*

Review 2 (January 2017, Free Budapest Walking Tours)

*"Very interesting and informative. An easy way to find out all about Budapest. **Friendly guide whose name was Andrew, a local from Buda and he was able to answer every question that was asked with ease.** Highly recommend if you're new to the city. Perfect to do on your first day to become familiar with your surroundings and great as you can determine how much you think the tour was worth with your tip.*

*Always better than paying in advance and finding out that your tour guide is incompetent! I guarantee that you'll want to tip generously.*

Review 3 (January 2017, Taste Hungary)

*"I went on the sweets and coffee walk with Zsófia and it was amazing. Not only are the sweets and coffee great, but Zsófia was fantastic. She was knowledgeable, friendly and easy to get along with. She even helped me find fresh kártyoskalacs which I had been looking forward to for my whole trip (it was delicious). She was also sweet enough to give me some other recommendations for restaurants and places to see. This is a must do tour for anyone who wants to get to the heart of Hungarian culture."*

Review 4 (January 2017, Next City Tours Budapest)

*"We took the free walking tour with Gábor. He was a local and a great guide, proudly showing off his city in an interesting, honest and informative way. He had a huge amount of knowledge, especially on the history and architecture aspects. All other free tours we have done in other cities have had a break at around half time to get a drink and warm up, something which could improve this already great tour. We took a second tour with Regi, about communism in the area. She was extremely enthusiastic and knowledgeable and made the tour extra special with family anecdotes and artefacts. I found this tour really valuable as we were told information that is not just common knowledge."*

Review 5 (January 2017, Absolute Tours Budapest)

*"My wife and I visited Budapest in Hungary between the 7th-9th of January 2017. Our Walking Tour of the City was on Sunday morning and we were a little unsure what to expect. It was -17 degrees, bbbrrrrrr. From the moment we arrived at the tour meeting point and were greeted by Tamas, our tour guide, we were instantly at ease and built a great rapport with him. Tamas is so enthusiastic about his City and so knowledgeable about the facts that you cannot fail to get excited too. He has a great way of relaying the facts to you and there is a little quiz along the way too...DING !!. From the Castle on the hill in Buda to Heroes Square in Pest, there is nothing this guy doesn't know. He also tailors the tour to include a break at the First Strudel House of Pest. The strudel was so amazing, we returned the next day. I cannot recommend this tour highly enough and if you are lucky enough to get Tamas as your guide, you are in for a real treat. Wrap up warm and prepare to be entertained. 10/10"*

## Conclusion

The walks described above are only a fraction of the tours offered in Budapest; there is a very wide range of other tours with similar topics. They are all specialised tours, which focus on different topics; they all aim to meet the tourists' needs and to make Budapest attractive for them. The reviews on TripAdvisor indicate the popularity and uniqueness of the thematic tours, and highlight the importance of the guide in a guided tour. Although the role of the guide has been often examined in academic literature (for example, Holloway, 1981; Cohen, 1985; Ap and Wong, 2001; Pond, 2001; Weiler and Black, 2014), thematic city walking tours have not received the attention they deserve in this context. The large number of thematic walking tours and the reviews on TripAdvisor demonstrate how important thematic city walking tours are in the tourism industry therefore they could be a relevant topic for further research.

## References

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Schmidt, C. (1979). The Guided Tour: Insulated Adventure, *URBAN LIFE*, Vol. 7, No. 4, pp. 441-467.

Weiler, B. and Black, R. (2014). *Tour Guiding Research: Insights, Issues and Implications*, Channel View Publications, Bristol, UK.

Zillinger, M., Jonasson M. and Adolfsson, P. (2012). Guided Tours and Tourism, *Scandinavian Journal of Hospitality and Tourism*, Vol. 12, No. 1, pp. 1-7.

