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

Edited by:
Elizabeth Ineson
Matthew Hong Tai Yap
Valentin Niţă

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Volume 9
2018

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Cover from an original painting, Detached residence, Naples, Florida, USA
by John Ineson.

Dedication

to

Victor Emery MBA

Victor is the Honorary Treasurer of La Fondation pour la Formation Hôtelière.

He was a founding member of the Board and has been a Trustee since 1976.

Victor was born in Montreal, Canada. He piloted Canada's four-man bobsleigh to win gold medals in the 1964 Olympic Winter Games in Innsbruck and the 1965 World Championships in St. Moritz. Victor is an honoured member of Canada's Sports Hall of Fame. Victor received an Honours BA from the University of Western Ontario and later an MBA from Harvard University. He maintained an interest in Academia as a visiting lecturer in McGill University's Advanced School of Management for MBA candidates. Victor held various executive posts in the corporate jungle, including General Sales Manager for United Technologies of Canada and Marketing Director of Air Canada. He was also an entrepreneur, putting together the group who purchased the Lake Louise Ski Area, which hosts each season's first Downhill Skiing World Cup. In 1981, Victor moved his family to the United Kingdom to become Executive Director of the Savoy Hotels Group, alongside external directorships of the Orient Express Hotels and Trains Group and The Leading Hotels of the World.

Victor (the Sweeper) is a very active and respected member of the Board of La Fondation pour la Formation Hôtelière (FH). He has travelled to most of the partner institutions, both to oversee the annual conference as the FH Board's representative since 2003 and attending FH Partners' events, assuming a key role in determining FH's activities across Central and Eastern Europe.

Disclaimer

Preface

Volume 9 comprises a further series of international case studies, focusing on problems and key issues related to hospitality, tourism and event management. They originate from, or are set, not only in Central and Eastern Europe, including Bosnia and Herzegovina, Czech Republic, Hungary, Latvia, Serbia, Slovakia and Ukraine, but also in Austria, Bermuda, Canada, China, Ghana, Italy, Kenya, Macau, Singapore, Spain, Taiwan and the United States of America. The contributors, who represent 18 countries, have developed the cases based on their specialist knowledge and real-life experiences. The cases offer students, management trainees and managers opportunities to consider and to respond to realistic scenarios of varying and increasing complexity.

The introduction provides a brief overview of the case study and its possible role in teaching, and training, particularly in cross-disciplinary fields. To provide a suitable format, the cases have been divided into two sections: Part 1, non-revealed and Part 2, revealed. 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 after, 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: cultural issues; guest satisfaction; guest and employee management; service quality and standards; food and beverages (including food hygiene; local gastronomy; menu planning; restaurant management); marketing/advertising; cultural tourism; revenue management; front office procedures; human resources; on-line booking; dark tourism; medical tourism; niche tourism; overtourism; urban tourism; tour planning; festivals; ethics; sustainability; safety and security; impacts of national and local disruptive events on tourism; leadership styles; academic integrity; risk management; 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 either poses at least one question for consideration by students, trainees or managers and/or indicates one or more activities which might be undertaken within or outside the teaching/training session. Furthermore, the cases may require some preparatory work, in addition to follow-up reading, that the facilitator considers to be advantageous in advance of the discussion sessions.

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

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

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Contents

Contents cont.

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- **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 is emphasised. In turn, a variety of geographical, cultural and different legal contexts provide a framework within which a broad spectrum of learning outcomes can be achieved.

The Role of Case Studies

Case studies are summaries of real-life or simulated business situations, based on personal or "second-hand" experiences, observations, interviews, word-of-mouth 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 guests, operatives, supervisors, managers and/or senior managers in hospitality, tourism and event management. Some of the cases also offer further opportunities to conduct research and to make management decisions and plans, as indicated by the additional activities.

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

From an academic perspective, case study research is more comprehensive than conducting research on one specific topic. In addressing the more advanced cases, students are encouraged to collect relevant and appropriate data from a variety of both academic and commercial sources, including the media, as appropriate. They are encouraged, not only to consider this information but also to employ divergent thinking, to brainstorm the case, followed by convergent decision making to devise and justify the solution(s). Questions such as: 'How?' and 'Why?' need to be addressed in the context of the scenario, paying attention to the human element in terms of customer care and the fair and correct treatment of employees and peers. Such studies allow students and trainees to gain valuable work related, problem-solving and planning, managerial experience without losing money, upsetting customers and staff, or putting themselves 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 etc.; and/or individual or group presentations. No time limits are set or even recommended for responding to/solving the cases, as these depend on the nature and type of the requested feedback, the specific nature of the assessment employed and the depth to which the issues are examined.

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Part 1

Non-revealed Case Studies

The Guests' Complaints

by Lucy Chunyan Luo

Introduction

Mr. Wang was a college student who had qualified as a tour guide when he was still a student. To gain experience and to fund his college course, he linked up with an inbound travel agency for whom he worked part-time as a tour guide.

In July 2015, a group of senior tourists from Korea visited Zhenjiang city in China. Mr. Wang played host to the group as their tourist guide. After the group visited the famous Jinshan Temple, Mr. Wang introduced them to some local delicious foods. Especially, he proposed that they should sample a unique local dish - salt and pepper pork and noodles cooked in a pot with aromatic vinegar. The tourist group expressed great interest so, with their approval, Mr. Wang arranged lunch at a typical restaurant.

On the way to the restaurant, Mr. Wang recollected, in detail, the story and features of cooking the noodles. Being aware of the different eating habits of guests, he inquired about their individual requirements, likes and dislikes. After arriving at the restaurant, Mr. Wang communicated the visitors' requests to the waiter. Then he guided the visitors through the process of preparing the pot noodle dish and helped them to order their meals.

To familiarise the guests with Zhenjiang cuisine, Mr. Wang also recommended other special dishes, for example: stewed pork ball with brown sauce; braised shredded chicken with ham and dried tofu; and three ducks etc. The dining environment and ambience was good so everyone seemed to be happy and some of the tourists complimented Mr. Wang on his knowledge and service.

To allow them time for a postprandial rest, Mr. Wang took the tourists back to their hotel after the meal and he arranged to return to continue the tour to the next scenic spot. However, on his return he was met with complaints from several guests.

i. Tourist A had experienced an allergic reaction. She described a 'parched mouth, headache and sweating' and she looked flushed. Mr. Wang thought that this could possibly be an allergic reaction to monosodium glutamate (MSG), which her meal did contain.

ii. Tourist B complained that he had not been informed that the meal contained pork and he could not eat pork.

iii. Tourist C believed that it was not hygienic to boil food directly in the pot.

Questions and Activities

1. Identify the problems caused by Mr. Wang's treatment of the guests.
2. If you were responsible for such guests, what would you do differently？
3. What recommendations would you make for the Chinese restaurant owners/managers？
4. Do you have any suggestions for promoting Chinese/your local food culture？

An Evening in a French Restaurant

by Pavlína Sonnková

On the occasion of their first wedding anniversary a young couple, Dan and Emma, invited their parents to their favourite French restaurant, in the centre of Prague, for a celebration dinner. Due to a great local interest in French gastronomy, two months in advance they adopted the recommended booking system on the restaurant's website and reserved a table by email for six persons at 8pm on their special date. The system offered a choice of table too, so Dan and Emma made a choice of table with a view of the floodlit Prague Castle, a dominant feature in the capital city.

Because Dan and Emma wanted their celebration to run smoothly, they verified the table reservation by phone on the previous day; they also printed the confirmed reservation. However, on arrival at the restaurant, they were informed that there was no registered reservation in their name. Following a lengthy negotiation process with the restaurant manager, during which Dan argued about the telephone verification and submitted the written confirmation, they were offered two tables for six persons. The first one was available immediately but it was next to the kitchen so the restaurant staff passed it constantly. The second table, with the view of Prague Castle, was already occupied but the head waiter promised to prepare it within one hour. They chose the second option so they were seated at the restaurant bar until the table was free.

Dan, Emma and their parents were finally seated after 45 minutes and they ordered their food. However, they were unpleasantly surprised to find out that they had to wait another 60 minutes for their food because preference was given to orders from guests with fixed time reservations. Dan asked to speak with the manager again. The manager offered 5% discount on the total bill as an apology.

Questions

1. Do you think the manager´s action was appropriate in this situation?
2. What measures should be taken by the restaurant management to prevent similar situations occurring in the future?
3. Do you think that 5% compensation is sufficient? If not, what would your suggestion be?

Dealing with Cash Payment in Reception

by Margarita Platace and Ilze Grickus

The Sunset Hotel is in a European city centre and is proud of the positive feedback it receives from its guests. It is very much loved by tourists, who want to relax, as well as by business people; many guests return time and time again. Mrs Miller, whose home is in the United States of America, is a guest who returns year after year; she stays for one or two weeks and always pays for her accommodation in advance by transferring money directly into the hotel's bank account.

As usual, Mrs Miller arrived in the summer and planned to stay two weeks. Unfortunately, she received the unexpected news that she had to return home urgently. On checking out, Mrs Miller told John, the hotel receptionist, that she was very upset about the unexpected circumstances but there was nothing she could do. On checking all the additional hotel services that Mrs Miller had received, John concluded that the sum that had been previously transferred to the hotel's bank account was greater than that which Mrs Miller owed. Without much thought, John removed the excess charges from her account and paid Mrs Miller the difference in cash from the till. Mrs Miller was very happy to receive a refund and remarked that she hoped to return next summer. When he cashed up, prior to the shift changeover, John realised that there was a cash shortfall but he was not concerned, as he knew that the money was not missing; it had been paid out to Mrs Miller.

The next morning John was greeted by an unpleasant exchange with the financial controller during which he was asked for an explanation for the shortfall. Furthermore, he was obliged to provide supporting documentation for the cash transaction. Unfortunately, such documentation, showing who had paid out, and who had received, the cash did not exist. The financial controller's decision was very harsh and John had to repay the missing cash.

Questions

1. What caused the missing cash to be a problem?
2. Should John have refunded the money?
3. How should the issue have been resolved?

4. What steps might be taken to ensure that the supporting documentation is provided so that John can be refunded?
5. What procedures, for implementation in the future, are necessary to ensure such a situation does not recur?

No Pets Allowed

by Lucy Chunyan Luo

Mr. and Mrs. Zhang, who lived in Beijing, liked swimming very much and they swam quite well. Every summer they tried to take advantage of their annual leave from work to swim in the sea. However, a few years ago, Mrs. Zhang had suffered a car accident which left her almost blind; because of this trauma, she lost her confidence in life generally. During the difficult time since the accident, with the help of her family and many other physically challenged people, Mrs. Zhang began to adapt to her present life and she made friends with several blind people. Gradually, Mrs. Zhang's life improved a lot. She often met with her new friends; they enjoyed chatting and listening to music but most of the activities, in which Mrs. Zhang was involved, were indoor activities; outdoor activities were almost non-existent.

In 2014, Mr. Zhang bought a guide dog, named Jin, for his lovely wife to enable her to participate in some outdoor activities. After training, Jin became Mrs. Zhang's eyes and helped her very much. Mrs. Zhang was delighted; she felt that she had got her old life back again so she began to plan a swimming trip to the seaside. In 2015, most of Beijing's public transport safety regulations, for example in underground trains or aircraft, stipulated that passengers with impaired vision could travel with a guide dog. However, to qualify for this privilege, official documentation was required so numerous formal procedures had, and still have to, be undertaken. Although these issues cause considerable inconvenience, the system has facilitated greatly the travel of blind people.

In August 2017, the weather was very hot, and the Zhangs, with their friends the Wongs, were ready to visit the famous tourist city of Qingdao by the sea. They were looking forward to relaxing there and, most importantly, going to the beach to swim. Through the international reservations' network, they booked a suite at the chain hotel Z, which is near to the beach. They informed the hotel in advance that Mrs. Zhang was a visually handicapped person, and asked for a convenient room. They confirmed that they would arrive about 2 p.m. on August 8th for 14 nights.

Hotel Z's Director of Marketing attached great importance to Zhang's arrival. He checked the room for them personally and left a gift of fruits in their room, with compliments of the general manager. On the afternoon of August 8th, Mr. Zhang's car stopped at the main entrance of Hotel Z. The bellboy immediately approached and opened the door for the guests. He greeted them warmly: "Hello! You must be Mr. and Mrs. Zhang from Beijing. We've been waiting for you for a long time. Welcome! " Mr. and Mrs. Zhang were very happy that the bellboy was acquainted with their booking.

However, when the bellboy opened the door for Mrs. Zhang, Jin jumped down from the car; an awkward expression appeared on the bellboy's face. According to Hotel Z's regulations, pets are not allowed in the building. Mr. and Mrs. Zhang stressed that this dog was a working dog and pointed out that guide dogs are permitted in many public places. After the bellboy reported the situation to his manager, the Zhangs were informed that Jin would be allowed to stay in the luggage room temporarily; the dog would certainly not be allowed to go into their guest room nor to walk about in the hotel. The following day, Jin was very distressed; he struggled constantly with the fact that he had been separated from his mistress and left alone in the baggage room. Furthermore, the dog had suffered an injury to his leg in this confined space. The bellboy realised that the dog was very disturbed so he telephoned Mrs. Zhang. The Zhangs were very angry and insisted on making a formal complaint. The vet was called to attend to the wounded leg. However, the Zhang's were still not given permission to take Jin their room, the restaurant, the lobby or any other public areas inside the hotel.

Without Jin's help, Mrs. Zhang was totally dependent on her husband. She felt very bothersome, puzzled and incensed, believing that her individual rights had been violated. Mr. and Mrs. Zhang felt very angry and very sad. They decided that they had no option but to check out of the hotel on the second day of their holiday, leaving their friends, the Wongs, to enjoy themselves in Qingdao.

Questions

1. What is your opinion of the hotel regulation: "No Pets Allowed"?
2. If you were a hotel manager, what would be your policy with regards to pets in your hotel?
3. Have you any suggestions for improving hotel facilities and services, and travel services in general, for physically challenged guests?

Couchsurfing as an Alternative Form of Travelling

by Petr Janík

The current form of hospitality exchange network embodies two important trends in tourism: (i) technological aspects, that is the development of information and communication technologies (ICT) and (ii) internet have had a major impact on tourism per se. On one hand, the role of travel agents (which characterised mass tourism in previous decades) has weakened and on the other hand, the availability of tourist information for individual tourists has increased. (Gretzel, Fesenmaier & Leary, 2006). Social networks focusing on tourism and the sharing of accommodation are referred as hospitable social exchange networks, typically embracing online communication although the results are realised in a real environment (Bialski, 2007; 2011; Molz, 2007).

Couchsurfing is a social network based on mutual trust between hosts and guests, where the hosts offer private accommodation. The organisation, CouchSurfing International (https://www.couchsurfing.com/), is a couchsurfing operator that was founded in 2004. People, who use their services, are called couchsurfers. The organisation's main goal is not to provide free accommodation although money should never change hands. They claim to enable couchsurfers to: have new experiences; meet other nationalities; make friends; and to improve language skills. The website attracts four million couchsurfers annually and registered hosts can offer accommodation for over 400,000 people annually. It aims to connect the needs and desires of travellers, who wish to discover new places and learn about local culture and lifestyles through direct contact with people from different social, national and ethnic groups, without negative influences on the target area, so promoting sustainability. (www.couchsurfing.com). Couchsurfing may be described as an alternative form of tourism.

The Couchsurfing Case (inspired by Pavlíková, 2016)

Adriana is a college student in The Czech Republic. She likes travelling, having fun and she likes to meet new people. She did not have enough money for travelling so she and her friend decided to use the Couchsurfing social exchange network. Both of them registered on the website, couchsurfing.com, and completed their personal profiles. Adriana searched for accommodation for them as she was afraid to travel alone for the first time. They decided to choose a country close to their home so they considered Italy, Austria etc.

At the beginning, there were some hitches as only a few couchsurfers answered her with just one positive response. Fortunately, it was 22-year-old Jakob, from Graz in Austria. He looked very energetic and sounded keen so Adriana and her girlfriend shared their proposed itinerary with him. Jakob helped them to find local transport in Graz, although Adriana decided not to use this transport. Jakob seemed to be a very trustworthy and pleasant man. Nevertheless, Adriana was afraid that something might happen at the last minute, and she would have to cancel the booking. On the first day of their trip Jakob sent his phone number, in case they had any problems and needed to contact him.

After a seven-hour journey by train from Prague to Graz, Adriana and her friend expected Jacob to meet them in the café at the train station. She had sent him a photo in advance so that he could recognise her. Jakob arrived on time and gave them a welcome embrace then he began to talk. Although Adriana is quite a shy person, and for her it was not easy to make new friends, her initial shyness changed to enthusiasm during the meeting.

Jakob's English, which was their common language, was fluent. His apartment was very pleasant, clean, modern and cosy; he shared it with two friends. Adriana gave Jakob some gifts and they sat together around a table in the dining room and talked. Jakob spoke about his experiences with couchsurfing (some good and others not so good). Also, he informed the girls about the famous places in Graz. When Jacob's girlfriend arrived, they all went to a nearby bar, where they spent an entertaining evening. Adriana and her girlfriend slept in the dining room on an inflatable mattress; although it did not look too luxurious, there was nothing to complain about.

The next day Jakob had to go to work, so Adriana and her friend explored the city according to Jakob's instructions; Graz is an interesting town. They returned to the apartment in the evening and let themselves in with a key Jakob had loaned them because he was still at work. They met one of his roommates. Later, after Jacob arrived home from work, all four of them went to the town centre together.

On the third and last day, Adriana and her girlfriend offered to cook lunch for everyone. Although it was only a simple meal, Jacob looked happy and thanked her. After lunch Jakob accompanied the girls to the bus station. Adriana and her friend thanked him and said goodbye.

Adriana evaluated the whole experience positively, although sometimes the communication was not fluent or clear. She is determined to try couchsurfing again, but she understands that couchsurfing is not for everyone. Every journey is different – the overall experience depends on the people involved; she believes that mutual understanding and trust are the most important issues.

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Questions

1. Can you identify any other exchangeable social networks for finding accommodation, in addition to Couchsurfing?

Refer to https://www.CouchSurfing.com and consider the following:

2. Was it acceptable for Jacob to lend Adriana and her friend the apartment key? Why? Why not?
3. What is your view on Adriana's bringing Jakob presents?
4. Do you think that Adriana and her friend should have to sleep on an inflatable mattress rather than a couch? Why? Why not?
5. Is it advisable for Adriana to cook a meal during her stay in the apartment where she was a visitor? Why? Why not?