**Websites** [all links accessed 22 March 2017]

Absolute Tours Budapest: <http://www.absolutetours.com/index-budapest.php>

Baguette to Bistro: Culinary Traditions of Paris:  
<https://www.contexttravel.com/cities/paris/tours/baguette-to-bistro-culinary-traditions-of-paris>

Behind Budapest: <http://behindbudapest.hu/en/>

Budapest 101: <http://www.budapest101.com/>

Budapest Beyond Sightseeing: <http://www.beyondbudapest.hu/>

Budapest Jewish Heritage Tours: <http://jewish.hu/>

Budapest Sightseeing: <http://www.budapestsightseeing.org/thematic-walking-tours>

Budapest Walk Shop: <http://www.bupap.hu/en/>

Budapest Walking Tour: <http://www.budapestwalkingtour.com/>

Budapest Walks/Budapesti Séták: <http://www.budapestisetak.hu/en/>

Chloe Chocolat: <http://www.chloe-chocolat.com/boutique-cours-degustation-paris?lg=UK&m=US>

City of Dreams, Freud's Vienna:  
<https://www.contexttravel.com/cities/vienna/tours/city-of-dreams-freuds-vienna>

Context Budapest Tours: <https://www.contexttravel.com/>

Counterpoint and Harmony, Music in Vienna:  
<https://www.contexttravel.com/cities/vienna/tours/counterpoint-and-harmony-music-in-vienna>

From Shakespeare to the Globe: The Evolution of Theatre in London:  
<https://www.contexttravel.com/cities/london/tours/from-shakespeare-to-the-globe-the-evolution-of-theatre-in-london>

Gastronomic London:

<https://www.contexttravel.com/cities/london/tours/gastronomic-london>

Habsburgs & Jesuits: Conflict under the Bohemian Crown:

<https://www.contexttravel.com/cities/prague/tours/habsburgs-jesuits-conflict-under-the-bohemian-crown>

Hosszúlépés. Urban Adventures on Foot:

<http://chainlessbudapest.com/category/adventures-on-foot/>

Imagine Budapest. Thematic Sightseeing Tours: <http://imaginebudapest.hu/>

Jewish Prague: <https://www.contexttravel.com/cities/prague/tours/jewish-prague>

KÉK – Urban walks: <http://kek.org.hu/en/projekt/varosi-setak/>

My Personal Budapest: <http://mypersonalbudapest.com/en>

Next City Tours Budapest: <http://www.nextbudapesttours.com/>

Taste Hungary: <http://tastehungary.com/>

Unique Budapest and Unique Hungary:

<http://uniquebudapest.com/en/programmes-for-individuals-in-budapest>

World Jewish Congress: <http://www.worldjewishcongress.org/en/about/communities/HU>

WWII and the Holocaust in Amsterdam:

[http://www.historywalks.eu/#=\\_AllTourNative](http://www.historywalks.eu/#=_AllTourNative) Amsterdam Street Art and Alternative

Amsterdam: [http://www.alltournative-amsterdam.com/#=\\_](http://www.alltournative-amsterdam.com/#=_)

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

1. What might be the characteristics of those tourists who take part in a thematic city walking tour?
2. What should be the characteristics, skills and competences of the person guiding a thematic walking tour?
3. Go to the website <https://www.contexttravel.com/> and choose a city (“Pick a City” on the top of the website or “Context Tours” at the bottom of the website) or select a city in your country where thematic city walks are offered. Prepare a presentation about the tours in the chosen city. In your presentation, you should speak about topics, duration, venues, similarities and differences of the tours.
4. Select one or two city walking tours in your country. Design a research project to collect data about tourist satisfaction with the walking tour.



# Not just ‘Accommodation’: the “Albergo Diffuso” Experience

by **Monica Gilli and Sonia Ferrari**

## Introduction

The “albergo diffuso” or “spread hotel” (hereafter called “AD”) is a typical Italian form of tourist hospitality. The term ‘*diffuso*’ pertains to the placement of the apartments and the rooms forming the hotel, which are distributed within a few hundred metres, often in ancient historic buildings. Despite the scattered rooms in the AD, the services provided to all guests are uniform. Thanks to this type of accommodation the tourist experience becomes authentic and friendlier, allowing the guests opportunities to perceive the life of the local community from “behind the scenes”. Therefore, the tourist experience is more complete, including not only cultural and culinary aspects, but also a spatial component. The tourist is not confined in ‘artificial’ space but in spaces once inhabited by the local community, that have maintained a strong domestic footprint; this domestic origin means also that guest can choose amongst accommodation options that are very different from each other. Furthermore, from a marketing point of view, this absence of standardisation (typical of the majority of the hotel chains) also means the possibility of meeting the tastes and the wishes of any single tourist with a “tailored” offer.

The first examples of the AD date from the early 1980s, after the earthquake in Friuli (1976). During the reconstruction of the houses that had been destroyed by the earthquake mostly modern building techniques were utilised while in the meantime many efforts were made to preserve the traditional architecture (Dall’Ara, 2010; Dall’Ara, Di Bernardo, 2014). After a pilot project carried out by a working group with Dall’Ara as advisor (1982) the idea of a new form of experiential tourism has emerged, where the “narration” of the place has gradually become a necessary ingredient. In the early 1990s the idea of the AD took off all over Italy and in the Sardinian region in 1998 the first legal provisions concerning this type of accommodation were drawn up (Dall’Ara, 2010; Dall’Ara, Di Bernardo, 2014). Currently, in Italy, there are more than 80 AD (<http://www.albergodiffuso.it>). Recent AD expansion is due in part to a change in the long-lasting attitude of the owners, who, instead of trying to rent their properties in traditional ways, or keeping them empty, chose to invest in this new type of accommodation.

### **Post-modern Society and Tourism: the Search for Authentic Experiences**

The post-modern society is dominated by the “experience economy” (Pine and Gilmore, 1999). In fact, its consumers demand memorable consumption experiences with highly symbolic content and they are continuously in search of emotions and subjective and personalised consumptions (Ferrari, 1996; Schmitt, 1999; Rifkin, 2000; Addis and Holbrook, 2001). This revolution has pervaded the tourism sector, in which consumers are more demanding and informed than previously, in addition to being more interested in studying, and in being immersed in, the culture of the visited places. These new cultural tourists wish to be actively involved and, during their holidays, to enjoy physically and emotionally enriching experiences (Prentice, 2001). In addition, more and more often, tourists conceive their holidays as a tool for learning, self-development and contact with the local population (Schmitt, 1999). Therefore, increasingly, they are avoiding mass holidays and standard tourist packages, looking for little known and untouched destinations, in search of the more realistic and genuine aspects of minor places, especially those linked with local history, traditions and culture.

The remoteness of the destination can enhance the idea of contrast with the everyday life, enriching the appreciation sought by this type of tourists. As a consequence, the exclusion of a place from the most frequented tourist routes, and the geographical isolation of many inland rural villages, may be considered as strengths for the launch of the ‘new’ cultural tourist market. The ‘new’ cultural tourist wants to come into direct contact with local culture and with the residents, to learn about their daily lives, trying to live an *authentic* local experience during the holiday. Consequently, the involvement of local residents becomes an important part of the tourist product; it offers unique and unforgettable experiences to the guests, increases tourism sustainability and the value of the role of the local community and its culture. The role of local residents has great significance, since they help to determine both the quality of the tourism experience and the image of the destination (Gursoy, Jurowski and Uysal, 2002). In fact, the local community can be a supplier of information to potential tourists (Arsal, Woosnam, Baldwin and Backman, 2010); residents perceive things from inside the destination, leading to a stronger emotional involvement of tourists and, in this way, increase the experiential value of the holiday (Trauer and Ryan, 2005). Thus, the authenticity can be seen as a tool to build on and/or to legitimise the identity of a place, perhaps through the launch of a tourism brand. Furthermore, it can be an instrument to reaffirm, through the development of tourism, the place integrity and the local culture, often threatened by the cultural homogenisation produced by globalisation (Hughes, 1995).