Hotel Safety and Customer Satisfaction

by Amy Wei-Ju Yeh

Kay and Emma, who came from the Far East, were visiting the United Kingdom for a few days. This was their first visit to Europe and they were very excited. They booked both the transport and accommodation online, choosing an hotel in London near to an underground station. When they arrived at the airport, they collected their luggage and went by underground directly to the theatre. They had a quick meal, prior to the show, and left the theatre to travel to their hotel at about 10 pm.

They reached their four-star hotel and checked in at 10.30 pm. The receptionist, Gabru, informed them that the room type which they booked online must be changed from a twin bedded to a larger family room but there would be no extra charge. They agreed that this offer was a good deal.

The family room was not fashionable or new in style, but it was clean and spacious. When they had settled down and were ready to sleep, they tried to lock the door but they found the door could not be locked with the key provided and the safety chain did not work. They went to the reception desk and requested a room with a working lock and safety chain. However, Gabru told them that there were no other vacant rooms and no spare keys as the previous guest had lost the room key. They wanted to find another hotel but it was late and there were none within walking distance. It was the first night of their holiday and they were on a tight budget. Finally, they decided to take the room; they pushed the sofa, which was in the room, to block the door so preventing anyone from entering without making a noise. However, the friends felt both insecure and threatened so did not sleep well during the night.

On their return journey to Hong Kong, as Kay sipped at her coffee slowly, she picked up a magazine with a cover picture of a lady, who was crossing a street with luggage. One of the magazine articles focused on 'female floors' in hotels, with key card access so that the guests felt safer and more secure. Moreover, some of these hotels also provided yoga mats, jewellery boxes, ionic hair dryer, etc. Kay and Emma decided they would like to stay in one such hotel the next time they travelled abroad.

Questions

1. Advise Gabru, Kay and Emma on how they should have dealt with this situation, possibly using role play.
2. What should be the standard operating procedure (SOP) for guest room key maintenance and control?
3. Can you offer a solution to allay guests' concerns regarding in-room security?
4. Identify the risks associated with letting a room without a key?

An Electric Car

by Iwona Burian

Ewa, the owner of a small but very comfortable guesthouse, which was a stand-alone villa situated in the mountains, has been working in the hospitality industry for almost 15 years. The guesthouse has a stunning location, far away from the hustle and bustle of a city, and has always attracted a great number of tourists. Some regular guests have visited this guesthouse every year and, in the high season, it is always bursting at the seams. The guesthouse has adjusted to the needs of even the most demanding guests so increasing its popularity.

Since she has quite a lot of experience in this business, which had been up and running for some years, Ewa was used to situations in which numerous guests, despite claiming to be extremely satisfied with their stay, complained about something to get a discount; they were simply not honest with her. Throughout this time, Ewa had become a perfectionist in dealing with such situations politely and kindly. Sometimes she was joking that she had seen almost everything in her career and she would be able to write a book about different difficult and hilarious situations she had had to deal with.

On 28th December 2017 the above-mentioned villa was already prepared to welcome three families for the New Year's Eve period. The group consisting of 15 guests, including children, planned to stay for four days. They arrived with their own cars and were extremely happy to have the possibility to do some sightseeing without using public transport, which might have been quite a struggle with several accompanying children.

During the afternoon on the second day of their stay Tom, who was a maintenance worker, noticed a strange cable sticking out of a ground floor bedroom window, which puzzled him; nevertheless, he did not approach the window to check out this strange situation. He decided not to tell Ewa about the cable. However, when he saw it again the following evening, Tom became very suspicious so he decided to check it out. Tom found that the cable was connected to a car! He was amazed that the guests were recharging the batteries of their car from the electricity supply of the villa without notifying Ewa – they were, in fact, stealing power, Tom thought. It was quite late in the evening so he decided to tell Ewa about the situation on the following day when the guests were departing.

Ewa was furious when she found out about this incident. She could only guess how many times they had recharged their car throughout their stay and how much money she might have lost. As she had no charging station/point like some hotels in big cities, first, she felt terribly cheated that no one had informed her of this unusual need, second, she had lost some money and, finally, Ewa thought that charging a car battery in this way might pose some danger to the guests.

When the family checked out, Ewa accused the guests of stealing power and, possibly, endangering themselves. She asked why they had not informed her of their actions and requested additional payment for the electricity consumption. The guests were shocked to hear that they needed to pay extra and they refused bluntly. They thanked Ewa for her hospitality and left her in a fuming state; she had never encountered such an awkward situation previously. To make matters worse, the mess that the guests had left in their room was so unimaginable that it made her feel extremely hopeless and frustrated.

Questions:

Note: Please refer to the recommended reading below before responding to the questions

1. How do you think Tom and Ewa should have dealt with this situation?

2. If you were the guests, how would you behave facing the same situation?

Recommended Reading

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The Discovery by an Hotel Chef

by Aivars Kalniņš

Introduction

Once upon a time, at the dawn of civilisation, about 100,000 years ago, the people of the primitive communities started to become aware of themselves as members of society, whose survival was linked closely with the transfer of experiences to their peers and offspring. One of the most significant events in the life of *Homo sapiens* was the "taming" of fire and its use for heating, for repelling predators and also for preparing food. Over time, techniques and skills were developed for cooking food, including boiling. Researchers of those prehistoric times have not dated accurately the dynamics of the development of this gastronomic experience, but historical evidence of the sophisticated urban life in the ancient Greek slaveholder cities points to the consumption of a wide range of diverse foods, including wild bird eggs (Kochilas, 2011.)

Although archaeological evidence suggest that bird's eggs were eaten in the Neolithic age, a significant turning point occurred with the domestication of the wild ancestors of farm chickens, which began in India around 3200 BC; records also indicate that domestic fowl laid eggs for human consumption in China and Egypt in 1400 BC (Katz & Weaver, 2003). Furthermore, they note that the Romans found egg-laying hens in England, Germany and France circa 55 BC. During the Age of Discovery/Exploration (the historical period from the beginning of the 15th century to the end of the 18th century), men realised that, if they removed the eggs from the nest prior to hatching, the hens were induced to continue to lay eggs so the laying season gradually became extended; in turn, people from all continents became familiar with "birds that lay eggs every day" (Smith & Daniel, 1975). The development of poultry farming is associated with increasing egg consumption among the populace. Because of its simplicity boiling was, and still is, one of the most common ways of cooking eggs. Bird eggs are products with very high nutritional value, as they contain 18 vitamins and minerals (Chesser, 2003). An overheated boiled egg is defined as one in which both the white (albumen) and the yolk have solidified. Since overheated foodstuffs may be difficult to digest, Kļaviņa, (1993) recommended hard-boiled egg dishes should be consumed only at breakfast time and not for meals served later in the day.

The Chef's Experiments

As a chef, loyal to my customers, I am concerned about the need to include overheated egg dishes in afternoon and evening meals. Traditionally, chefs like me use overheated eggs in different recipes for other dishes, without considering the fact that hard-to-digest products could cause health problems for consumers. In cookbooks from most countries one can find descriptions of dishes prepared from boiled eggs. Meanwhile, food technology textbooks, housekeeping guides and many other sources offer scientific insights into the physiology of eggs and the degradation of egg contents through overheating. An in-depth study of the sources of information gave me the impression that eggs have been studied widely enough and, based on historical experience, the current set of boiled egg production methods has become generally accepted. This is true even though the egg coagulation process starts at temperatures from 50ºC to 55ºC, coagulation of egg white from 60ºC to 68ºC, of yolk - from 72ºC to 76ºC and the whole egg content is generally solidified at temperatures from 79ºC to 85ºC. Thus, I set myself the goal of developing a method for obtaining a non-overheated egg product, suitable for all meals.

In the experiments, I wanted to test the following hypothesis: it is possible to fully replace traditional boiled egg dishes with matured egg dishes. Obviously, the boiling of eggs is only a historical habit, not a necessity, so I set the following limits:

i. Experiments should be carried out under common egg cooking conditions without using any additional equipment;
ii. The procedures must be simple enough, so that they can be followed by anyone without special training and in any circumstances; and
iii. The method should be easy to implement at home or in food production and catering businesses.

For my experiments, I used ordinary kitchen utensils, a stove, a timer, a water thermometer, a food thermos, L-sized chicken eggs and quail eggs. In more than 30 experiments, I managed to develop an original egg maturation method for obtaining a product that was not overheated, referred to as a sustainable egg (*i egg*) by first heating the egg in water at temperatures below 100ºC degrees, then maturing it. Thus, I deduced that the hypothesis was proven. This original egg maturation method is universal because the egg maturation recipes developed on its basis are applicable to all food-grade bird eggs, including ostrich eggs.

Experimental Findings

i. The maturation process produces eggs of different hardness;
ii. The egg white is not overheated;
iii. Heat energy is saved;
iv. No salt, vinegar or other substances are used to prevent leaking;
v. There is no need to punch small holes in the shell;
vi. The water in which the eggs were boiled can be recycled as it contains no salt but only minerals from the egg shell; it could be used for watering plants;
vii. For the maturation process, eggs can be taken directly from the refrigerator;
viii. Eggs can be placed in the maturation container in several layers.

Here is one of my recipes for obtaining hard-boiled *i-eggs*, best suited for "L" size hen eggs (one to 10 eggs). The method implies two stages (heating and maturation):

i. Choose a pan suitable for the number of eggs to be matured;
(Note: The eggs may be arranged in several layers)
ii. Bring the water near to the boiling point – the appearance of the first big bubble (96ºC);
(Note: The time taken for the water to reach this temperature will vary according to the size of the pan, the depth of the water, altitude etc.)
iii. While the water is heating, take the eggs from the fridge and wash them;
iv. Turn off the heat under the pan;
v. Place the eggs in the pan for maturation, making sure they are covered with water;
vi. Cover the pan with a lid and leave it on the hob;
vii. Nine minutes later the eggs are hard-matured; and
viii. Eggs to be eaten from an egg cup do not have to be cooled. Eggs meant for peeling should be cooled like freshly laid eggs, i.e. before submersion in ice-cold water the shell should be slightly cracked at several points.

Calculation of Natural Resource Consumption

At breakfast 60% of my hotel clients chose hard-boiled eggs, while the remainder chose from runny soft-boiled, soft-boiled, medium-boiled or quail eggs. The Indonesians, Japanese and Mexicans consume the greatest number of chicken eggs annually - more than 300 per person. Europeans, on average, consume more than 200 eggs per person annually compared with Latvians and Germans who each consume an average of 230 eggs (Tūrisms Latvijā, 2016). The overall consumption of all kinds of eggs grows from year to year (Auškāps, 2016). In my calculations, I assumed that the use of natural resources in the egg cooking process would be prudent and economical. I measured water with a measuring cup and judged heat consumption by using an electric kettle. In my calculations, I determined the theoretical amount of heat consumption for boiling one egg for one minute - 0.0005kWh. I compared this result to the heat consumption for boiling one egg by industrially made egg heaters advertised for sale online by retailers: magnetic.lv; 1a.lv; euronics.lv and others. Boiling a full set of eggs (three to eight in total) for one minute, depending on the type of appliance, the heat consumption is in the range from 0.000833 kWh to 0.002kWh, while boiling one egg only the minimum energy consumption was 0.004kWh. In actual practice, the boiling of a single egg to a "hard" quality, consumes at least 0.03kWh of energy (SaleZone.lv).

Interestingly, Mackay (2008, p.78) expanded the sustainability debate: "a 'layer' (a chicken that lays eggs) eats about 110 g of chicken feed per day. Assuming chicken feed has a metabolizable energy content of 3.3 kWh per kg, that's a power consumption of 0.4 kWh per day per chicken. Layers yield on average 290 eggs per year. So, eating one egg per day uses energy at a rate of 0.5 kWh/d (The egg itself contains 76 Calories, which is about 0.09 kWh.)."
Assuming that, to date, the average human person consumes approximately 50 hard-boiled eggs a year, the individual annual contribution to minimise global warming would be 1.5 kWh (1290 kcal), while the contribution of the whole population of Latvia - 2.95 GWh, the European Union - 749 GWh and the whole world - 10763 GWh. Thus, in the year 2018 the contribution of all types of tourist accommodation in Latvia would be - 45.6 MWh and in the European Union - 23.8 GWh (Kalniņš, 2017). *Thus, we may conclude that by applying the maturation method of different bird eggs for all degrees of hardness, the contribution to mitigating global warming would be significant.*

Summary

- Matured eggs offer an unprecedented gastronomic experience.
- *i-eggs* have a higher nutritional value, since valuable proteins are not degraded.
- Maturation of *i-eggs* also reduces costs.
- The *i-egg* gives everyone an opportunity to participate in climate change mitigation.
- Providers of catering services can easily diversify their offerings and include matured egg dishes at all mealtimes.
- The currently available commercial egg-boilers are not suitable for egg maturation.

- The *i-egg* offers an opportunity for food technologists, chefs, caterers, and educators to consider the issues of the sustainability of cooking.
- The *i-egg* is suitable for promoting a hospitality company as environmentally-friendly.

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Questions and Activities

1. Estimate what would be the minimum contribution of your country's tourist accommodation of all types towards reducing the greenhouse effect if only *i-eggs* were offered for consumption at breakfast time.
2. What is your personal direct and regular contribution, if any, towards reducing the negative effects of the climate change?

Part 2i

Revealed Case Studies

Freelancers Working in Restaurants

by Kateryna Fedosova, Oleksandra Chmura and Anastasiia Sorokina

The restaurant, "Time to Spares", is located in the centre of a European city. It is a cosy place with a pleasant atmosphere and modern interior design, decorated in loft style. The restaurant has been operating for just over two years and it is very popular among employees from a large business centre, immediately opposite, and students of the Institute of Journalism which is located near the neighbouring street. The menu offers a wide choice of breakfasts and business lunches, which are served from 10 am until 4 pm. In the daytime there is a salad bar where guests can choose their ingredients and season them with various dressings and sauces.

In the evening, the restaurant is usually filled with both locals and tourists. The restaurant chef prepares juicy steaks, burgers and various dishes on the grill especially for them, and the DJ plays from 8 pm every Friday and Saturday.

The restaurant receives much of its profit from office employees who visit in their lunch break. They want to be served as quickly as possible, so they have enough time to eat before the break is over. The restaurant conducts 80% of its business over 2-3 hours at lunch time. Since the office employees are the most frequent guests in the restaurant, most employees work in shifts from noon until 3 pm.

Recently, guests complained about a weak Wi-Fi signal and an insufficient number of power connectors. To please customers, the manager has installed power connectors on each table and bought a very powerful router, with high-speed Internet.

The above changes have increased the popularity of the restaurant and resulted in several positive reviews on Facebook. However, the changes have had a negative impact too, as numerous young working people are occupying tables for four people, ordering one drink and sitting for 2-3 hours. Typically, this group of people comprise freelancers, such as designers, social media marketing managers and journalists. It is very convenient for them to work in a restaurant, and not spend money on an expensive office. Some of the aforementioned guests are even arranging business meetings at the restaurant. Therefore, guests who are willing to spend more money and order more than one drink have no place to sit.

Thus, the manager is faced with a dilemma: either to leave everything as it is now, or remove sockets and restrict Wi-Fi, or come up with another way to deal with freelancers, which have become a serious problem for his restaurant.

Questions and Activities:

1. Would it be polite to ask guests who visit the restaurant for work to leave?
2. How might you motivate such guests not to prolong their stay in the restaurant for more than an hour?
3. Suggest a script for dialogue, which should be held between the manager and the guest.
4. What set of actions might the restaurant manager take to change the situation for the better?

Hospitality Workplace Romance

by Matthew H. T. Yap

Workplace romance (WR) occurs when two or more workers from the same organisation develop consensual and welcomed sexual attractions (Cowan & Horan, 2017). As such WR is different from traditional romances and it is not limited to heterosexuals but includes lesbian, gay, bisexual and transgender (LGBT) workers (Horan & Chory, 2013). Workplace romances can be classified into lateral romances (romances between peers), hierarchical romances (romances involving workers at different hierarchical positions), and romances involving married employees (extramarital affairs) (Lickey, Berry & Whelan-Berry, 2009). Workplace romance is a sensitive topic and it can be caused by individual motivations, socio-cultural reasons, working environments and working conditions, to name a few (Cowan & Horan, 2014; Horan & Chory, 2013; Kakabadse & Kakabadse, 2004).

Romances in the workplace can generate some positive outcomes for both the individuals and the organisation. For instance, WR can act as a motivator to stimulate better work performance of those engaged workers (Anderson & Fisher, 1991). Workers with a busy workload, who lack time to socialise, may consider WR as an efficient use of their time and an ease of opportunity to date people (Aurora & Venkatachari, 2014; Horan & Chory, 2011). However, WR can be the root cause of favouritism accusations (Greenwald, 2000), sexual harassment and workplace violence (Pierce, Muslin, Dudley & Aguinis, 2008). Establishing policies is a way to tackle the negative aspects of WR; however, policy makers must consider workers' privacy and confidentiality as organisations with different cultures perceive WR differently. Hospitality workplaces can be a breeding ground for WR as hospitality workers, particularly at the operational level, often work long unsociable hours, and they do not have the luxury of meeting and dating people out of their surrounding work environment. The following case depicts WR in the hotel industry in Asia. All the names used are fictional and the contents were gathered through hearsay and personal discussions.

After graduating from a university in the United States of America, Terry who was from Hong Kong (a Hong Konger), started his hotel career as a front office agent in a five-star hotel in downtown Manhattan, New York, at the age of 22 years. Terry was a tall handsome young man with mixed ethnicity from his Chinese father and Caucasian mother. As such, Terry was very popular amongst his female and LGBT colleagues. Terry knew about his popularity and he used his charm on his colleagues to help him to complete his work quickly and effectively. On several occasions, he was scheduled, with priority, on his favourite afternoon shift by his Front Office Manager, Mary. Even the guests praised Terry's attractiveness and capability on their comment cards. Terry was not only a good-looking guy, he was also hard working. After a year, he was promoted to Front Office Supervisor.

However, Terry felt lonely as he lost contact with most of his university friends due to his unsociable work hours. Hence, he started dating several of his female colleagues (Regina, Susan, Rachel and Betty) and started having sexual affairs with them. None of his dates lasted more than a month; Terry viewed them as flings. However, a couple of his ex-girlfriends (Regina and Rachel) were disgusted with Terry's attitude and they resigned from their work after their separation with him. Unfavourable gossip about Terry's sexual encounters spread like wild fire throughout his workplace. One of the most scandalous episodes was a liaison with a gay colleague (Peter) after they had been drinking at a bar; both Terry and Peter avoided each other ever since the story surfaced.

These rumours impacted negatively on the reputation of the front office. Hence, Mary had a word with Terry regarding his reprehensible behaviour in private. During the conversation, Terry defended his actions by putting the blame on his occupational stress and the lack of WR policies in the workplace. He even warned Mary not to interfere in his personal affairs. Mary was surprised to receive such retaliation from Terry. Not long after the conversation, Terry's colleagues began to distance themselves from him. Terry recognised that he could no longer work in this hotel, hence he resigned. He decided to move back to the Far East and found a job in a luxury hotel in Macau. He became an Assistant Front Office Manager at the age of 25 years.

Terry was very much welcomed by his colleagues in Macau. His front office team comprised mainly female colleagues, including his Front Office Manager, Lily and his subordinates were young fresh graduates in their early 20s. They comprised locals, Hong Kongers, mainland Chinese and Taiwanese. As in New York, all the female colleagues were attracted to his good looks and, for the first year, Terry behaved very well. He was very much focused on his new job and started learning Mandarin during his days off. After the first year, Terry started dating his subordinates. Once again, none of the relationships lasted for more than a month. There was even a rumour that Terry had a sexual hook-up with Lily, who was married and had a family. Terry was surprised to learn that his Asian colleagues were so promiscuous and easy to entice sexually. Eight months later, a new colleague (Christine) joined the front office. Christine met Terry and fell in love with him at first sight. Their wild romance lasted for a few months then Terry told Christine that he thought they were not compatible; he wanted to breakup with her. Christine refused to accept Terry's decision and she continued to date/stalk him. Without much choice, Terry secretly found a job as a Front Office Manager in a hotel in Cambodia. When Terry tendered his resignation, Christine found out that he was relocating to Cambodia. She too resigned, determined to move to Cambodia with Terry, even without a job. Christine's close friends knew about her decision and they tried to dissuade her from relocating but Christine was blinded by her WR. She even lied to her parents, saying that she was relocating to Cambodia due to a job promotion.

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Questions and Activities

1. Identify all the different types of WR in the case and discuss the causes and consequences.
2. Debate Terry's views and justifications of his WR.
3. Develop policies to address WR in the workplace.
4. As a family member, how would you dissuade Christine to move to Cambodia?

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The Importance of Checking all Information On-line before a Journey

by Anda Komarovska and Ineta Luka

Background

In recent years, the tourism industry has experienced a significant number of changes. The processes of globalisation, the introduction of new technologies, etc., are spreading rapidly, and what seemed a distant destination just a few decades ago may be easily accessible today. There are more and more things that a traveller can arrange independently, without the assistance of a professional expert. "The internet brought on a new type of booking where consumers could easily cut out the middle man and go directly to the source themselves" (Williams, 2014, p. 1). Apart from the traditional holiday activities, people are looking for new, unique experiences: "tired of doing the same old thing will seek out travel experiences that will allow them to achieve a goal or accomplish something they have never done before. Challenging situations like completing a marathon for the first time, climbing Mt. Kilimanjaro or walking the Santiago de Camino for example will play a major factor in where travellers decide to go next year" (Fanelli, 2017, p. 1).

Along with the rapid growth of tourism in large cities a new problem has appeared. The local people are beginning to feel uncomfortable as visitors take over their city streets and public spaces. Overtourism naturally decreases the quality of life for the local inhabitants; however, increasingly travellers are seeking new, untraditional destinations. As claimed by Fanelli (2017, p. 1): "In light of the growing overtourism problem in major cities around the world, travellers will increasingly search for off the beaten path destinations". In fact, there is a belief that, due to overcrowding, hustle and bustle in large cities and the absence of silence, calm and a peaceful existence, the only way to see the real country is to travel independently. As a trend, solo travel continues to grow. According to McCarthy (2016), 51% of respondents to a survey prefer solo travel, with Germany at the top (80%), followed by UK (69%) and Canada (67%). Unsurprisingly, this solo travel trend goes hand-in-hand with independent travel; just 6.25% of people say they planned to use a travel agent in 2017.

Case Study

A young couple from Latvia arranged their own holiday and bought their airline tickets from two different scheduled airline companies. They bought full travel insurance on-line and planned to travel from Riga via London on a European Union (EU) airline, then to Singapore and onward to Australia on a non-EU airline and back via Thailand (non-EU airline) to London, then finally to Riga (EU airline). Their outbound plan was to relax in Singapore for three days and later fly to Brisbane. In London, they had to change airports: they arrived in Gatwick from Riga but the Singapore flight departed from Heathrow.

i. When they checked in their bags at Riga airport, they were misinformed about the transport of the baggage; they understood that it would be checked through to Singapore. In fact, when changing airports in London, it is necessary to collect all hold baggage by person and take it to the departure airport. Consequently, the couple arrived in Singapore with no baggage. They telephoned London from Singapore with a complaint that there was no baggage but no one knew where it was. The flight to Australia (Brisbane) was due to leave Singapore three days later. Eventually they were reunited with their baggage 24 hours after they reached Brisbane.

ii. On the return journey, they chose to fly from Australia to Europe via Thailand where they wanted to have a five-day rest in the beach resort of Krabi. However, while in Brisbane, they were informed that they could not board the plane for Thailand as they did not have the necessary visas and there was no possibility for Latvian citizens to get visas at the airport. However, the airline company turned out to be very helpful, and changed the booking from Krabi airport to Pukhet airport where Latvian citizens can obtain visas upon arrival. However, the couple were charged full price for the new tickets.

iii. In Thailand the couple fell ill with an acute stomach virus, as a result of which they had to be hospitalised for 24 hours so they missed the return flight to Europe.

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Questions

1. What should the young couple have done in the 1st situation? Research and discuss their rights, if any, regarding compensation.

2. What should the young couple have done in the 2nd situation? Discuss the issue of the airline's charging for rerouting.

3. What should the young couple have done in the 3rd situation? Research and discuss their rights, if any, regarding compensation.

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Competition in Asian Medical Tourism

by Amy Wei-Ju Yeh

Introduction

According to Carrera and Bridges (2006) medical tourism falls within the scope of health tourism which includes travelling for not only a healthy body but also a healthy mind and spirit. "Medical tourism takes place when individuals opt to travel" across international borders "with the primary intention of receiving medical treatment" (Lunt, Smith, Exworthy, Green, Horsfall & Mannion, 2012, p. 2). In Malaysia, the definition of a medical tourist is a patient who has a foreign passport (Ormond, Mun & Khoon, 2014). International medical services include medical tourism, in which patients participate when local medical services are too expensive and/or have a relatively poor reputation and/or there is a long local waiting list for treatment. When medical tourists travel abroad, they not only anticipate cheaper and better medical services but also a holiday experience, usually during the recuperation period.

Recently, various Asian countries have become destinations for medically motivated tourists; in 2017, the most popular countries for treatment were reported to be Mexico, Taiwan, India, Thailand and Turkey (https://www.besthealthdegrees.com/lists/5-most-popular-destinations - for-medical-tourism). This popularity continues to focus on their leading facilities, physicians who are fluent in English, value for money and some atypical treatments, such as, ancient Indian medicine. (Reddy, 2013). Moreover, the hospitals in these countries are very adept at providing fully comprehensive combined tourism/medical services, including: airport-hospital transportation; assistance with VISA applications; accommodation booking; food supplies; local tour organisation; and specialised care for patients with religious or cultural needs (Noida, 2015).

Medical Tourism: pros and cons

Why are countries scrambling to attract medical tourists? Regarding the advantages related to international medical tourism industry, there is considerable optimism regarding the benefits with the main reason, from the perspective of both the hospitals and the governments, being economic. In 2016, the value of the global medical tourism market was reported to be US$61.172 billion and with an estimated annual growth rate of 15%, to reach US$165.345 billion by 2023 (Sumant & Sheikh, 2017). It seems, a positive spiral is apparent; as income increases, the host countries can benefit from the exchange rate so stimulating the local economy. In turn, hospitals can invest in facilities' development, the budget for continuing education of employees is increased so improving service quality; hence hospitals can retain and hire physicians and medical personnel to meet the market demand and recruit multi-lingual employees (NaRanong & NaRanong, 2011; Ormond, Mun & Khoon, 2014; Snyder, Crooks, Turner & Johnston, 2013). In turn, the international tourism boosts the host countries' economies and local industries.

However, there is a negative side to medical tourism which requires decisions to be made at national and local levels following in-depth consideration, research and discussion of certain unclarified risks and issues. For example, the development of international medical tourism may impact negatively on manpower resource allocation, resulting in local residents having to wait longer for procedures so delaying treatment (Snyder et al., 2013) and reducing the quality of, or minimising, care packages (Ormond et al., 2014; Pocock & Phua, 2011). It is possible that the providers may gradually develop dual systems, with the one for international medical tourists always being more effective, and of higher quality, than that for local residents. Furthermore, following procedures, the latter may be offered inadequate aftercare. Also, for the inbound medical tourists for example, issues pertaining to medical ethics, temporary or permanent damage to health, and the transparency and openness of medical and other information may be problematic (Hall, 2011; Ormond et al, 2014).

NaRanong and NaRanong (2011) discussed ways in which international medical tourism might disrupt the balance of the local health care system. They researched the position of Thailand, claiming that there were insufficient physicians and dentists even to meet the domestic demand and argued that the resources were insufficient to support any medical tourism. It was noted that the waiting times for appointments were so excessive that some locals were unable to make appointments and that leading physicians of public hospitals were being poached by high-class hospitals or other medical companies so gradually lowering the quality of care in the public hospitals for local residents. In fact, residents who could afford to buy global insurance, and travel as medical tourists, could have better medical treatment abroad than in their own country. In consequence, in order to equate the number and quality of physicians in the public and private sectors, the government was prepared to pay double salaries for physicians who stayed in the public sector. To meet the needs of medical tourism, NaRanog and NaRanong (2011), recommended the government and hospitals to invest heavily in hardware and software facilities to meet the demands of the competitive salary structures and to increase the profits gained from medical tourism.

The Newest Competitor: An East Asian country?

At the end of 2006, the Taiwanese government proposed a three-year 'dash' plan for the medical sector, including four strategies: improving the quality of medical institutions; improving the service quality from medical personnel; developing the e-medical sector; and to publicise widely their high quality medical services (Executive Yuan, 2006). A Medical Travel Team was assigned to research these issues and they identified six national strengths: high quality; affordability; modern technology; patient-oriented service; holistic services; and professional physicians (Taiwan Task Force for Medical Travel, 2017).

Some information about these strengths follows:

1. *High Quality*

   The government has an accreditation system for hospitals which was established by the Joint Commission of Taiwan (JCT) (Taiwan Task Force for Medical Travel, 2017). A hospital ready for accreditation must inform the JCT one year in advance when five to seven experts from different hospitals with different specialists are invited to inspect the hospital. If a hospital wants to maintain the accreditation, they must be re-evaluated every three to four years (Joint Commission of Taiwan, 2017). With respect to international recognition, 14 hospitals and clinics achieved accreditation in 2014 and by 2016, 18 hospitals and clinics had achieved Joint Commission International (JCI) accreditation (Joint Commission of Taiwan, 2017).

2. *Affordability*

   Generally speaking, the cost of an operation in Taiwan is about one fifth of the cost in the United States of America (USA) and about one sixth of the cost in the United Kingdom. Dental surgery costs are about one half to one third of those in the countries whilst the newest technology, proton therapy for cancer, costs US$10 thousand to US$20 thousand in Taiwan, US$33 thousand in Japan, and US$40 thousand to US$160 thousand in the USA. (Chen, 2017).

3. *Modern Technology*

   According to Ministry of Health and Welfare (n.d.), in 2016, there were 47 Positron Emission Tomography (PET) and 223 Magnetic Resonance Imaging (MRI) in Taiwan. In

2015 the first proton therapy centre came into operation and the second was due to open in March 2018.

4. *Patient-Oriented Service*

There is always someone to accompany the patient and to deal with the relevant procedures, such as making appointments and arranging check-ups. There is provision for immediate online medical service responses and care packages, shuttle services between the airports and hospitals, and language translation to meet the customer's needs (Taiwan Task Force for Medical Travel, 2017).

5. *Holistic Services*

Holistic services include preventive medicine, health examination, diagnosis, disease treatment (Taiwan Task Force for Medical Travel, 2017). Not only western medicine treatment but also Chinese treatments are available so providing customers with choices (Reddy, 2013).

6. *Professional International Physicians*

Taiwanese medical institutions can provide professional medical teams (Taiwan Task Force for Medical Travel, 2017). According to the statistics from the Ministry of Health and Welfare (n.d.) in 2014, there were 26.56 doctors and 68.91 beds per 10,000 people. U.S. Business Week No. 947 reports that the five-year survival rate for live liver transplant patients in Taiwan is 93.5% at the highest, 12% more than in Japan and 33% more than in the USA (Taiwan Task Force for Medical Travel, 2017). Taiwan not only has advanced medical equipment but, more importantly, it has professional medical teams who can provide high-quality and caring services.

A Regional Hospital with an International Medical Centre in Taiwan

The Kaohsiung City Government has nine municipal hospitals (See Table 1), the largest of which is a general hospital named Hsiao-Kang; it is operated by a medical university and close to the international airport. Its professional team includes foreign workers from all around the world and it offers high quality medical care (Kaohsiung Municipal Siaogang Hospital, 2016a). Hsiao-Kang Hospital was established in 1998 and there are 16 medical departments: General Medicine; General Surgery; Obstetrics & Gynaecology; Paediatrics; Ophthalmology; Otolaryngology; Orthopaedics; Urology; Dermatology; Psychiatry; Neurology; Dentistry; Family Medicine; Emergency; Rehabilitation Medicine and Occupational Medicine. At full capacity, over 12 months, Hsiao-Kang Hospital can see 410,000 outpatients, 69,000 patients for emergency service and 17,500 in-patients (Kaohsiung Municipal Siaogang Hospital, 2016b).

Table 1 List of Public Hospitals of Kaohsiung City Government

Institution Name	Type	Total Hospital Beds
Kaohsiung Municipal Hsiao-Kang Hospital	General Hospital	575
Kaohsiung Municipal Ta-Tung Hospital	General Hospital	473
Kaohsiung Municipal United Hospital	General Hospital	462
Kaohsiung Municipal Min-Sheng Hospital	General Hospital	269
Kaohsiung Municipal Feng-Shan Hospital	Hospital	131
Kaohsiung Municipal Gang-Shan Hospital.	Hospital	117
Kaohsiung Municipal Ci-Jin Hospital	Hospital	57
Kaohsiung Municipal Kai-Syuan Psychiatric Hospital	Psychiatric Hospital	836
Kaohsiung Municipal Chinese Medical Hospital	Chinese Medical Hospital	18

Source: Compiled from Ministry of Health and Welfare (n.d.)

Hsiao-Kang Hospital management team decided to follow the country's policy of offering international medical tourism. They hired staff who were fluent in English and they passed smoothly the International Medical Center accreditation in 2016, obtaining the right to operate international medical services (Kaohsiung Municipal Siaogang Hospital, 2016b). Based on the hospital's new reputation, international business was attracted. Over two years, three international symposia were held with many experts being invited to visit the hospital to share medical related innovations and policies. A Memorandum of Understanding (MOU) was signed with two medical institutions from Japan (Kaohsiung Municipal Siaogang Hospital, 2017). Through the MOU, annual staff exchanges with different international institutions take place (Hunag, 2017). Moreover, staff visits and exchanges with several additional organisations in various countries are arranged almost every month, mostly with China. To increase the hospital's visibility in the international arena, they also participate in many exhibitions with display booths (Kaohsiung Municipal Siaogang Hospital, 2016c).

According to their outstanding performance, the hospital's contract from the city government has been extended for 50 years and there are plans for another new building to meet residents' medical needs (Ho, 2018; Promotion of Private Participation Ministry of Finance, 2017). Although no international medical patients have been treated to date, many foreigners who are working in the district, attend the hospital for medical treatment or health examinations.

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Questions and Activities

1. Do you have any suggestions for inclusion in the Taiwanese marketing strategy to promote international medical tourism?
2. How would you minimise the impact of medical tourism in order to protect local residents' rights to medical treatment?
3. Do you have any other suggested strategies for Hsiao-Kang Hospital?
4. If you were the president of the hospital, what would you do to promote sustainable medical resources and how would you manage the human capital in this context?

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Social Impacts of Cultural Festivals in Ghana

by Mike Evans, Crispin Dale and Neil Robinson

Introduction

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, to the east by Togoland and the north by Burkina Faso. Its population is estimated at 28.2 million (The World Bank, 2017) of which approximately ten per cent live in and around the capital city of Accra. Organisationally, Ghanaian culture is embedded in a multitude of several discrete national cultural groupings which depicts the country's colonial heritage (Manuh & Sutherland-Addy, 2013). Ghana consists of 10 regions: Greater Accra; Ashanti; Eastern; Western; Central; Brong-Ahafo; Volta; Northern; Upper East; and Upper West, each with unique cultural heritage and festivals (GhanaWeb, 2017a). A map of the regions indicating their capital cities is available at https://www.ghanaweb.com/GhanaHomePage /geography/region.ph. Festivals are distributed evenly across Ghana but major cultural events take place in the urban cities and towns; in the same vein, cultural festivals are catalysts for domestic tourism flows in Ghana (Ofosu-Adjare, 2015).

Cultural Festivals in Ghana

Cultural festivals are an important part of the lives of Ghanaians because they help the natives to forge close links with their ancestors and, they believe, to purify the whole state from evil (GhanaWeb, 2017b). These festivals are important historically, religiously, socially, economically, culturally, morally and politically. In effect, cultural festivals could be considered educational in that generations learn about their culture, custom and beliefs through attendance at, and hosting of, such events (GhanaWeb, 2017b).

Cultural festivals in Ghana have been an important part of different tribes within the ten regions of Ghana. Additionally, tribes use festivals to celebrate local customs and cultures which were practised before colonisation by the British (Ghana Tourism Authority, 2017). The festivals are in commemoration of past incidences such as hunger, migration, and dramatisation of the traditional folklore and legends of the people, celebration of harvest or of new agricultural produce (Bormann, 2015; Arts/Culture, 2017). These events are characterised by the active participation of traditional authorities, for example, chiefs, elders and native priests who provide leadership in the organisation of local or tribal festivals. However, traditional festivals tend to be popular for indigenes who return to their hometowns to be with their family members for the celebration of local culture and to participate in fund-raising activities in their areas for development projects (Akyeampong & Yankholmes, 2016; Okyere-Manu & Antwi, 2016).