### **The Host's Point of View: the AD versus Villages' Depopulation**

The AD could inspire those operators who cope with typical problems of local tourism development: from environmental degradation to economic poverty; from overbuilding to loss of cohesion; and with respect to the identity of many local communities in villages or small towns. This form of hospitality allows the survival of minor places and the revitalisation of historical, abandoned buildings in inner rural and mountain villages often depopulated since the end of the 19th century, due to industrialisation and urbanisation.

The first feature of the AD model of accommodation is its sustainability: rooms or suites are not built *ex novo*, but are old houses converted for tourists' use, while keeping the space organisation and the functions of a local resident house; this process avoids overburdening the already fragile Italian territory, devastated by the recent boom of the building industry. The second feature of the AD is the need for the presence of a lively local community; without this presence the tourist could not experience the daily life of the inhabitants. The latter means, among other things, that any initiatives to restore abandoned mountain villages, albeit their importance, cannot be considered if the AD model is to flourish. The third feature of the AD is the concept of a local 'network': (i) the accommodation itself is a network, where rooms, suites and apartments, under a unique management, are placed close one to each other; (ii) behind an AD there is a network of entrepreneurs and shop-keepers, as well as of local authorities concerned with local development; and (iii) within a network of this kind, it is essential to offer tourists a menu of local products, of local crafts, of natural and cultural itineraries et al. As the focus of this local network, the AD may play the role of mediator or cultural facilitator, particularly in small centres, where its reception can act as an information office. One could add that some revitalisation of depressed locations may be fostered by maintaining an internal complexity of functions, either residential or economic. Both the second and the third mentioned features of the AD may encourage the residents not to emigrate but to develop economies that are complementary to the management of an AD; in fact, the AD may represent a possible strategy to mitigate depopulation of rural and mountain villages.

### **The Guest's Point of View: "Behind the Scenes" of an AD**

The AD is an innovative model, representing an authentic and sustainable form of tourism hospitality. Its residents involve the tourists in communal activities, like cooking typical dishes or cultivating a vegetable garden. Through such experiences, post-modern cultural tourists can appreciate and better understand the autochthonous culture - their way of life, cooking and

serving methods, typical production of handicrafts - satisfying their need to learn about the local community. In fact, AD could be seen as a new model of ecotourism which offers experiential holidays not based on spectacular and extraordinary elements but, conversely, on everyday life and authentic aspects. Within an AD, the location of the accommodation and the local places to visit may be immediate or adjacent. Such accommodation is not merely a place to return to at the end of the day: the AD is a typical resting place, whose identity is sufficiently strong to characterise the entire vacation. In this connection, it might be said that in every AD, there is a sort of ‘narrator of places’ - usually the hotel manager – who knows the *genius loci* and is able to disclose to the tourists the ‘soul’ of the place ([www.albergodiffuso.it](http://www.albergodiffuso.it)). From this point of view, the AD offers not only hospitality in harmony with the local situation, but also an innovative managerial model, rather different from the traditional one.

### **A Case-study: the AD in Matera**

The Sassi, the old town of Matera in Basilicata region, was declared a UNESCO World Heritage Monument in 1993. It was the first designated UNESCO site in southern Italy and the first *cultural landscape*<sup>3</sup> in the world. The Sassi, an area of densely grouped part-cave and part-constructed houses, is rich in churches of the Baroque and cave ages, continuously inhabited since the Palaeolithic period. After a 30-year period of neglect and degradation during which the place was often used as a dumpsite as well as meeting area by boy gangs who smeared and soiled the ruins, the Sassi have been recovered since the 1980s (Bencivenga, Chiarullo and Colangelo, 2016). The recovery is also attributable to the choice of many film directors to locate their works there, above all Mel Gibson who shot the movie *The Passion of the Christ* in 2003. The movie is undoubtedly responsible for the tourist boom at the international level. Today the town, which is a major historical, cultural and anthropological resource, has become a tourist destination and additionally has been awarded ‘European Capital of Culture 2019’.