Beside these traditional festivals, there is an annual contemporary festival, the Pan African Historical Theatre Festival (PANAFEST; See http://www.panafestghana.org/page/?id=9376 for further details) which is also known as Emancipation. The state of Ghana started this festival in 1992 to commemorate and remind people of the horrors of the Trans-Atlantic slave trade. It aims to bringing Africans living on the continent, and in the diaspora, together to focus on the issues of slavery (Ghana Tourism Authority, 2017). Another memorable festival that draws people to the Kwahu traditional area in the Eastern region of Ghana is the Easter Christian festival. This socio-cultural event for the indigenes of Kwahu is a period of homecoming to meet family and friends, resolve family issues and engage in festivities. Tourists or holiday revellers perceive it to be an occasion for celebration and its three-day festivities are now one of Ghana's most popular and well celebrated events, with increased participation by both local and international tourists. Paragliding, street carnival and jam night are some of the activities on offer during the event (Ankrah, 2016; Okyere-Manu & Antwi, 2016).

Overview of the Impacts of Cultural Festivals

Communities organise cultural festivals for various reasons, including showcasing cultural heritage, promoting a traditional area or district, attracting tourists and revellers, community cohesion, bringing indigenes in the diaspora back home for family and friends reunion and for entertainment. Furthermore, a key motivational factor which attracts participants to local cultural festivals is cultural exploration (Yolal, Garson, Uysal, Kim & Karacaoğlu, 2016; Yolal, Woo, Cetinel & Uysal, 2012). In addition to playing an important part in the local communities' perceived well-being and their general quality of life, cultural festivals can help to generate economic, positive socio-cultural and environmental benefits to host communities (Gursoy, Bonn & Chi, 2010). Furthermore, meeting the expectations of local people and visitors who want to enjoy themselves may provide positive experiences beyond participants' imagination and is the essence of hosting cultural events and festivals (Báez & Devesa, 2014). Showcasing cultural wealth attracts tourists, brings people together to share experiences and enhances the society image. Nevertheless, it is worthy of note, that social impacts can have positive and negative effects on the host community's residents and visitors (Yürük, Akyol & Şimşek, 2017).

Historically, festivals teach Ghanaians about the history of their origin and events that their ancestors encountered, such as famine and wars, and also to remember the dead. In terms of religion, people seek forgiveness for offences committed and request supernatural powers for prosperity, peace and long life. Regarding local political impacts, host communities use festivals to evaluate the work of their chiefs and elders. On the one hand, indigenes who return to their traditional areas for festivals use the occasion to assess developmental projects which traditional chiefs and elders have agreed to implement (Lentz & Wiggins, 2017). On the other hand, citizens take the opportunity to pay homage to their chiefs and sub-chiefs and rekindle their loyalty to their direct leader. National political parties, in power or in opposition, use festivals to propagate their policies and raise important issues affecting the traditional area with promises for development projects (GhanaWeb, 201b7).

From the perspective of economic impacts, as with all event tourism products, cultural festivals have both positive and negative effects on host destinations. In Ghana, the positive impacts may include direct and indirect economic benefits to the host traditional communities albeit in a defined period of time (Weaver & Lawton, 2017). Local hotels, restaurants and bars do benefit directly and suppliers to the aforementioned businesses also benefit indirectly. Other benefits may include the contribution of festivals to generate a positive community image and to serve as facilitators for socio-economic development in order to promote attractions within communities. However, festivals do have some negative impacts on host communities. Typical examples are the costs of hosting the events and the short period of employment during the festivals (Shone & Parry, 2010; Yürük, Akyol & Şimşek, 2017). Examples of positive environmental impacts at festival host destinations are the re-painting of houses to give them a brighter look and the cleaning of streets and communal areas within towns and villages through voluntary communal labour. The negative impacts include noise pollution through loud music which goes on all day and into the nights, traffic congestion, crowding, honking of car horns and shouting on main streets; another significant negative impact is littering (Okyere-Manu & Antwi, 2016).

Social impacts are defined as "the manner in which tourism and travel effect changes in the collective and individual value systems, behaviour patterns, community structures, lifestyle and quality of life" (Balduck, Maes & Buelens, 2011, p.94). Without doubt, local residents' quality of life and reactions are impacted on by cultural festivals. Positive impacts, such as community involvement in the planning and organising the festivals, develop a sense of community, community pride and spirit within host destinations. Host community elders and chiefs play their roles as prominent citizens; festivals provide opportunities for chiefs to be recognised as morally upstanding, effective and accountable to the followers (GhanaWeb, 2017b).

Socio-cultural impacts of festivals in Ghana include the civic pride of host communities' involvement which enhances visitors' experiences of positive host and guest relations. This pride can be seen through the way people speak and relate to others. Their hospitality portrays the community culture and friendliness. On a social level, these festivals not only serve as a reunion for family members and friends but also provide forums for quarrels and misunderstandings between family members to be settled. Additionally, festivals may provide the environment for marriage transactions. In the same vein, opportunities arise for divorce cases to be put before the elders for reconciliation or annulment (Yolal et al., 2016).

Meanwhile, the youth may take the chance of arranging marriages or courtship, in addition to revelling in the merrymaking and entertainments (Adjei & Osei-Sarfo, 2016; GhanaWeb, 2017b). Cultural festivals play a pivotal role in host communities' well-being through the provision of leisure and recreation opportunities for excitement, fun and cultural entertainment. These festivals also promote cultural exchange between visitors and hosts (Yolal et al., 2016). Additionally, social interaction, sharing of ideas, creating of social identity and welfare are found to be part of social benefits of festivals for host communities. For the visitors, benefits include the participation of community excitement, increased community attachment and social responsibility (Caiazza & Audretsch, 2015).

Alongside the potential social benefits of cultural festivals in Ghana, are the negative aspects. These festivals can disturb the citizens' daily life through traffic congestion, restricted parking, overcrowded shopping areas and criminal activity such as vandalism and theft (Yürük et al., 2017). The Kwahu Easter festival, for instance, has been reported by Okyere-Manu and Antwi (2016) to be an event characterised by excessive alcohol and drugs' abuse leading to immoral sexual activities that conflict with the traditional and religious values of the festival. Revellers use this event as an opportunity to display their wealth to attract innocent girls, women and young men. Festivals are also used by sex workers to ply their trade by standing along major streets in towns waiting for clients (Okyere-Manu & Antwi, 2016; Yürük et al., 2017).

In conclusion, aspects of environmental, economic, political, historical and socio-cultural insights of Ghana's' cultural festivals and how they impact on traditional areas, elders, chiefs, local community and tourists (domestic and international) have been discussed. From a sustainable perspective, traditional chiefs and elders, with the help of national government, should embark on civic education in Ghana to draw tourists' and revellers' attention to the impact of their behaviour during festivals on the host communities. On the one hand, at a local level, young men, women and children should be made aware of the temptation of people using their wealth to persuade them to behave immorally during festivals. On the other hand, these festivals should be well promoted in Ghana and abroad in order to attract international tourists and people in the diaspora to attend these colourful, cultural events.

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Questions

1. With reference to a cultural festival that you have experienced, outline the socio-cultural benefits and costs of the event to the local community and to the tourists.
2. Identify ways in which cultural festivals can be educational and create emotional relationships between the host community and the spectators.
3. Evaluate the role and objectives of the prime stakeholders of a festival you have attended or participated in.
4. Discuss how cultural festivals could contribute to a community's well-being dimensions of social and cultural, economic, environmental, educational and history.

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Dark Tourism in Bermuda: The Role of Diaspora

by Neil Robinson, Crispin Dale and Mike Evans

Located in the North-Western Hemisphere of the Atlantic Ocean, and just over 1.5 hours flying time from New York, Bermuda is the quintessential tourist resort. Originally, this island was named after the Spanish seaman Juan de Bermudez, who discovered the island. In the late 1920s the United States Government passed restrictive trade tariffs on Bermuda, which impacted greatly on the fruit and vegetable exports, resulting in the Bermudan Government concentrating and promoting the island as a potential tourism destination (Dale & Robinson, 1999). The first New York office was opened in the late 1920s in conjunction with an advertising agency with the purpose of attracting North Americans to Bermuda. The development of the Canadian market began to grow after the Second World War with a branch office opening in Toronto in 1947. In 1968 the Trade Development Board Act was rescinded and the powers of the Minister were derived from the Bermuda constitution. The term 'Trade Development Board' was dropped and this department was thereafter known as the Department for Tourism. The primary function of the department is to promote the tourist industry for the well-being of Bermuda by co-ordinating the efforts of promotion, sales and product development (Forbes, 2018). The Bermudan product is developed through various promotional activities and via the inspection and licensing of hotels. Table 1 outlines some of the opportunities and challenges that have been adapted and applied previously to tourism destinations.

Table 1 - Opportunities and Challenges for Attraction Development in Bermuda

Opportunities	Challenges
Development of a distinct Bermudan brand identity	Fragmented public-sector co-ordination of the tourism industry
Promoting the diversity of attraction products targeting niche tourism markets	Fragmented marketing approach
Natural tourism resources	Limited financial resources
Rich cultural history and scope for diaspora tourism	Poor infrastructure (for example, transport, accommodation, hospitality)
Target markets: Short breaks; Touring vacations; Affluent couples; Independent travellers	Lack of service standards and quality benchmarks
	Management of the economic, social and environmental impacts of tourism
	Seasonality
	Encouraging repeat visits

(adapted from Dale & Robinson, 2007)

During the period from 1966 to 1977 Bermuda went through a turbulent period in its contemporary history. During this period, United Kingdom (UK) troops were used on five occasions to control civil unrest (Swan, 2009a). The BELCO riots (1965), the murder of the Police Commissioner in 1972 and the subsequent murder of the Governor Sir Richard Sharples and his aide in 1973 culminated in a state of emergency being declared in 1977. At the heart of these events was an ultra-left wing Black Power group (the Black Beret Cadre), who styled themselves on the Black Panther movement of the neighbouring United States and went about trying to remove many of the last bastions of British Imperialism on the Island (Swan, 2009b).

Whilst Bermuda has enjoyed several decades of harmony, with tourism growing extensively, one possible new niche is that of the dark tourism genre, namely that of diaspora. Diaspora tourism relates to those destinations, sites and attractions that are associated with an individual's ancestry and/or personal heritage. This association may be linked to a homeland where a person's family or cultural history is linked (Huang, Haller & Ramshaw, 2013).

Several locations have the potential to target the dark and diaspora tourism market. Due to its strategic location, the island has several military connections. Indeed, the island is known as the 'Gibraltar of the Atlantic', due to its military significance to the Royal Navy, circa 1800s and onwards. Locations include the Dock Yard, the Casemates Prison and the place of execution of Erskine Burrows and Larry Tacklyn for the murders that took place during the period; these were the last executions to take place under British rule. The burial site of Governor Sharples and his aide, Captain Hugh Ralph Lorne Sayers, at St. Peter's Church in St. George's is also another location where dark tourism in the form of commemoration is located on the island. In the same location, the UNESCO world heritage site, Fort St Catherine's, is another place associated with dark heritage and diaspora (UNESCO, 2018).

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Questions and Activities

1. What might be the profile of visitors to Bermuda for diaspora tourism? Justify your response.
2. What advice would you provide to the Bermudan tourism authorities regarding the interpretation of sites related to diaspora tourism?
3. Evaluate and comment on further challenges and opportunities that exist for the development of dark and diaspora tourism in Bermuda.

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Sustainable Tourism in Europe: An Opportunity for Tour Operators or just Empty Rhetoric?

by Juan Ignacio Pulido-Fernández and Yaiza López-Sánchez

The United Nations (UN) General Assembly approved the adoption of 2017 as the International Year of Sustainable Tourism for Development (United Nations World Tourism Organisation (UNWTO, 2015). The resolution (See http://undocs.org/A/C.2/70/L.5/Rev.1) recognises the importance of international tourism, and particularly of the designation of an international year of sustainable tourism for development, in fostering better understanding among peoples everywhere, in leading to a greater awareness of the rich heritage of various civilisations and in bringing about a better appreciation of the inherent values of different cultures, thereby contributing to the strengthening of peace in the world. The declaration by the UN of 2017 as the International Year of Sustainable Tourism for Development was conceived as a unique opportunity to advance the contribution of the tourism sector to the three pillars of sustainability (economic, social and environmental, c.f. Hall, 2010), while raising awareness of the true dimensions of a sector which is often undervalued.

Has 'The Year of Sustainable Tourism' been a new opportunity to develop sustainable tourism in Europe? Or are we only using the politically correct character to which the concept of sustainability implies? We must ensure that these sound proposals are more than just empty rhetoric - but, how does one go from rhetoric to responsibility? A recent report on behalf of the Confederation of British Industry by the Ministry of Foreign Affairs (CBI, 2017) highlights the fact that European tour operators, especially in Northern and Western Europe, are focussing increasingly on working with sustainable suppliers. As may be seen from the report, "the main sustainability requirements of EU tour operators include a sustainability policy, decent working conditions, poverty reduction, conservation of natural and cultural heritage and competitiveness. Although most tour operators do not require sustainability certification yet, it is expected to become more important over the next few years". (CBI, 2017, p.1).

The concept of sustainable tourism has been at the forefront of tourism academic discourse since the late 1980s. As Hall (2010) explains, the United Nations Environment Programme

(UNEP and UNWTO, 2005) "guide for policy makers" on "making tourism more sustainable", argues that the concept of sustainable development has evolved since the 1987 Brundtland definition: three dimensions or 'pillars' of sustainability are now recognised and underlined (UNEP and UNWTO 2005, p.9). These three dimensions of sustainability are summarised by Hall (2010, p.4) as follows:

Economic sustainability
"generating prosperity at different levels of society and addressing the cost effectiveness of all economic activity. Crucially, it is about the viability of enterprises and activities and their ability to be maintained in the long term."

Social sustainability
"respecting human rights and equal opportunities for all in society. It requires an equitable distribution of benefits, with a focus on alleviating poverty. There is an emphasis on local communities, maintaining and strengthening their life support systems, recognising and respecting different cultures and avoiding any form of exploitation"

Environmental sustainability
"conserving and managing resources, especially those that are not renewable or are precious in terms of life support. It requires action to minimise pollution of air, land and water, and to conserve biological diversity and natural heritage. It is important to appreciate that these three pillars are in many ways interdependent and can be both mutually reinforcing or in competition."

As stated by Pulido-Fernández y López-Sánchez (2016, p.4), "it is important to note that a commitment to sustainability does not necessarily mean that the destination should be more expensive, but rather, it can be a price strategy". In fact, in Europe, sustainability is becoming the norm for the industry, and sustainable tourism certification can give you a competitive advantage. It was emphasised in the CBI's report (CBI, 2017) that more than one in 10 European travellers claim to book sustainable holidays. The general characteristics of these sustainable travellers are: generally higher-educated; and well-travelled people of all ages from higher socioeconomic groups. According to CBI (2017, p.3), sustainable travellers fall broadly into two categories:

Dedicated sustainable travellers

"This group is a relatively small segment, with a strong focus on sustainability. These travellers have high expectations. They are especially cautious of so-called 'greenwashing', promoting a tourism product as more environmentally friendly than it actually is."

"Soft" sustainable travellers

"This group is the largest segment, with the most growth potential. These travellers are not necessarily very knowledgeable about sustainable tourism, but they prefer it because they associate it with doing "the right thing". They rely on tour operators to provide these types of holidays. In fact, 66% of European travellers believe that the responsibility for sustainable travel primarily lies with travel companies."

Based on the above information, the question is raised: Which European markets offer opportunities for sustainable tourism? Although the exact demand for sustainable holidays is difficult to measure, this report estimates that 46% of travellers already consider themselves to be sustainable travellers. However, only 5% think travelling sustainably is easy. According to the findings from the above research, the intention to book sustainable accommodation doubled in 2017 (since 2016) to 65% worldwide; it would appear that sustainable tourism has tremendous global potential. Another important question is: In the European Market, which current trends offer opportunities for sustainable tourism? Increasingly, European tour operators are selecting their suppliers based on sustainability certification (CBI, 2017). Table 1 illustrates the value that holidaymakers (N>3000) attach to the importance of reducing their own carbon footprints; it is noted that, for the countries listed, all the percentages are high or very high (TUI, 2017).

Table 1 Holidaymakers' Views on Reducing their Carbon Footprints

COUNTRY	% agreement with "it is important that everyone does their bit to reduce their carbon footprint"
France	91
Belgium	85
United Kingdom	83
Germany	82
Netherlands	82
Sweden	78

Source: Adapted from TUI (2017). Online quantitative survey of 18-70-year-old holidaymakers, who have taken a flight in the past two years.

Finally, according to UNWTO (CBI, 2017), there are now five pillars that reflect the key principles of sustainable tourism: sustainability policy; decent working conditions; poverty reduction and social inclusion; conservation of natural and cultural heritage; and competitiveness (cf. CBI, 2017, p.6) These pillars also form the main sustainability requirements for European tour operators who focus on sustainability.

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Questions

1. If 46% of travellers already consider themselves to be sustainable travellers, but only 5% think travelling sustainably is easy, what kind of actions should tour operators encourage to improve their information to consumers about sustainable holidays?

2. Should travel sustainable options be more expensive than other options? Why? Why not?

3. Which, if any, of the following actions could attract sustainable tourism in an hotel? Why? Why not? Justify your response.

    - Reduce energy consumption by, for example: using energy-efficient lights; solar power; timing devices; motion detectors or automatic air-conditioning control

- Employ a transparent pricing strategy, accompanied by an explanation of the sustainable goals you use as a part of your profits or extra commissions, for example: the maintenance of national parks; or the construction of a community school.

4. Can you suggest any other ways in which an hotel could attract sustainable tourism?

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Help us make sustainability a rating choice on TripAdvisor. https://www.deartripadvisor.com/

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Sustainable Human Resources' Development in Tourism – Mission Impossible?

by Alina Katunian

Tourism belongs to the service industry, in which the main value is created by the human resources of a company (Ehnert, Harry, Zink & Klaus, 2014). Companies in the tourism sector often face common human capital problems such as low-skilled employees and/or inexperienced employees, shortage of seasonal workforce, lack of staff motivation, frequent rotation of employees, etc. (Úbeda-García, Marco-Lajara, García-Lillo & Sabater-Sempere, 2012). Employee satisfaction, career development and career advancement tend to improve customer service, so human resources' development (HRD) must be one of the company's priorities (Drucker, 2004). HRD can be characterised as a creative combination of strategies, structures, systems, technologies and people in ways that promote the individual and organisational learning that creates and maintains the organisation's effectiveness (Dilworth, 2003). In recent decades there has been a lot of changes in the tourism sector as well as in HRD. In the light of trends, organisations must adapt quickly to the change (Taylor & Finley, 2008). In the context of global sustainable development, researchers started analysing HRD through the prism of sustainability; the adoption of HRD strategies in practice enables the achievement of the long-term goals (financial, social, ecological) of the company reducing the negative effect on society, market players and employees of organisation (Ehnert, Harry, Zink & Klaus, 2014). It is obvious, that sustainable HRD can be analysed from different perspectives. The main aim should be to take the right decisions in HRD at company level and to develop the financial, social and ecological wellbeing in the broadest sense. In fact, because of the nature of tourism per se, many tourism companies are working internationally and their decisions are shaping salary tendencies, HR policies and market trends etc.

"Breck Tours"

Breck tours operate in Europe alongside TUI, Thomas Cook, Thompson etc. Annually, Breck tours organise holidays for an average two million international tourists. The company was established in the early 1990s and, by 2018, it had over 30 outlets in various Central and Eastern European countries. Numerous holiday destinations are on offer not only within Central and

Eastern Europe but also in Western Europe, various Indian and Caribbean islands, United Arab Emirates, Central and South America and the Far East.

The head of Breck Tours' Customer Service Department commented that most of their holiday destinations can be divided into 'summer' and 'winter' resorts, relating to the peak period of holiday taking in the resort – summer or winter. The company's tour leaders are multi-lingual and they usually change their resorts once annually, spending about five months in a summer destination and about four months in a winter destination. They take their own leave between the tourist seasons. The ages of tour leaders range from 20 to 40 years and, normally, they have been residents of the tourists' countries or regions of origin to enhance communication and lessen intercultural differences. The average length of stay in a tour leader's role in the company is five years. The main reasons of leaving the position and the company are as follows: family unfriendly position; seasonality; and long working hours. A few of the 'retiring' tour leaders are offered office positions with Breck Tours in their country of residence; unfortunately, it is impossible to employ all the leaving tour leaders.

To sum up, Breck Tours, in line with many other tour operators, tends not to employ local people as tour leaders in the holiday destinations, so the increasing number of tourists has only a limited influence on the employment and salary statistics in the country being visited. Those tour leaders who leave the company usually have to change not only their jobs but also the employment sector so that valuable experience and knowledge is flowing out of the tourism sector. The present case raises some problematic aspects with respect to HRD in the tourism sector. Resolving these problems could improve employee and company wellbeing.

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Questions and Activities

1. Discuss the influence of the seasonality on employee satisfaction in the tourism sector.
2. Identify ways in which any negative influences of seasonality on employee satisfaction might be reduced.
3. Try to locate one current and one previous tour leader and/or tourist guide in your town or city and interview them to find out the main advantages and disadvantages they have experienced or observed in tourism employment. Share and discuss your findings with your group or team.
4. Discuss the meaning of the concept of "sustainable human resources development".

Part 2ii

Further Revealed Case Studies

Academic Integrity and Business Ethics

by Eszter Benke

Background

The combination of the phrase academic integrity (McCabe, 1993) with business ethics in the title of the current case study attempts to underline the urgent need to address the problem of the increasingly common practice of student misbehaviour in academic life. Academic integrity is conceptualised in the present case study, in a wide sense, as cheating in academic life; in most cases, it is related in one way or another to claiming false authorhood. A substantial part of the existing body of research on academic integrity is related to plagiarism (for example, Eret & Ok, 2014; Gullifer & Tyson, 2013; Park, 2003; Power, 2009) which is consistent with the majority of honour codes published by institutions of higher education; the latter also place considerable emphasis on plagiarism. Plagiarism, however, is not the only source of academic misbehaviour. Whereas plagiarism is a widely researched area, other forms of academic misconduct are much less in focus. Therefore, it is of interest to examine the factors that might lead to the violation of academic integrity as such behaviour may be conducive to unethical practices in students' later lives in a professional context.

Academic integrity, which is based on fairness, equal opportunities and transparency, is a basic expectation in higher education. The violation of academic integrity is associated most frequently with cheating in examinations or on tests. Dishonest behaviour in examinations dates back to the examinations of civil servants in ancient China and is apparent in most testing situations (Cizek, 2009). However, it is not only examination situations in higher education where unethical conduct can be observed. Other forms of student misbehaviour are also common, including duplicate submission or handing in assignments prepared by another student or a professional company. A great number of research papers confirm (for example, Baird, 1980; McCabe & Trevino, 1995; McCabe, Trevino & Butterfield, 2001; Rettinger & Jordan, 2005) that business students display such unethical behaviour more often during their studies than students in other fields of study. Dishonest behaviour appears to be continuing after graduation in business students' professional lives too (for example, Crown & Spiller, 1998; Granitz & Loewy, 2007; Harding, Passow, Carpenter & Finelli, 2004; Sims, 1993). What is considered ethical and unethical behaviour in higher education is not judged unequivocally by different stakeholders. Instructors' and students' opinions concerning the level of seriousness of certain forms of the violation of academic integrity differ largely (McLaughlin & Ross, 1989; Tatum, Schwartz, Hageman & Koretke, 2018). Furthermore, there are also differences among students' views depending on their fields of study. Business students appear to be more lenient towards cheating than those studying in other disciplines (Crown & Spiller, 1998). Timiraos (2002) suggests that business graduates focus only on their goals; the means to achieve their goals are of much less importance. This attitude is fostered probably by the emerging common practice of major global corporate misdeeds, examples of which include the recent Volkswagen emission scandal (https://www.ft.com/content/ 1e50e9aa-02a7-11e8-9650-9c0ad2d7c5b5), quality faking by Kobe Steel (https://www.ft.com /content/1ada80b8-2112-11e8-a895-1ba1f72c2c11), data faking by Mitsubishi Materials (https://www.ft.com/content/a023d962-d03c-11e7-b781-794ce08b24dc) and Apple's slowed down older iPhones (https://www.ft.com/content/09b9 c1d8-ec7c-11e7-bd17-521324c81e23). It is essential that future participants of business life should observe strict ethical norms which prevent them from adopting 'the end justifies the means' attitude (Timiraos, 2002).

The present case study was prompted by a recent incident in an instructional setting at an institution of higher education which trains students for business and hospitality careers. A student, who did not attend classes regularly, failed to appear for the end-of-year test so was obliged to take a re-sit. When the student was spotted in his attempts to resort to dishonest means to complete the test, he claimed that it was necessary to take any opportunity to be successful. No doubt, considerable sacrifices need to be made to be successful, but does one really have to sacrifice honesty to be successful? Whereas studies confirm that there appears to be positive correlation between various forms of dishonesty, such as lying or deceit and creativity (for example, Gino & Ariely, 2012), ethical behaviour should be the expected norm in every way of life, both private and professional alike.

Focus Group and Content Analysis

To examine students' attitudes to cheating and to identify the possible reasons that might lead to unethical practices, data were collected by two methods. First, focus group discussions were conducted with groups of business students in an institution of higher education in Hungary to explore various forms of unethical behaviour and, more importantly, to identify the factors that might lead to unethical practices in students' academic lives. Second, a content analysis of reviews on the Hungarian platform for student evaluation of teaching (SET) was carried out to obtain a deeper understanding of students' dispositions towards cheating. It is acknowledged that these qualitative data samples were probably non-representative. Thus, the results can provide only a starting point for further research although the results are valuable in that they offer suggestions for instructors so that potential sources of academic cheating can be identified and minimised.

Cheating is a highly sensitive topic; therefore, during the discussions the moderator tried not to inquire about different forms of cheating which might be considered more or less serious, such as using cheat notes/sheets (less serious) or taking the examination using the identity of another student (more serious). The primary aim of the data collection was to elicit information about factors that triggered any form of cheating. The focus group discussions identified four main reasons for cheating:

i. Useless subject; exam preparation is a waste of time
ii. Impossible to meet the requirements due to the amount of material
iii. Those who cheat get better marks than those who don't cheat
iv. Only verbatim repetition of the material taught (mainly slides) is accepted

Two patterns emerge from the reasons listed above. First, students oppose requirements that are not pragmatic (uselessness of subject; verbatim repetition) and second, peer influence and the sense of injustice are significant motivational factors. These results are in line with Stephens's claim (2008, p. 139) who found that "61% of students, who reported cheating, rationalised their cheating by blaming others and/or some aspect of the situational context".

The purpose of the content analysis was to identify additional reasons for cheating. The samples below were collected from www.markmyprofessor.com, the Hungarian SET website and are direct English translations of the original Hungarian reviews. Although the website and the teacher reviews are available publicly, due to ethical considerations, the exact sources are not specified to protect the anonymity of the instructors whose evaluations are cited. For the same reason, the names of the institutions are not specified; only the type of institution (university or college) and the field of study of the reviewer are recorded alongside the mean (average) evaluation, on a five-point scale, where the highest point is five.

Sample 1: University, Landscape Architecture, 4.4

It is impossible to pass the exam without cheating because of the amount of material.

Sample 2: University, Mechanical Engineering, 3.6

The tests are compiled and marked by someone else. If we had had to write the test based on what he taught us, the whole group would have failed. But he does not mind any form of cheating, you can even ask him to help if you are in big trouble. I wonder how he earned his PhD as, based on a term's experience; he is even unable to tie his shoelaces. If you want to survive and don't mind cheating, register for his course.

Sample 3: University, Electrical Engineering, 4.3

It is a joke; we have to sign the register one by one at the professor's desk. Please, let us cheat once or twice if we are required to sign the register. I didn't attend the lectures too often and still passed fairly well. In spite of this, the professor is highly knowledgeable, helpful with a sense of humour. The lectures are not very bad after all but even so, you cannot always be present.

Sample 4: University, Light Industry and Environmental Protection Engineering, 2.86

During the exam, I put my hands on my thigh and the teacher immediately came up to make me aware of the fact that he knows what I am doing and that I'd better not use a cheat sheet. I passed anyway without cheating and without learning all the many hundred slides.

Sample 5: University, Business 3.00

I enjoyed his classes but however hard you prepare for the exam… you can only get 4 (good instead of excellent). He allows using cheat sheets so I suppose even without preparation it is possible to get a good mark. Extremely unfair.

Sample 6: University, Electrical Engineering 1.51

He spots everything. If you raise the tiniest suspicion, he is even ready to check your dirty hanky to make sure it is not a cheat sheet.

Sample 7: University, Architecture 4.89

He made a note in block capitals next to one of my tasks in the exam saying: CHEAT SHEET. *I did not cheat only corrected my own mistake.*

Sample 8: College, Business

Not a brilliant teacher. He reads out thousands of slides in the lecture so it is much better to cheat in the exam otherwise "your background knowledge is not precise enough".

Sample 9: College, Business 2.58

It's absolutely useless to attend the lectures because he only reads out the slides … in the exam it is enough to have an iPhone or a well-designed cheat sheet because it is impossible to learn the amount of material that he expects students to know. Furthermore, you have to know the answers word for word as they appear in his notes. If you study, you fail, if you cheat, you are much more likely to get a better grade. So the lectures are of not much use.

The results of the content analysis confirmed the findings of the focus group discussions. The amount of material to be mastered is a common reason for cheating (for example, Samples 1 and 9) and exact reproduction of the material taught is also cited frequently as a factor that triggers cheating (for example, Samples 8 and 9). Blaming others, namely peers or the teachers also appears as a recurrent pattern. The diversity of student attitudes is apparent from the sampled selection. Whereas some students find cheating completely acceptable (for example, Samples 1, 8 and 9), another student raises doubts about its acceptability (Sample 2) whilst being a suspect for cheating (for example, Samples 6 and 7) incurs offence.

Conclusion

The present case study was prompted by a student's statement about cheating: "anything is acceptable in order to achieve our goals". With the ever-increasing unethical behaviour in the private and public sphere, educators have a heightened role in discouraging such practices. Today, in business life, the lines between acceptable and unacceptable practices may often be blurred. As educators, teachers should take some responsibility for creating and promoting a culture of academic integrity that can be transferred to students' future professional lives. An academic atmosphere which promotes and values learning as opposed to performance should eliminate some of the potential reasons for cheating. Also, an instructional practice which sets realistic requirements must be a contributor to the eradication of the need for academic malpractice. Instead of putting the blame on students only, or ignoring their role in contributing to cheating indirectly by providing reasons for unethical behaviour, teachers should be ready to actively foster a culture of academic integrity. Cizek and Wollack (2017, p. 6) claim that "cheating can be viewed through different lenses. Many … view cheating on tests … as one of a set of behaviours to which a moral valence should be ascribed. To be clear, yes: we think cheating is morally wrong; it is appropriate that cheating is negatively stigmatised; and those who engage in intentional cheating behaviours are rightly sanctioned for doing so.”

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Questions and Activities

1. What is the role of the management of an educational institution in fostering academic integrity?
2. Can certain forms of academic misbehaviour ever be justified? Does the concept of "little white lies" apply to/exist in academic life?
3. Are punishments effective in deterring academic dishonesty?
4. Discuss the role of teachers in relation to students' academic misconduct.
5. Do you think that cheating in examinations is linked to national, business or organisational culture? Justify your responses.
6. Analyse the Honour Code of your own institution. Decide what needs more attention and what amendment could be made.
7. Compare Honour Codes published by different institutions of higher education. Discuss the differences and similarities.

Recommended and/or Further Reading

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Food Poisoning: Risk Management for Conventions

by Shu-hsien Chang

Introduction

Various incidents related to food poisoning occur in a variety of situations, both within and away from the home, and often these issues perplex consumers and business owners alike. Despite legal regulations, frequent reviews in the media and repeated recommendations regarding food safety, problems continue to recur. Taking account of risk management procedures, ideally prior to but imperatively following an incident, should mitigate the likelihood of a problem or recurrence respectively.

Local Food Poisoning Cases

Several 'accidental' food poisoning cases are reported in Taiwan every year. Summarised examples of local cases which reached the news (See https://www.ettoday.net) between May and September 2017 demonstrate the seriousness and frequency of the problem.

Case 1 (May 2017)

As of today (May 31st) at least 15 people have been hospitalised after attending a wedding banquet in a reputable hotel restaurant in Taipei. The cause is reported to be food poisoning, which affected many of the guests. The New Taipei City Health Department has ordered the hotel to suspend its food supply operations and wait for the test results.

Case 2 (July 2017)

On July 19th, it was suspected that a second-grader had added 'something' to the class lunch boxes at a National Junior High School in Hsinchu County. Eight students needed medical treatment for symptoms such as nausea and vomiting and numbness and one student was detained in hospital for three days before discharge. The hospital diagnosis was "chemical food poisoning."

Case 3 (July 2017)

In Kaohsiung City, food poisoning was identified in a Junior High School where 49 students showed symptoms of gastrointestinal upset such as vomiting and diarrhoea; they were sent to several local hospitals for medical *treatment. The food for both lunch and dinner had been outsourced to a local catering supplier. The Health Bureau collected 12 samples for inspection to try to determine the source of the food poisoning.*

Case 4 (August 2017)

The National High School Handball Championships entered the third day today and numerous cases of food poisoning are suspected! To date, 38 people are reported to be ill. Amongst the final four teams, High School A players are unaffected but, due to incapacitation, High Schools B, C & D have been unable to play sufficient qualifying games and, therefore, the event has been abandoned. The Health Bureau has been involved in the specimen testing but the source of the outbreak will remain unclear until the test report is released.

Case 5 (September 2017)

Tainan City Department of Health received a report on September 6th from a Girls' High School regarding suspected food poisoning in the school. The Health Bureau surveyed 380 people who had consumed the school homemade supper at 16:00 on that date. Some students reported intermittent abdominal pain, diarrhoea and other symptoms; a few pupils had experienced vomiting. The following day, 130 people still experienced gastrointestinal discomfort although most of the students were relieved of their symptoms after treatment.

Food Safety Issues

In general, food for consumption may be prepared and served cold or hot. In the latter instance, it may be have been cooked, chilled, frozen, preserved and/or reheated. Throughout these processes, observation of food hygiene regulations and safety controls are imperative in all food related businesses otherwise there is a risk of food poisoning. However, it appears that, on some occasions during large scale gatherings such as exhibitions, competitions or weddings, food hygiene and safety controls may be neglected.

For example, in some food delivery businesses in Taiwan, the workers who take the orders and serve the food are requested to begin work only two hours before the food delivery so it is possible that some food items might not be cooked adequately prior to service due to time constraints. Moreover, if the ambient temperature is very hot, there may be some deterioration in the quality of the food, especially with fish and meat products. It transpired that, in Case 5 above, the food was reheated following improper storage during the day; furthermore, bacteria were found in the beverages.

It is of great concern that, given Taiwan's increasing tourism potential and its reputation as a global convention centre, food poisoning outbreaks might affect not only locals but also tourists and business visitors, with serious consequences for the future. Family celebrations, international exhibitions, sporting competitions etc. are typical gatherings where food poisoning might occur among participants. Therefore, the organisers of such large-scale events need to pay attention to the health and safety standards of their food suppliers. Observation of food hygiene requirements with respect to storage temperature, weather, product quality (such as undercooked meat or date expired food) are of paramount importance to mitigate the risk of food poisoning; for example, toxins in lunch boxes may cause hospitalisation and even deaths amongst innocent consumers. Furthermore, if food poisoning cases become major news, the resultant damage can be extremely detrimental to the credibility and reputation of the MICE organisers as well as the local food suppliers. Therefore, it is recommended that food provisions should be limited to HACCP certified caterers or those companies that are certified by the local Food and Health Bureau.

Planning for Risks

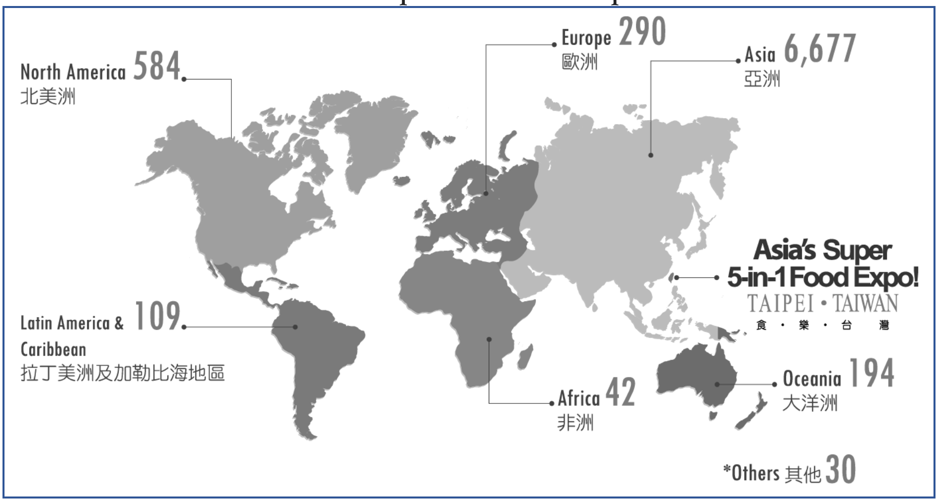
Many methods to reduce the risk of safety and security issues are available to professional exhibition organisers. Clearly, initial awareness of potential risks is crucial. The event manager/organiser is responsible for identifying possible risks then determining and evaluating the various courses of action in each scenario, analysing the possible outcomes and making recommendations to the organisation for considered responses When a risk is thought to be a potential threat to an event, the event manager/organiser/organisation has several possible courses of action if the risk is perceived to have a possible negative impact: (i) avoid the risk; (ii) mitigate the damage caused by taking early action to minimise the risk; (iii) transfer the damage to another party, for example via insurance policies or employment of external agencies; or (iv) accept the risk when it is not cost effective or possible to do otherwise (Project Management Institute, 2013). However, when the risk is perceived to have a positive impact, it may be exploited so benefitting the project or the company. It is likely that a combination of these five risk management strategies may be employed according to the nature of the project and the skills of the team. Regardless of the approach, the risk action plan should be logged, and kept up to date continuously (DBP Project Management, 2014).