In Matera there are three spread hotels. The Hotel San Giorgio, with 10 suites for a total of 25 beds, offers a fantastic position inside the Sassi. The hotel reached 1922 guest nights in 2014 and 1612 the year before. The suites are positioned in two restored eighteenth-century small noble buildings and in some of the characteristic caves of the area. The San Giorgio, that became a spread hotel in 2013, was opened in 2006, but the restoration process has been very long (from 2002 until 2013) and gradual.

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<sup>3</sup>*Cultural landscapes* are cultivated terraces on lofty mountains, gardens, and sacred places ... - testify to the creative genius, social development and the imaginative and spiritual vitality of humanity (<http://whc.unesco.org/en/culturallandscape/>).

Respecting the original architecture and using the original materials, dwellings with unique characteristics have been created: the seven mini-apartments can accommodate from one to four guests; the design ensures that guests have complete independence and freedom and, with a separate entrance, they offer all hotel comforts. There are also two beautiful suites. During the renovation work, a rock unit dating back to the Xth Century came to light. The unit hosts sculpture exhibitions and theatrical performances. The hotel manager and the receptionist, who are both tourist and hiking guides, propose services and activities to make the guests' experiences in the town of the Sassi unique to them, as well as to establish a very deep relationship between their guests, the town of Matera and its surrounding territory. Furthermore, the hotel website promotes the major events held in town.

As the reviews on TripAdvisor show, the most important aspect of the hotel offering is its unique, magic and unforgettable atmosphere and the possibility of living in the typical Sassi environment. Comments include: *'More than a vacation that has been an unforgettable experience'*; *'the magic of sleeping in the Sassi is unique'*. The most appreciated aspects of the offer are: its position (inside the Sassi and at a little walking distance from the main town's tourist attractions); the rooms themselves - *'the room in the church is a little paradise'*; the friendly welcome - *'it is like being invited to a friend's house'*; the hints and tips to learn about the local culture and traditions; the good restoration of the buildings, *'a lovely place site in the caves suggestive restored, but not distorted, the beautiful Sassi of Matera'*.

Another spread hotel located in Matera, in the oldest part of the Sassi area is Sextantio Le Grotte della Civita. The hotel, which can host a maximum of 40 guests, spreads over three levels, connected by a staircase and a system of terraces from which there is independent access to every hotel room. It comprises 18 caves, most of them of exceptional dimensions. Every morning, breakfast is served in the common room located in an ancient rocky church. The entire external environment, including the large entrance terrace and a garden housing typical plants and flowers plus a vegetable garden, overlook the canyon of the river Gravina and face the dramatic scenery of the Park Murgia and its rocky churches.

In 2013 the hotel accommodated 10,412 guest nights (with 5,919 arrivals). As in the previous case, the atmosphere also tries to recall the history and the culture of the hosting location, with great respect for the original architecture and materials, whilst maintaining the original use, form and materials for each building. During their stay, the guests may choose from many activities:

natural park trekking; horse or bicycle tours; guided visits; wine tasting; cooking courses; bread baking lessons; night guided tours to the Sassi; gastronomic tours; and Magna Grecia or Trulli of Alberobello tours, et al.

Very interesting from our point of view is the strategy of Sextantio, the hotel's company. The Sextantio has purchased nine Italian well preserved historical villages, some of them built in the Middle Ages, in the area of the Apennine mountains. They have also created another spread hotel, the Santo Stefano di Sessanio (one of the 'Borghi più belli d'Italia' - *The most beautiful villages of Italy*). Their mission is 'to save all form of territorial identity – the landscape, the history, the architecture and the local materials culture, from the craft tradition to the cuisine of the areas' (<http://www.sextantio.it>). They would like to export this model throughout southern Italy in order to save and protect local culture, history and identity of these small, inland, rural and little known ancient villages that could be called Italy's 'minor heritage'.