Identifying and Analysing Risks

While there are some common categories of risk related to exhibitions, potential risks need to be prioritised according to whether they are avoidable or unavoidable. The latter include: natural disasters (for example, fires, hurricanes, typhoons, earthquakes) and terrorist attacks. Examples of avoidable risks are: unsafe exhibit decoration and equipment or property stolen from exhibit floor (Silvers, 2008). Although there are many foreseeable but easily overlooked risky situations, to date, there have been no reported food poisoning outbreaks at MICE events in Taiwan. However, when organising an international exhibition, risk prevention in the context of food safety control is paramount.

In the development process of the MICE industry in Taiwan, it is proposed that food safety might be a problem which could not only damage the reputation of suppliers but also have a huge impact on subsequent local events. Taking account of the rapid growth of catering demands, such as for MICE in Taiwan, and the increasing number of food poisoning incidents, the development of HACCP practices was encouraged, beginning with voluntary application then moving to mandatory implementation (Lu, Pua, Liu, Chang & Chen, 2014). Therefore, it is now proposed that risk management procedures should be set up to minimise potential problems, alleviate incidences and prevent recurrence of the most likely causes of food poisoning; such risk management procedures could have international applicability in other subtropical and tropical regions.

Figure 1 Global Distribution of Exhibitors' & Buyers' Home Countries: Asia's Super 5-in-1 Food Expo



Source: https://www.foodtech.com.tw/en_US/show/info.html?id=734592FE0E54F255D 0636733C681689&sFuncID=734592FE0E54F255D0636733C6861689

From May to October in Taiwan, the average temperature is above 30 degrees Celsius; most of the important international exhibitions are held during this period, for example: COMPUTEX; Medicare Taiwan; TIMTOS; TAIPEI CYCLE; Asia's Super 5-in-1 Food Expo; Taiwan International Fastener Show; and Taiwan International Boat Show (https://www.eventseye.com /fairs/c1_trade-shows_taiwan.html; http://www.taitra.org.tw/ Taiwan- International-Trade-Shows). Among them, COMPUTEX, TAIPEI CYCLE and Taiwan International Fastener Show are the largest exhibitions in Asia. Figure 1 exemplifies the scale of an international exhibition in Taiwan.

The Case of Micer's

The present case study considers and evaluates the causes and risks relating to a fictional exhibition company's on-site food provision. Micer's is one of the fast food companies who prepare lunch boxes for exhibitors and visitors at an annual four-day international convention in Taipei, Taiwan, in the month of May. Usually, there are more than 2,500 booths and over 10,000 buyers and visitors attend this event every day. The event begins at 10:00 and, very soon afterwards, the convention hall is packed. Because the convention is extremely popular, the event attracts many local fast food operators, who distribute lunch box leaflets to every booth. Orders are normally taken before 10:30 so that the lunch boxes can be made up and delivered by 12:00 noon. The fast food service personnel have a very limited time in which to promote their featured cuisine and to determine the lunch box orders for each booth (company). As time is very tight, there is little time to produce the required orders so the information must be relayed back immediately to the fast food depot/stores.

This time pressure causes regular problems for Micer's because their sales are always high and Alfie, the chef who is in-charge of the lunch box orders, worries in case he cannot prepare the orders to meet the deadline. Therefore, he has made contingency plans which have always worked to date. Alfie anticipates the lunch box requirements in advance of the orders so that he can ensure there is enough food available on time. Based on his estimates for each big event, Alfie asks the staff to prepare his estimated number of lunch boxes before the orders are received. Once the orders are submitted, he ensures the supply matches the demand by requesting his staff to make up additional lunch boxes. Therefore, the only urgent work for the staff is to prepare the extra lunch boxes as soon as possible if the ready-made lunch boxes are insufficient. In this way, Alfie hopes he will not have any disappointed customers.

Subsequently. the fast food service providers are required to allocate and distribute the orders, either to the convention reception (for the visitors to collect) or to each booth before 12:00. In addition, condiments such as salt, pepper, soy sauce and chili sauce are often provided free of charge with the meals. However, due to cost considerations, the shelf life of these locally packed items may have expired. Micer's hope they can avoid cases of food poisoning via their lunch boxes but, in order to meet the consumers' demands, sometimes the pre-packed food is left in the delivery pick-up area for one or two hours, where there is no cool storage facility.

Alfie knows that food outlets failing to comply with health and safety regulations must be strictly forbidden to provide any food and beverages to the exhibition. In the examples above, the risks are clearly reported in the news so that the general public are aware of the causes of the food poisoning outbreaks. However, they have to put their trust in the food suppliers who may be tempted to put profit before HACCP as food poisoning incidents continue to occur in similar circumstances. When such a social problem occurs, the ideological solution may be obvious but if there is no involvement of, or discussions between, the perpetrators and the victims, there remains no actual means of prevention (Li, 1997). Therefore, as there may be no positive consequent action, repeated risks exist and problems ensue.

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Questions and Activities

1. If you were employed by Micer's to advise them on food hygiene and safety procedures, what recommendations would you make?
2. Draft the framework for a risk management plan for large scale event organisers to minimise the risk of future cases of food poisoning.

Street Food, Food Trucks and Tourism

by Andrea Szőke

Background

Over the last decade, the food sector and street food have faced an increased interest (Alfiero, Lo Giudice & Bonadonna, 2017). According to the Food and Agriculture Organization of the United Nations (FAO) "street foods are ready-to-eat foods and beverages prepared and/or sold by vendors and hawkers especially in streets and other similar public places" (as cited in Fellows & Hilmi, 2012, p. 2). This definition highlights "in streets and other similar public places", which distinguishes street food vendors from more formal food service operations, for example, restaurants or cafés. Another definition focuses on the diversity of street food production: "Street foods are minimally processed to highly processed foods that are sold on streets and other public places, consumed on the spot and/or ready to take home or delivered to the work place, including catering activities that can serve celebrations such as weddings" (Fellows & Hilmi, 2012, p. 2). Thanks to its low cost and convenience, about 2,5 billion people around the world consume street food every day (Fellows & Hilmi, 2012). "There are huge numbers of different street and snack foods that are produced around the world; (…) for example, a summary of Turkish street foods has 42 different foods, (…), and there are many hundreds of different street foods, particularly in countries of South and Southeast Asia" (Fellows & Hilmi, 2012, p. 27). On one hand, in some cases, street foods have lost the original cultural link with the specific environment, and "today are examples of globalized food (e. g. Turkish kebab)" (Privitera & Nesci, 2015, p. 718). On the other hand, street foods are often typical of the place, and they can be an alternative to globalisation, and can help to save or reinvent traditional ingredients or cooking methods. In many cases, street food can play an integral role in shaping the cultural identity of a city (for example, Hong Kong); in other cases, traditional street food hawkers or vendors are immigrants who can enrich the gastronomic culture of the city (for example, Asiatic or Mexican food in the USA) (Kregor, 2015; Lee, 2017; Privitera & Nesci, 2015).

According to Hjalager and Johansen (2013) food can bridge the space between everyday life and one's leisure, satisfying physical needs, as well as enhancing social interactions. Street food is consumed not only by local consumers but it also can contribute to authentic gastronomic experiences for tourists, it can offer a link between food, place, and tourism (Privitera & Nesci, 2015). The diversity of tourists' needs is met by a variety of tourism products; street food can represent one of those products. There is a relationship between street food and tourism, because tourists want to try "gastronomic experiences (including street food) for the spirit of the place" (Privitera & Nesci, 2015, p. 721). Street food can attract tourists in search of culinary experiences and different tastes, and can enhance the country's tourism (Alfiero et al, 2017). All that considered, street food has caught the attention of researchers. Most research papers have focused more on the role of limited hygiene (for example, Liu, Zhang & Zhang, 2014; Sabbithi et al., 2017; Thakur, Mehra, Narula, Mahapatra & Kalita, 2013), while other papers have emphasised the regulatory context and/or the history of street food business (for example, Kregor, 2015; Lee, 2017; Martin, 2014).

In the United States of America, a special form of street food vendors, food trucks have been often researched (for example, Ehrenfeucht, 2017; Irvin, 2017; Kline, Boluk & Shah, 2017; Martin, 2014), but only a limited number of papers focus on European food truck services (for example, Alfiero et al., 2017). A food truck is a "large vehicle equipped with facilities for cooking and selling food" (https://oxforddictionaries.com), or according to another definition: a food truck is "a vehicle in which food can be cooked and sold, that moves from place to place" (https://dictionary.cambridge.org). According to Kline, Boluk & Shah (2017, p. 144) "food trucks operate where large volumes of customers gather (attractions, public squares, special events), serving visitors and community residents". The food truck market has experienced a rapid growth over the past several years around the world, and it "tends to serve higher quality food at higher prices than more traditional mobile vendors such as hot dog cars" (Ideris, Zainum, Mustafa, Nordin & Zainol, 2017, p. 85). Researchers distinguish "traditional food trucks" from "gourmet food trucks" (for example, Alfiero et al., 2017; Irvin, 2017; Martin, 2014). Martin (2014) finds that the gourmet food truck movement in Chicago contrasts with the experience of immigrant street vendors; gourmet food trucks are presented as hip and cool. Irvin (2017) describes gourmet food trucks in New Orleans as "part of a broader movement for local production that emphasizes authenticity and creativity" and which have their own unique culinary styles and sell themselves on themes of authenticity (Irvin, 2017, p. 44). Alfiero et al. (2017) report that gourmet food trucks have become more popular in European countries. In their opinion, traditional food trucks in Italy offer cheap, fast street food, like hot dogs, sausages and precooked vegetables, but the new kind of food trucks (gourmet food trucks), operate "with a new philosophy, oriented to satisfying various requests for *quality over hunger*, through the use of selected raw materials, aesthetic presentations and revisited traditional recipes" (Alfiero et al., 2017, p. 2466).

Food Trucks in Budapest

The current case study focuses on gourmet food trucks in Budapest, where the street food scene has enormously widened in the past few years. In order to explore this new phenomenon, first websites were selected by a Google search in January 2108, with the search expression "food trucks in Budapest". An additional TripAdvisor search with the same search expression was also conducted, to locate similar or identical results. Next the results were compared with recommended food trucks on two independent websites. One is a blog site with the mission to highlight Hungarian food and wine (Kutor, 2015, cf. http://tastehungary.com/), and the other one is a city guide managed by local patriots (Jász, 2017 cf. https://welovebudapest.com/en/). As a result of comparing data collected from these three sources, the study describes the food court "Street Food Karaván" which was among the first five results on TripAdvisor, among the first five results of the Google search and was also mentioned on tastehungary.com and welovebudapest.com.

Karaván food court (Street Food Karaván Budapest, Street Food and Beer Garden) is in the 7th district of Budapest and hosts about 10 food trucks with different dishes and drinks. Some of them specialise in burgers (for example, Zing Burger), one in grilled or breaded cheese (Paneer), some in Hungarian specialities "lángos" (Lángos Máshogy ~ "Langos Differently"), "kürtős kalács" (chimneys' cake) (Kürtős Legenda) or sausages (Kobe Sausages). Another truck offers authentic Italian cuisine (Vespa Rossa) and there is a food truck with Mexican food (The Street Buffet). The lovers of vegan food can also find gourmet dishes here (Las Vegan's) and another truck (Nyakleves Souptruck) offers not only soups but also traditional Hungarian dishes, such as Goulash or "székelykáposzta" (pork stew made with sauerkraut flavoured with sour cream).

It is not the purpose of the current case study to give a detailed analysis of the reviews on TripAdvisor, nevertheless, it is revealing to read tourists' opinions on Karaván food court. The majority of the 221 reviews in English about Street Food Karaván confirm contributors' positive attitudes to the food court's atmosphere and the deliciousness of the dishes. The reviews include:

Review 1 (January 2018)

"Different variety of food places, but we had burgers and fries from the "Zing Burger" which is highly recommended. Amazing burgers and friendly staff! Food comes quite fast!... It's very busy though..."

Review 2 (January 2018)

"Best pulled pork and goulash! Both served in bread rolls, pretty awesome! There's a full bar as well as 10 or so vans to buy food and desserts from. There's also a Kobe sausage which is so good. Lots of variety and choice. Also has a vegan burger cart. Very cool place to have a quick bite and a drink. Like a permanent fork in the road or pop up food market."

Review 3 (December 2017)

"Visited here twice - once in the daytime and once in the evening. It was brilliant for tourists to visit as it was next to the bars but also there's a range of choice for everyone including a vegan choice. I definitely recommend here."

Review 4 (December 2017)

"It's a collection of street food carts in one place. We tried the Langos in one cart and the Vegan Seitan Burger in another. Both were very good. There were other choices too like Mexican (tacos, burritos, etc.), Hungarian (goulash, stuffed cabbage, etc.) and cheeseburgers. It's in the Jewish side of Pest and close to metro stop Astoria."

Review 5 (November 2017)

"There are quite a lot of options, for every crave. From sausages to langos, pasta, pizza, burgers and vegan dishes, everybody can get something to eat here. A big plus is that every kiosk has an English menu, so you know exactly what you're ordering."

Conclusion

The food court described above is only one example of the street foods and food trucks in Budapest. There is another food court near to Corvin negyed metro station with similar dishes and there are also other food trucks in the city. They are all new entrants to the market, having opened their businesses in the last decade; these food outlets not only meet tourists' needs but also improve the attractiveness of the Budapest food scene for tourist and locals alike. The reviews on TripAdvisor show the popularity of Karaván food court and confirm tourists' interest in street food. Although street food has received some attention in academic literature, the relationship between street food, food trucks and tourism has not often been examined to date.

However, the reviews on TripAdvisor demonstrate that street food and food trucks can make a key contribution to city tourism and, therefore, they provide a relevant and exciting area for research.

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https://www.tripadvisor.co.hu/Restaurant_Review-g274887-d10678078-Reviews-or20-Street_Food_Karavan-Budapest_Central_Hungary.html

Questions and Activities

1. Describe the advantages and disadvantages of street food.
2. What hygiene risks should be considered related to street food and food trucks?
3. Search for regulations of street vendors in your country/region/city.
4. Search the Internet for street food in Europe or in your country. Choose a city or region and, from the results of the searches, prepare a presentation about street food in the chosen city/region.
5. Design a research project to collect data about street food and food trucks in your city/country.
6. As an entrepreneur, you want to start your business in the street food market. Make a SWOT analysis or a feasibility study for your proposed venture.

Recommended Reading

Fellows, P., & Hilmi, M. (2012). *Selling street and snack foods. Diversification booklet number 18*. FAO. Retrieved from http://www.fao.org/docrep/015/i2474e/i2474e00.pdf

Restaurant Guests' Special Dietary Requirements

by Bojana Kalenjuk and Predrag Tošić

Introduction

The increasing number of consumers' special dietary requirements can cause problems for restaurateurs (Cvetković, Kalenjuk, Tešanović & Babić, 2016). In order to offer a diverse and quality gastronomic menu, a wide range of local specialties alongside national and international dishes are recommended (Tešanović, Kalenjuk & Blešić, 2009). More recently specialties such as modern (molecular and sous-vide) cuisine may be considered. However, it may be that the dishes offered on the menu do not satisfy certain special dietary requirements relating to: religion (for example, halal, kosher); vegetarian (lacto, ovo, pesco, etc.); macrobiotic; raw; blood type; chrono, organic; medical; and other gastronomic issues (for example, allergies) (Tošić & Kalenjuk, 2017).

Background

Modern consumers have different eating habits and needs, and one of the frequent "problems" faced by the hospitality industry is ignorance with respect to *religious dietary practices* (Tošić & Kalenjuk, 2017). The world's most common religions, for which diet may be an issue, are: Christianity (2.3 billion); Muslim/Islam (1.8 billion); Hinduism (1.1 billion); and Buddhism (0.5 billion), although Jewish comprises only 0.01 billion (Hackett & McClendon, 2017). However, it is emphasised that eating habits of religious members often vary, even among members of the same religious group (Goyan Kittler, Sucher & Nahikian-Nelms, 2012).

Generally speaking, there are certain dietary principles that must be followed by religious individuals:

- Christians (Orthodox and Catholics): rules of fasting (Goyan Kittler, Sucher & Nahikian-Nelms, 2012);
- Muslims: preparing meals from foodstuffs with Halal labels; absence of pork products in the diet (Al-Qaradawi, 2007; Kamali, 2010);
- Hindus and Buddhists: avoidance of beef; dominance of vegetarian foods (Schmidt & Fieldhouse, 2007);

- Jews: preparing meals from Kosher labelled produce; stipulation of production and preparation of the food, according to special regulations and customs, with respect to consumption of veal and mutton (Shwide-Slavin, 2010).

Increasingly, restaurant guests are demanding food that is prepared exclusively from food and ingredients of plant origin; these requests are made by both vegetarians and non-vegetarians, resulting in a need for a wide range of vegetarian dishes (Beardsworth & Bryman, 2004; Greenway, 2010; Lanou, 2007). *Vegetarianism* is defined here as a dietary pattern characterised by the primary consumption of food of plant origin and the practice of not eating some or all of the foods of animal origin (Janda & Trocchia, 2001; Perry, McGuire, Neumark-Sztainer & Story, 2001).

Cvetković et al. (2016) identify the following types of predominantly plant based diet:

- Semi-vegetarians: consume foods of animal origin, except for red meat (beef and lamb);
- Unintentional vegetarians: choose to balance their diet through increased consumption of vegetarian foods and/or to embrace the vegetarian lifestyle for a certain period of time;
- Pescatarians: do not consume meat and poultry, but consume fish and other foods of animal origin;
- Ovo-lacto vegetarians: do not consume meat, poultry and fish, but consume other foods of animal origin, including dairy products and eggs;
- Lacto-vegetarians: do not consume meat, poultry and fish, but consume other foods of animal origin, including dairy products;
- Ovo-vegetarians: do not consume meat, poultry and fish, but consume other foods of animal origin, including eggs but they do not consume dairy products;
- Vegans: avoid consuming all foods and ingredients of animal origin, including honey;
- Raw vegans: only consume thermally unprocessed foods of plant origin; and
- Fruitarians: consume only fruits, nuts and seeds, avoiding all foods of animal origin, vegetables and cereals. (Fox & Ward, 2008; Shani, 2010)

Basically, a *macrobiotic diet* is a vegetarian diet, dominated by cereals (whole grains) and vegetables, but special teas, seaweed, herbs and fermented soybean products are also consumed along with poultry and white fish. An important feature of this diet is compulsory balancing of all the participant nutrients. Fatty foods and foods with additives are avoided completely, while other types of meat, eggs, dairy products, salt, refined sugar, alcohol, coffee and tropical fruits are eaten only in moderation (Cvetković et al., 2016).

The *blood type diet* appeared as a direct response of humans to the natural environment and food offered to them (Vago & Degremont, 2005). When providing services to guests who adhere to the blood type diet, food on offer should be prepared according to the following rules defined by D'Adamo (2011):

- Blood Type 0 needs a diet consisting of poultry, meat, fish, carrots, seeds, forest fruits, fruits, hazelnuts and walnuts;
- Blood Type A needs a diet close to vegetarian, and even vegan;
- Blood Type B finds most foods suitable, although foods of animal origin are preferable; and
- Blood Type AB should combine foods from both blood types (A and B).

Hospitality professionals who are faced with the challenge of preparing meals for people who are on a *green or natural diet* must be aware that it involves the use of products without high temperature treatment, additives, packaged in non-recyclable packaging and obtained by organic production (Dević Blanuša, Kalenjuk & Gagić, 2017).

The *Chrono diet* is based on consuming food according to the daily body rhythm of an organism where essential segments are a combination of ingredients and the time of consumption (Oike, Oishi & Kobori, 2014). A general rule characterised by the chrono diet is that one should eat three main meals a day (every four hours), and always at a same time each day (Gifing, 2009). Diabetes is a chronic, non-healing disorder of metabolism, characterised by hyperglycaemia (persistent elevated blood glucose levels) (Rubin, 2012).

The ingredients and preparation of dishes offered for consumption by *different types of diabetics* are also of great importance. The basic rules in a diet suitable for diabetics are: prepare the food with short-term heat treatment to conserve vitamins; avoid the addition of fat and strong spices to meals; avoid braised dishes; and consume more small but regular meals (Popov-Raljić, 2016).

There is evidence that the incidence of *food allergies and intolerance* is on the rise (Nwaru, Hickstein, Panesar, Roberts, Muraro & Sheikh, 2014). Food allergy implies the existence of a certain adverse reaction(s) to food or certain food ingredients (http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv:OJ.C_.2017.428.01.0001.01.ENG&toc=OJ:C:2017:428:TOC). Food intolerance implies difficulties in digesting certain foods (Gibson, 2011). People suffering from allergies to certain nutrients practise a detailed selection of foods which leads them to social restrictions and, maybe, rare visits to restaurants (Wanich, Weiss, Furlong & Sicherer, 2008). They often have problems finding out whether the food they order contains, or may have been exposed to, the nutrients that might cause their allergic reaction (Leftwich et al., 2010). To meet their demands, it is necessary to know in detail the composition of dishes and the food flow when preparing to prevent the particles of: milk, meat, eggs, fish, flour or some other foods to unintentionally get on a plate (Kalenjuk, Grča, Tošić & Tešanović, 2017).

Coeliac disease is a permanent form of intolerance to gluten, that is, gliadin and related prolamins found in the endosperm of wheat, rye and barley grains (Walker-Smit, 2000). This disease appears as a permanent inability of an organism to break down gluten from food in the small intestine (Green & Jabri, 2006). Guests who suffer from coeliac disease need to be offered dishes that are guaranteed to not contain gluten. However, a key problem is "hidden gluten" which can be found in many products (gluten free) (Radlović, 2013). These are products in which the gluten ended up due to negligence or cross-contamination. According to the written declaration on the food item, these products do not contain cereals but it is difficult to spot and eliminate the gluten in many facilities and kitchens, possibly due to poor hygiene conditions (Kalenjuk et al., 2017).

Two examples of Central and Eastern European cities, to which the European Union regulations (http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX%3A32011R1169 &from=en) on provision of information to consumers do not apply, are now considered.

Example 1: Novi Sad, Republic of Serbia

In the city of Novi Sad, food and beverage outlets with the highest occupancy and quality ratings were selected. The menus were examined and subsequent discussion with the management indicated that the majority offered vegetarian and fasting dishes but they did not cater for other dietary requirements. Most managers said that guests with special dietary requirements were visiting their food outlets daily and that they tried to accommodate their needs but it was not always possible.

Example 2: Banja Luka, Bosnia and Herzegovina

In Banja Luka, a parallel study found that most food outlets could respond positively to certain religious requirements, such as fasting dishes and Halal foods, but that the range of food on offer was very limited. The managers remarked that guests with some special requirements appeared every day; they feared that they were very late in adapting their offer to the guests' requirements; they knew that they were losing revenue as well as guests and, consequently, repeat business.

Conclusion

After reviewing national and foreign literature in the field of food and diet, it is concluded that there is a wide range of specific dietary requirements. Nowadays, the hospitality industry is facing a great challenge in trying to meet these requirements. Often, theoretical knowledge is not sufficient; it may be difficult to meet some of the requirements because food and beverage outlets cannot access the requisite supplies, or do not have the necessary conditions, to prepare and serve suitable meals that are required by guests. Nevertheless, poor adaptation to guests' dietary needs can have a major impact on their satisfaction, which will in turn impact the successful development of tourism.

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Activities

1. In general, or linked to a specific area with which you are familiar, explore the opportunities for overcoming the issue of lack of local supplies.
2. Suggest and justify the reasons for limited food offerings for guests with special dietary needs.
3. Explore the possibilities for expanding the food offerings for guests with special dietary needs without putting excessive pressure on the restaurant employees.
4. Working in groups (3/4 persons), and using products that are available in your town/city, design a menu with recipes (maximum 20 items for any course) that would be suitable, not only for general consumption but also would offer a choice of at least two dishes for as many as possible of the dietary types mentioned. Make a presentation to your peers/trainer/local restaurant manager.
5. Discuss the problems that a local restaurant manager might have trying to implement your menu.

Urban Tourism and Multi-ethnic Marketplaces

by Monica Gilli and Sonia Ferrari

Introduction

The focus of the case is on multi-ethnic marketplaces as resources for urban tourism. In recent decades, European cities have assumed an increasingly multi-ethnic physiognomy. Primarily, the places affected by the presence of migrants have been the gateways (port areas, railway station areas) and the market areas, the latter being a source of not only cheap food but also information and work. Many cities in Europe have started the process of developing the markets as tourist attractions. This fact is related closely to: (i) the important role that is played by food during holidays; and (ii) the consideration of the tourism practice as a multi-sensory experience (Gilli, 2015). In this panorama, food is becoming a magnet for tourists and cities are increasingly involved in campaigns of 'food branding', related to food shopping, tasting, preparing and consuming (Berg & Sevón, 2015; Ferrari & Gilli, 2015). Thanks to these phenomena, the importance of food markets is increasing daily so promoting the development of tourism projects focused on street markets which offer, besides the opportunity to buy local products, possibilities to enjoy an authentic atmosphere and to get closer to the local lifestyle (Kikuchi & Ryan, 2007; Wu, Wall & Pearce, 2014). The interest of tourists in traditional markets may have positive effects in terms of image improvement, building renovation and regeneration which, in turn, can reduce conflicts between tourists and residents, both of whom frequent these places.

The present case seeks to identify the components necessary for the development of a market focused on tourism that does not give birth to the gentrification’s effects. Examples of some of the most famous tourist markets in and outside Europe are examined and the model proposed by Crespi-Vallbona (2015) is used to classify traditional food markets based on the current transformations.

Street and Food Markets as Tourist Attractions

In many cities, especially in multi-ethnic districts, traditional popular markets have different important roles; in fact, in addition to their traditional commercial role, they also have a social role as a venue for events and as a meeting place (Shaw, Bagwell & Karmowska, 2004). In social terms, such markets have an important function as they permit moments of interaction amongst people of different races and ethnicities, helping the integration of immigrants. Moreover, markets attract tourists by offering them ways to taste and live authenticity and to have contacts with local communities (Crespi-Vallbona, 2015; Crespi-Vallbona & Perez, 2015; Gilli, 2009; Gilli & Ferrari, 2017).

Nowadays, street markets are important components of urban tourism marketing strategies. More and more frequently they are transforming into, or are already, places for leisure and tourism, stimulating a radical change from their traditional characteristics. The result of this process of 'boutiquing' of street markets is the turning away of the poorest and least mobile and traditional customers and the loss of authenticity of those areas (Zukin, 2009; Zukin, 2011). In the last few decades, because of the crisis due to the increasing competition of large-scale retail traders, many street markets have faced redevelopment projects. Frequently these projects have attracted new investments such as the setting up of large retail and/or commercial chains shops. In the meantime, some of the small, independent family-run shops have been forced to close. The phenomenon of 'retail gentrification', very common in recent years, is a frequent result of this process (Gonzales & Waley, 2012; Smith, 1996), which might have a strong impact on the urban way of living.

Food markets are a special case as food is an important tourist resource (Dimitrovski & Crespi-Vallbona, 2017; Ferrari & Gilli, 2015) and, for this reason, the importance of these types of markets in the tourist panorama is great. In many cases they suffered a process of total repositioning, becoming not just tourist attractions but also instruments for the regeneration of urban areas. Consequently, gourmet markets that offer restaurants and events, as well as moments of socialisation, are coming to the fore (Crespi-Vallbona, 2015).

Considering the described phenomena, it is of interest to examine the model proposed by Crespi-Vallbona & Perez (2015) to classify traditional food markets on the basis of whether their transformation processes are under way or already complete. Their model identifies three different categories of market. First, 'touristified markets', such as the La Princesa in Barcelona (www.laprincesamarket.com), the Kirkgate Market in Leeds (www.leeds.gov.uk/leedsmarkets /markets/kirkgate-market) or London's Borough Market (www.boroughmarket.org.uk), that have suffered a process of total renovation to satisfy the tourists' needs and expectations. In addition to the commercial aspects, this type offers restaurants and cafés, culinary events, cooking classes, food tastings, etc. Usually, 'sanitisation' processes, with the adoption of stringent hygiene and behavioural rules, even prohibiting shouting at certain times of the day, have resulted in a reduction of the authenticity of the atmosphere. In such markets one may find less perishable and more easily transportable food which is of interest to tourists primarily. They are every day less linked to the social fabric of their neighbourhood (Crespi-Vallbona & Perez, 2015). Crespi-Vallbona (2015) do not consider them to be 'sustainable' because there are no signs of involvement of the community, including the creation of tourist businesses run by community members, and there is no local control of the tourism development processes.

The second category comprises 'food markets with tourist attraction', that have changed over time to face the commercial crisis. Although they remain traditional markets, they are also interesting from the tourists' viewpoints. Examples of this type of market are La Boqueria in Barcelona (www.boqueria.barcelona/home), Porta Palazzo in Torino (http://mercati.comune. torino.it /item/porta-palazzo/), Vucciria (www.cittametropolitana.pa.it/turismo/cultura_e_ tradizioni/00007695_Vucciria.html) and Ballarò (www.ilgiardinodiballaro.it/palermo/ monumenti/9-mercato-storico-ballaro.html) in Palermo and Vásárcsarnok in Budapest. (http://budapestcity.org/03-muemlekek/09/Kozponti-Vasarcsarnok/index-hu.htm). In contrast to the previous category, they are considered sustainable; in fact, they operate in line with local culture, traditions and socio-cultural values so they are attractive both for tourists and for local consumers (Crespi-Vallbona & Perez, 2015).

In the last category 'traditional food markets in changing process', such as the Sant Antoni in Barcelona are classified. These markets have an uncertain future and show the first signs of change, such as the annexation of new design space; they offer goods that are mainly targeting tourists. (Crespi-Vallbona & Perez, 2015). Today retail gentrification and 'touristicisation', which have already had a strong impact on the first category, are threatening the markets in the latter categories. For this reason, it is necessary to increase their sustainability, while targeting to new segments and changing their marketing positioning. It is mooted that a key issue in this transformation is the sharing of development projects among local community, entrepreneurs and the other stakeholders.

Markets becoming Tourist Attractions

It is the opinion of the authors that the success of the tourism development process with respect to a multi-ethnic urban market depends on its ability to satisfy certain elements of the community's expectations and needs. In this context, the term 'community' refers to 'outsiders' rather than the people who frequent the market regularly, simply because they live and/or work in it or in the immediate location. In the developmental context, the areas to be monitored are: social; economic; cultural; religious; and, finally, the tourist area. The main characteristics of each area are now explained using some important markets as examples. Even if, in reality, these areas are closely related each to one another, it could be of value to keep them separated analytically in order to understand better the opportunities and the critical aspects of any proposed tourism development process.

i. *Social area*

This is a crucial area for the tourist transformation of a market. Often, prior to a tourism development process, there is an urban regeneration project coordinated by a public institution. In this process it is important to have the active participation of the main stakeholders from the local community, with a balance of ethnic and cultural representation from local businesses, non-governmental organisations (NGOs), local resident consumers and others who may be present in the market area. The governance model can be developed in different ways, depending on the context, but a decision-making process with bottom-up characteristics is always employed. An example of this approach is at the base of 'The Gate-living not leaving' project, a pilot project of urban regeneration of the Torino urban market that is aimed at improving the living and working conditions of the area. Generally speaking, the regeneration processes are more successful when their effects transform the quality of life of the community, ranging from the markets' facilities to the renewal of streets' furniture and lighting. The most successful regeneration projects benefit vulnerable segments of the community, for example, through the creation of social housing residences.

ii. *Economic area*

The multi-ethnicity of a market is not confined to the socio-cultural dimension but it concerns also the economic aspects. Actually, markets have a strong ethnic component not only amongst the buyers but also amongst the sellers. Furthermore, the products themselves may be multi-ethnic; this heterogeneity constitutes added value both for the residents and the tourists. Keeping the products' costs low is also important to ensure the popular character that provides a sense of place authenticity (Gilli & Ferrari, 2017).

iii. *Cultural area*

Generally, following a regeneration process, external private entities begin to buy dwellings and create new activities in place of the traditional small existing businesses, no longer profitable. Regeneration is a positive process in terms of recovery of valuable buildings in a state of decay; however, the subsequent increase in property prices and rents, also determined by speculations, frequently causes the relocation of residents to other districts. The result is the transformation of places: the socio-cultural mix of the neighbourhood changes, while urban cultural homogeneity increases. In our opinion, an antidote for such situations is the transformation of the market area in a place of shared planning and multicultural associativism (Gilli & Ferrari, 2017). The birth of associations based on intercultural dialogue and representing different ethnic communities is visible in markets like La Boqueria in Barcelona (Hernandez, 2011) and Vásárcsarnok in Budapest (Metro-Roland, 2008); they are considered to be sustainable because they are not in contrast with the heterogeneous local culture, traditions and socio-cultural values.

iv. *Religious area*

The presence of religious and secular institutions, daily engaged in the social field, could represent a guarantee of the maintenance of the popular and multi-ethnic characters of the area. A typical example is the Torino market that continues to be considered a multi-ethnic gateway. This fact discourages the real estate investors and we think that it could represent a valid antidote against gentrification (Gilli & Ferrari, 2017). Also, multi-religiosity may represent an opportunity for a tourist offer. Parsi market in Delhi (India) is a valid non-European example.

v. *Tourist area*

The authors maintain that the main indicators of the tourism development process of a market are: the birth of hospitality facilities; the offer of tours by tour operators, tourist guides and different kinds of associations; a 'boutiquing' process with the conversion of old shops into restaurants and cafés; and a communication strategy carried on through the creation of tourist websites dedicated to the market. In this development context, it is supposed that the risk of a gentrification process is high. Examples of market gentrification are San Miguel in Madrid, La Princesa in Barcelona and London's Borough Market, all of which have been completely redesigned to meet the tourist demand. These markets are now definitive tourist attractions, unrelated to the social fabric of the area in which they arise, and have lost their authenticity (Crespi-Vallbona, 2015). To prevent a market from losing its authenticity it must continue to be a place of exchange for all the members of the community; a prerequisite for tourism sustainability is the local control of tourism development, including the creation of businesses run by community members (cf. Salazar, 2011). In this vein, one way to reaffirm the democracy in the market is the sharing of the places' process of interpretation and narration, for example, the emergence of multi-ethnic tour guides. This feature is the goal of the European project 'Migrantour: a European network of migrants leading intercultural routes to understand cultural diversity', a project involving Italian, French and Spanish cities, characterised by a strong multi-ethnic presence, and offering urban tours led by immigrants (www.migrantour.org).

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Activities

1. Looking at a city or town with which you are familiar, consider an existing market, that could be subject to a progressive process of tourism development while keeping intact its function as a city market.
2. Try to determine how your chosen market fits into the Crespi-Vallbona model and justify your decision.
3. Analyse and interpret the information on this market considering the five areas identified above (social; cultural; religious; economic; tourist;) trying to understand, based on a hypothetical tourism development process, which areas present the most critical issues and what initiatives might be developed to resolve them.

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Business Case of Revenue Management and Employee Engagement

by **Detlev Remy and Wolf Magnus Gerstkamp**

Ancillary revenues are now an important component in any revenue optimisation strategy and they are discussed widely among industry practitioners and academics (for example, Erdem & Jiang, 2016; Kimes & McGuire, 2001). Specifically, the questions remain: How does one enable ancillary revenue gain? In the latter context, which tactics and competencies work best? (c.f. Yuan, Chuang & Gregory, 2017).

Mr Bill Smith, General Manager (GM) of the five-star hotel AHA in Singapore perceived that there may be opportunities for increasing revenue potential in rooms division (front office, reservations, housekeeping, concierge, guest services, security, and communications) and other revenue generating hotel departments such as food and beverage, spa and function space. Subsequently, he called a meeting with the Rooms Division Director and other departmental heads to explore the prospects for gaining additional revenue. One of the areas discussed was tactics, such as cross selling amongst the departments. The Spa Director suggested focussing on selling 'special offer' spa treatments, especially in the off-peak times. The Rooms Division Director and the Marketing Director were requested to generate ideas to enable the cross-selling activities. Hence, both directors proposed offering spa treatments at a generous reduced price in the afternoon for hotel guests only, with new flyers being placed in the guest rooms to promote awareness of this offer.