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<http://www.albergodiffuso.it>

<http://whc.unesco.org/en/culturallandscape>

<http://www.sextantio.it>

### **Activities**

Conduct a feasibility study for an AD: starting from a known mountain/rural area, hypothesise the launch of a new AD; identify and justify the human and material resources that must be put in place; consider and discuss what resources would be available locally and what products should be imported from outside the region/country.

### **Recommended Reading**

Confalonieri, M. (2011). A Typical Italian Phenomenon: The “Albergo Diffuso”, *Tourism Management*, Vol. 32, No. 3, pp. 685-687.

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## Part 3

### **Points for Discussion**



## Part 1 Non-revealed Case Studies

### Guest Registration Procedures

by Margarita Platace

#### Points for Discussion

- A clear statement of procedures and responsibilities of receptionist
- A hotel policy regarding guest registration procedures
- The role of a receptionist in the hotel industry and understanding of customer needs

### They are my Guests, not yours! Is that so?

by Iwona Burian

#### Points for Discussion

- How dependent are hotels and any other types of lodgings on online accommodation reviews from travellers?
- How might guests' reviews impact a hotel's reputation?
- To what extent should the reputation of hotels/lodgings be protected at all costs?

### Is the Guest always right?

by Lucyna Wisefka

#### Points for Discussion

- It is said that 'the customer is always right'. What policy concerning complaints should be introduced to maintain balance between profitability and guest satisfaction?
- Why is protecting and maintaining good reputation an issue of particular importance for the hotels?
- Should a hotel aim at retaining customers at any expense? Why? Why not?

### Fraud in Goods' Delivery

by Daniela Matušíková and Anna Šenková

#### Points for Discussion

- Safety measures in tourism and hospitality
- Employees' training
- Purchasing and delivery of supplies for hospitality businesses

## **Customer Service Standards and Strategies**

by Sheree Anne O'Neill

### **Points for Discussion**

- Importance of customer service in the tourism industry
- Importance of effective communication in the tourism industry
- Importance of having established service standards and strategies
- Value of staff training, in delivering an exceptional customer service experience
- Resolution/problem solving strategies in a tourism context

## **The Best Pizza in the Town: "Cheap, Delicious and Just in Time"**

by Daniela-Tatiana Agheorghiesei (Corodeanu)

### **Points for Discussion**

- Why is it so important for a company to be concerned about its unsatisfied customers?
- Is it really possible for a company to please all of its customers? Why? Why not?

## **This is my Decision**

by Daniela-Tatiana Agheorghiesei (Corodeanu)

### **Points for Discussion**

- Main categories of managerial competences: conceptual; human; and technical/professional. Application of managerial competences? Combination? Order? Extent? Does it depend on managerial hierarchical level or other factors?
- Consider organisational structures, such as department, according to type, size and objectives/strategies/activities of the company: functional; geographical; guests; product/divisions (profit decentralised units); process; matrix.
- Lack of sufficient resources (as may be the case of the Market Research and Advertising Department) can generate conflict within a company and, as a consequence, holding a key resource can lead to abuse by those people who control it.
- Large companies (groups), that have diversified, often opt for a divisional structure which enables managers of different divisions to determine independently the strategy and the key business activity which is most appropriate for their division, according to the market requirements and profit goals, but respecting the group policies.

- When it is necessary to centralise a function or service, to whom should it be subordinated? Central level (the upper level of the hierarchical pyramid)? Directly to the Executive Management? What is your view on Executive management taking over Joinus' role? Consider the "big picture" when applying conceptual/strategic managerial skills.

## **Business Case of Leadership and Revenue Management** by Detlev Remy and Wolf Magnus Gerstkamp

### **Points for Discussion**

- Successful development of new structures requires the involvement of the entire team. Discuss ways in which the new reporting and organisational structures might be implemented successfully.
- Discuss and evaluate which leadership style might be adopted in a hospitality organisation, especially in a Revenue Management context.

## **Lidice shall Live** by Liběna Jarolímková

### **Points for Discussion**

- Have you ever visited any memorial similar to Lidice? If yes, what was your impression of the visit?
- Is there a memorial similar to Lidice in your country? Are there any problems with the visitor behaviour? If so, how are they solved?

## **Safety Risks in Tourism Transport** by Daniela Matušíková and Anna Šenková

### **Points for Discussion**

- Management of risks in tourism
- Safety policies in airports
- Airline passengers' rights
- Compensation
- Positions at the Federal aviation administration

## **Perceptions Regarding the Sense of Arrival/Place at the Two Main Airports in Western Newfoundland**

by Ode Bob-Echikwonye, Roselyn N. Okech and Jose Lam

### **Points for Discussion**

- How should cities improve the sense of arrival for visitors?
- How engaged should the local government be in funding airport facilities to be competitive globally?
- Should aspects of local community culture and heritage be part and parcel of an airport's arrival facilities? Explain in detail and justify your response, possibly with examples.

## **Part 2i Revealed Case Studies**

### **Hosted in a Palace**

by Daniela-Tatiana Agheorghiesei (Corodeanu)

### **Points for Discussion**

- What are the main advantages and disadvantages (including risks) of using online travel agents or price comparison sites?
- Are Rita and Leonard too demanding as clients? If yes, why? If not, why?
- What would be the best way to manage this situation if you were to fulfil the expectations of Rita and Leonard?

### **Is your Hotel Prepared for a Terror Attack?**

by Klára Karakasné Morvay

### **Points for Discussion**

- Promoting guest and employee awareness of safety procedures
- Guest and employee safety responsibilities
- Dealing with stress, panic and mass hysteria

### **Tourism and Travel Chaos**

by Neil Robinson, Crispin Dale and Mike Evans

### **Points for Discussion**

- Impact of terrorism on tourism
- Crisis management strategies

## **Can Malta Save the Goose that Lays the Golden Eggs?**

by Robert A. Clark

### **Points for Discussion**

- Initiatives that the tourism industry could adopt in an attempt to reduce the burden on limited water resources (for example, <http://www.mta.com.mt/hilton> etc.).
- Several African countries depend upon the River Nile for their water supply including Uganda, Ethiopia, Sudan and Egypt. In addition to the existing Aswan Dam in Egypt, both Uganda and Ethiopia are also planning to build dams while Sudan intends to combat desertification by taking more water from the Nile for irrigation. Egypt is reliant on the Nile for 90% of its water supply. With the prospect of receiving substantially less water, what impact could this have on the local Egyptian population and tourism? (Refer to: <http://www.acegeography.com/wwd---case-study-18---water-issue.html>)
- By referring to the <http://worldwater.org/water-conflict/> website, can you identify any other tourist destinations that could be affected by water conflicts?

## **Do Tourists value Sustainability? Perspectives of the European Travel Market**

by Juan Ignacio Pulido-Fernández and Yaiza López-Sánchez

### **Points for Discussion**

- The understanding of pro-sustainable behaviour
- Attitudes of tourists towards the sustainability of the destination
- Emerging trends in sustainable tourism

## **What does Sustainable Tourism mean from the Perspective of the Tourist? Analysing a Mature Coastal Destination**

by Yaiza López-Sánchez and Juan Ignacio Pulido-Fernández

### **Points for Discussion**

- Incorporating the demand perspective for the sustainable management of destinations is a key factor.
- “Sustainable intelligence” conditions the motivations, expectations and behaviours of tourists.
- “Sustainable intelligence” is a key concept for policymakers and destinations managers.

- It is possible to identify segments of demand with a trend towards sustainable behaviour.
- It is possible to generate and manage “sustainable intelligence” of tourists in a tourism destination.

## **Perspectives of Cultural Events and Festivals in Ghana**

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

### **Points for Discussion**

- Cultural events and regeneration in communities
- Impacts of cultural events
- Cultural event typologies

## **Avitourism as a form of Niche Tourism**

by **Markéta Kalábová**

### **Points for Discussion**

- The differences between birds and mammals
- Birds native to and visitors to your country
- Classification of birds by taxonomy
- Identification of birds based on pictures/sounds
- Equipment required for bird watching
- Do you know any famous bird watchers?
- Positive and negative impacts of bird watching
- Marketing niche tourism products

## **The Role of Souvenirs in Promoting and Sustaining Culture: the Christmas Market in Budapest**

by **Eszter Benke**

### **Points for Discussion**

- Discuss, and give examples of, how slow tourism can contribute to souvenirs fulfilling their function to spread authentic culture.
- Explain how mass-produced souvenirs might also contribute positively to the promotion of the culture of the destination.
- Describe how certain “souvenir templates” are tailored to reflect the local identity of a destination. Give examples from your own region.



- Discuss how products purchased in an online souvenir shop can add to the travel experience.
- Some people argue that souvenirs need no genuine function, they should purely be memorabilia. Do you agree? Justify your response.

## **Part 2ii Further Revealed Case Studies**

### **Authentic Fish Restaurants in Vojvodina - "Čarde"**

by **Bojana Kalenjuk, Dragan Tešanović and Maja Banjac**

#### **Points for Discussion**

- Authentic hospitality establishments
- Food offerings

### **Being on the Top**

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

#### **Points for Discussion**

- How would you define business ethics?
- How important are ethical policies in tourism businesses today?
- What expectations do you have regarding the ethics of tourism companies from which you purchase tourism products and services?
- What are the risks and consequences for tourism businesses when they do not respect the ethical standards expected by their stakeholders?

### **Ethical Advisor to the Tourism Minister**

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

#### **Points for Discussion**

- In your opinion, what are the potential benefits from implementing an Ethical Tourism National Action Plan, at macro and micro level?
- Can you give examples of tourism companies that have a code of ethics? In what ways, if any, are they different from other tourism companies?
- Do you have more confidence in companies that have a code of ethics? Do you consider that such companies offer better products and services?

## **Thematic City Walks: the Case of Budapest**

by **Andrea Szóke**

### **Points for Discussion**

- The attraction of thematic city walking tours for locals
- The importance of thematic city walking tours for city development and tourism authorities

## **Not just ‘Accommodation’: the “Albergo Diffuso” Experience**

by **Monica Gilli and Sonia Ferrari**

### **Points for Discussion**

- Essential and desirable competences for an AD manager
- The importance of the local network to the success of an AD
- Local developmental benefits that might be associated with the presence of an AD



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Bun de tipar: 2017. Apărut: 2017

Editura Tehnopress, str. Pinului nr. 1A, 700109 Iași  
Tel./fax: 0232 260092  
email: [tehnopress@yahoo.com](mailto:tehnopress@yahoo.com)  
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This book offers a range of cases written by specialists from industry and academia, who have drawn on their knowledge and experiences to offer problem solving exercises and activities in hospitality, tourism and event management. Although reference is made to specific national settings, some of the problems may 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 are provided as appropriate. Furthermore, for the guidance of teachers, managers, trainers, students and trainees, 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 management trainees, and students 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.

*“The global hospitality, tourism and event sectors encompass a diverse and ever changing range of management and practical issues. In line with previous volumes, this current series of cases comprises a varied range of international scenarios that allow for a multitude of possible outcomes. All of these case studies have been developed from the expertise of industry professionals and educationalists in the field. As an experienced professional expert in terms of writing and facilitating case studies for the hotel, restaurant and licensed retail sectors in both academia and management training, I commend this text to you not only as students and management trainees but also as academics and trainers; it makes a valuable contribution to the understanding of the Industry and encourages new foci on industry issues to be considered and discussed.”*

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ISBN 978-606-687-304-8



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