After one-month Mr Smith asked, at the regular management meeting, for the sales' records relating to this special spa promotion. Surprisingly, the number of spa treatments sold following the promotion was very low. There was an intense discussion amongst the team as to the possible reasons why the guests' attention had not been triggered by this special offer. The Rooms Division Director blamed the marketing team saying that the flyer was not attractive enough; whilst the marketing team argued that; the front office team did not make sufficient effort to promote this special offer.

Mr Smith concluded that the various departments had been working in isolation and not together as an entire team, hence the outcome of the new initiative was not a success. He realised that, as the GM with leadership responsibility, he was partly to blame, in particular, with respect to the lack of GM/interdepartmental communication. In fact, effective communication between followers and leaders, setting the direction, collecting ideas from the team and involving them in the decision-making processes should have been the key to the success of this new promotion (c.f. Hackman & Johnson, 2013). Mr Smith remembered the important five steps of employee involvement (Tell; Sell; Consult; Join; Delegate c.f. Tannenbaum & Schmidt, 1958) "that includes an increasing role for employees and a decreasing role for supervisors in the decision process" (Heathfield, 2018, p.1).

Mr Smith decided to call another large meeting with all department heads and their managers. During that meeting, he shared what he had learned during a management training seminar about team involvement processes and he restarted the new initiatives: He made it very clear that the group had to work on a solution for the low revenues for the Spa area ("Tell"). He then assigned different roles to each team member and explained the importance of each task force ("Sell"). Mr Smith also explained why this adoption of roles was important in order to achieve the new target. After that, he let each team work separately on their ideas and met them later that afternoon to gather all the ideas and to continue the group brain-storming session ("Consult"). All the ideas were then written down and communicated to the team. Subsequently, the GM asked for the opinion of the different team members so that they might come to a joint conclusion how to proceed with a view to increasing the revenue in the spa area for the future ("Join"). As a last step, Mr Smith asked the Rooms Division Director and the Marketing Manager to collaborate on the implementation of the new offer, with respect to design, time frame etc. ("Delegate").

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Questions and Activities

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

1. Determine the challenges in terms of generating ancillary revenues
2. Critically reflect and debate the approach taken by the GM
3. Make practical recommendations for generating ancillary revenue based on an ongoing departmental collaboration.
4. Discuss possible implications of focusing too much on ancillary revenue generation.
5. Suggest ways in which the involvement of employees might contribute to improved organisational performance.
6. Which leadership style might the GM use to get the team optimally engaged? Justify your response.

Overtourism

by Liběna Jarolímková

Introduction

"Tourists go home!" "No more visitors!" These are the words of many locals who live in tourism hot spots of 2017 like Barcelona, Mallorca, San Sebastian, but also in Hawaii, Cancun, Pattaya and many other regions that are attracting a massive number of tourists every day (Steinmetz, 2017).

Many destinations are experiencing a tourism boom. Tourism destinations worldwide reported a growth of tourist arrivals and incomes during the year 2017; numerous destinations, particularly in the Mediterranean, have even reported year on year double-digit growth (%) (UNWTO, 2017). The number of tourists in various destinations has reached such a level that it impacts negatively on the residents. The anti-tourism sentiment escalated in summer 2017. In fact, recently, the growth in mass tourism has accelerated due to the growth of world economy, growing potential of source tourism markets, improved destination accessibility for source markets and technologies enabling mobility and itinerary planning (UNWTO, 2017).

Overtourism

High levels of tourism bring many positive economic benefits to the destinations; however simultaneously, they can have very serious sociocultural and environmental impacts. Overtourism refers to the state when a destination's local residents and/or guests feel that there are too many visitors - the number of visitors is beyond the destination's capacity, so the residents' quality of life, and also the quality of the visitors' experiences in the area deteriorate unacceptably (Ribaudo, 2017).

Overcrowded destinations

Cities such as Venice, Italy; Dubrovnik, Croatia; Barcelona, Spain; Amsterdam, Netherlands; Prague, Czech Republic; and Santorini, Greece are among the worst destinations in terms of over-tourism (Prague City Tourism, 2017). In these cities, visitors outnumber residents (for example, Venice with fewer than 55,000 residents receives somewhere between 20 million and 30 million visitors per year; Prague with 1.2 million residents hosted seven million tourists in 2016 (Prague City Tourism, 2017); and Amsterdam with 850,000 inhabitants had 17 million visitors in 2016 (Leffel, 2018). Previously, huge numbers of visitors crowded into some of the old city centres each day during high season with, apparently, relatively little local control in many instances. Coastal resorts were often invaded by enormous masses of one-day visitors, usually thousands of cruise ship passengers. For example, in Dubrovnik, 5,000 cruise ship passengers would arrive every day of the week and, in Santorini, there might be 18,000 day visitors during high season, before the local government started limiting cruise ship passengers to 8,000 per day in 2017 (Leffel, 2018).

These crowds are changing the whole identity of places and pushing out the locals: for example, in Venice, the number of residents has fallen by two thirds (Špaček, 2017) and, in the Old Town of Prague, the number of residents has decreased from 80,000 in 1992 to 52,000 in 2016 (Skalický, 2017). Negative impacts of excessive visitor numbers include pollution and overcrowding of the historic centres, overburdening the local transportation system as well as retail, and general price increases. Also, an irritating factor for the residents is the inappropriate behaviour of certain visitors, which impacts strongly and negatively on the quality of life of the local inhabitants and causes an 'anti-tourism' mood. Tourists per se also may object to overcrowded destinations and react to the phenomenon of overtourism. Growing numbers of tourists are seeking out less busy destinations, which might lead to transmission of the problem to other regions. In additions, "staycations" were identified as a rising trend in 2017 (Špaček, 2017).

Solution?

Destination management organisations need to implement new policies to deal with overtourism. For example, with the help of various measures to regulate visitor flows in time and space, they might diversify visitors' activities, reduce seasonality and raise awareness of less busy destinations. Extra measures promote the development of tourism experiences that engage and benefit communities directly, such as new business opportunities in services and craftsmanship for tourists.

Conclusion

The increased number of negative attitudes towards foreign visitors is a serious matter, which needs to be resolved effectively. Tourism has the potential to preserve the character of the destination, for example by preserving monuments, as well as have positive impact on the local community, however only when it is managed properly. Maximising the social and economic benefits of tourism while minimising negative impacts on host communities should remain the main goal of all destination management organisations for the future. UNWTO (2017) emphasises the importance of Responsible Tourism development, which means using tourism to make better places to live in and better places to visit, with a positive contribution. 'Go home' is what tourists do. They leave the destination with their memories. Before they do that, they have spent their money there (Steinmetz, 2017)!

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Questions and Activities

1. What do you think might be the possible causes of the anti-tourism sentiment of local residents?
2. Suggest measures to alleviate and improve local residents' attitudes towards tourists.

3. Find out which measures have been implemented by overcrowded destinations to reduce the negative impact of overtourism.
4. Evaluate the impact of the measures on visitors, entrepreneurs and business owners in the tourism industry, and residents.
5. Based on smart technologies, draft a strategic plan for a location of your choice to reduce the adverse impacts of overtourism.

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Local Heritage and Local Culture: An Important and Overlooked Part of Sustainability?

by Yaiza López-Sánchez and Juan Ignacio Pulido-Fernández

As Peeters (2012) and Weaver (2012) argue, although sustainable development is now a well-established term, its implementation has not been particularly successful. In the field of tourism, numerous studies have analysed sustainability in relation to both the environment and natural environmental resources (Butler, 1991; Hunter & Green, 1995). However, sustainability extends far beyond these parameters; it also embraces the economic, social and cultural impacts that tourism activities can generate in destinations. For that reason, the success of sustainability depends on its recognition and development by all the stakeholders including not just policymakers and destination makers; it also depends on the support of the local population.

"As one of the fastest growing economic sectors in the world, tourism is increasingly recognised as a vital contributor to job and wealth creation, environmental protection, cultural preservation and poverty alleviation" (UNWTO, 2017, p.9). Many international institutions have highlighted the importance of tourism as a motor of social transformation and an instrument for promoting economic development (for example, OECD, 2009; UNWTO, 2005, 2009; WTTC, 2005). As stated by UNWTO (2017, p.4) "a well-designed and managed tourism sector can help preserve the natural and cultural heritage assets upon which it depends, empower host communities, generate trade opportunities, and foster peace and intercultural understanding".

Tourism can have enormously beneficial effects on the local economy and community, but to achieve these benefits, tourists need to promote and consume sustainable tourism, be sensitive to the impacts that this activity can generate and, therefore, try to protect the destination (López-Sánchez & Pulido-Fernández, 2016). In fact, during their visits, tourists can make many decisions which promote cultural understanding and the local economy, for example: choosing tour operators, airlines, hotels and/or restaurants committed to the local population and the environment; taking an interest in and learning about the local culture; enjoying celebrations and typical events of the destination using services managed by local people (transportation, local guides, local businesses, etc.); choosing to consume typical local food rather than international food; and respecting the local heritage and culture.

For an in-depth analysis of sustainability, among other issues, it is of interest to analyse the relationship between heritage tourism and sustainable development, with special reference to World Heritage Sites (WHS). As exposed by Landford (2009, p.53), "while WHS status is not necessarily linked to tourism growth, all WHS must now develop and implement a management plan to mitigate tourism impacts and sustain site significance".

In 2017, The Economist Intelligence Unit Limited published their first "Sustainable Tourism Index". In this study, they argue that "the UNESCO World Heritage Committee plays an instrumental role in affording protected status to many sites. France enjoys the highest density of World Heritage Sites among the 10 index countries, followed by Germany and the UK, although China boasts the largest overall number (52 as of July 2017, second highest globally after Italy's 53)" (p.18). On the other hand, the degree of protection accorded to the selected countries' cultural and historical assets, which is one of the indicators in the socio-cultural sustainability category of this index, is led by Japan.

One of the essential conditions for real sustainable tourism is that the benefits of this economic activity are shared with the local communities. Furthermore, negative side effects, such as damage to the local environment and depletion of natural resources, on which communities often depend on for their sustenance or livelihood, need to be minimised or avoided. The difficulties in achieving this balance are amongst the reasons why sustainable tourism is of increasing interest to destination managers, especially in WHS. The aim is that people in the community, especially low-income residents, can share the benefits of tourism development. If stakeholders focus only on environmental protection or external economic benefit, sustainability will not be long-lasting.

As can be noted in Table 1, Germany is the Sustainable Tourism Index leader regarding the economic dimension of sustainability, which considers tourism employment and labour laws, as well as government investment in the sector (The Economist Intelligence Unit Limited, 2017). However, it is questionable whether this score is the most important one, since sustainability must consider economic, social and environmental aspects equally.

Table 1 Economic Sustainability Scores (out of 100) Average: 38.3

Rank	1	2	3	4	5	6	7	8	9	10
Country	Germany	USA	India	China	UK	Indonesia	Egypt	Brazil	France	Japan
Index	59.7	52.6	50.9	42.0	40.4	35.5	29.2	28.9	27.3	16.6

Source of data: The Economist Intelligence Unit Limited (2017, p.20).

In recent years, sustainable development has become more of a sustained growth. Basically, there is little will to go beyond words because environmental crises tell us that we should limit our use of the environment, but our economies do nothing but grow. Currently, economic growth exceeds environmental limits, so sustainability is rather utopian, especially in certain destinations. The inhabitants of Venice have accused tourists of "destroying their city", Barcelona City Council has passed a law to limit new tourist accommodation and, in the Galapagos Islands, they see the arrival of mass tourism as a threat to its iconic wildlife that attracts so many visitors (See Pylas, 2017; The Guardian, 2014 for further information).

Governments are required to implement policies that promote sustainable development, taking into account growth rates; only tourism has to be developed within the parameters of sustainable development and with local community stakeholders. It is argued that governments must confront the environmental limits of growth and the challenges of climate change that we face. For that reason, the development of tourism requires comprehensive strategic and tactical planning.

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Questions and Activities

1. Cite three destinations with problems of "tourism- phobia". Identify and explain the reasons for this phenomenon and suggest action plans for the local authorities in order to solve the problems.

2. Locate any World Heritage Site (UNESCO) under threat from the excessive flow of tourists. What kind of action might be taken to alleviate the problem?

3. What is the impact of "all-inclusive holidays" on local economies? Justify and exemplify your arguments.

4. If the commitment to sustainability by a destination implies a rise in the price of tourism products, should tourists be willing to pay more for their stay in this destination? Or should the local population be liable for these costs? Why? Why not?

Promoting Recreational Fishing Tourism in Kenya: Lessons from Newfoundland

by Roselyne N. Okech

Fish tourism is part of a wider context of marine ecotourism and may involve the embarkation of persons (who are not members of the crew) on fishing vessels for recreational tourism purposes, as well as the accommodation, catering and general provision of special tourism services associated to fishing and aquaculture and related customs and traditions. The development of fish tourism may be perceived as an employment diversification opportunity that aims to help regenerate coastal communities, and fishermen, who are experiencing economic hardship because of the decline of their income from traditional fishing activities. The worldwide decline in fish stocks, combined with the increasing demand for fish protein, suggest that the market outlook for seafood products will continue to be very strong. Moreover, fish tourism may propagate eco-awareness and the principles of sustainable development on both the parties involved, operators and customers, fishermen and tourists (Hausold, 2011). Numerous social benefits result from recreational fishing. For example, recreational fishing provides a vehicle for family cohesion (Buchanan, 1985; Dann, 1993; Hunt & Ditton, 2002; Knopf, Driver & Bassett, 1973; Toth & Brown, 1997). Other benefits include stress release and mental relaxation (Driver, Brown & Peterson, 1991; Knopf et al., 1973; Toth & Brown, 1997), being away from others (Fedler & Ditton, 1994), as well as nature enjoyment (Ditton, 2004; Toth & Brown, 1997). In the light of benefits associated with recreational fishing, factors related to participation in recreational fishing should be examined (Floyd, Nicholas, Lee, Lee & Scott, 2006).

Recreational fishing (Gupta, Bower, Raghavan, Danylchuk & Cooke, 2015) can be defined as fishing of aquatic animals (mainly fish) that do not constitute the individual’s primary resource to meet basic nutritional needs and are not generally sold or otherwise traded on export, domestic, or black markets (FAO, 2012). Although this activity has a high participation rate in developed countries (circa 10% on average cf. Arlinghaus & Cooke, 2009; Arlinghaus, Tillner & Bork, 2014), the status of recreational fisheries in developing countries are poorly understood (Bower, Nguyen, Danylchuk, Beard & Cooke, 2014). There are both social and economic benefits associated with recreational angling worldwide (Arlinghaus & Cooke, 2009), and these benefits may be substantial in developing countries (Everard & Kataria, 2011; Pinder & Raghavan, 2013). However, one of the emerging issues for recreational fishing in developing economies is that, despite the presence of multiple grass-roots angling organisations and participants, very little is known regarding the issues and opportunities associated with this activity (Bower et al., 2014; Gupta et al., 2015).

Recreational Fishing Tourism Industry in Kenya

Fishing has always been a main source of income in most communities at the coastal and Lake Victoria regions of Kenya. Carter and Garaway (2014) and Hoorweg, Wangila and Degen (2009) estimated that, in 1999, 7.5% of Kenya's coastal population was directly dependent on fisheries, a small but not insignificant percentage that has the potential to grow, given the rapidly increasing populations in coastal zones (Carter & Garaway, 2014). Although it is believed that fishing is now in decline in many places in Kenya, it still remains one of the major economic activities in the Lake Victoria region. Hoorweg, Foeken and Obudho (2003) argue that, as fishers are faced with reduced catches and competition, a possible solution lies in diversification. Smith, Khoa and Lorenzen (2005) distinguish four broad strategies of fishers: first, and at the bottom, fishing for "survival," - the classic "last resort" category engaged in by the chronically poor who have limited or no access to other resources; second, fishing as part of a traditional diversified livelihood strategy, where fishing is part of a risk management strategy, used as an occasional cash source, or complementary to other activities such as farming; third, specialist fishing where increased investment allows higher returns, so providing a means to generate, and possibly accumulate, income; and finally, fishing retained as part of a strategy that involves diversification into new, even higher return activities as household assets and incomes rise (Carter & Garaway, 2014; Smith et al. 2005).

Kenya is reputed to have some of the best deep-sea fishing in the world (FAO, 2015). Shimoni, Watamu, Mombasa, Pemba, Lamu and Lake Victoria offer recreational fishing opportunities with a large variety of fish species close to shore. Pemba Channel and Lake Victoria are among the finest sport-fishing places. Also at Hemingways off Malindi Island, twin-engine deep-water fishing boats take recreational fishers to fish for billfish in its November to March prime season, as well as sailfish (known locally as *'suli suli'*) and Marlin (striped, blue, and black), bonito, skipjack tuna, shortbill spearfish and broadbill swordfish (FAO, 2015).

Recreational Angling in Newfoundland, Canada

Angling in Canada is at advanced stage and, in terms of niche tourism, it is much more developed than in many destinations. Angling refers to a method of fishing by means of an angle (fish hook). The hook is usually attached to a fishing line and the line attached to a fishing rod. Fishing is allowed in all of Canada's national parks and reserves but one needs to have a valid national park fishing permit and to be familiar with the fishing regulations. Fishing is "big business" in Canada and it is a major source of generating recreational revenue across all its provinces. Canada has a diversity of fishing locations that range from local roadside lakes through to fishing lodges in remote wilderness areas. The Canadian winter is a time to try ice fishing through holes cut or drilled in the ice. While Canada provides opportunities for both saltwater and freshwater fishing, it is the latter that most people think of when it comes to Canadian fishing in locations such as Newfoundland and Labrador province (Department of Fisheries and Oceans, 2016).

Newfoundland and Labrador province has over 60% of North America's best Atlantic salmon rivers, with some having annual runs of up to 30,000 fish. In this area, there are nearly 200 known wild Atlantic salmon rivers; non-residents are required to hire a guide or an outfitter to permit them to fish inland waters in Newfoundland and Labrador. These local personnel know the rivers intimately so they can show visitors where to fish and how to land trophy fish. All non-residents of Newfoundland and Labrador require an angling licence to fish. When using an outfitter, s/he will supply the licence as part of the package. When using a guide only, visitors may or may not have to obtain their own licences (Department of Fisheries and Oceans, 2016).
There is an Angler's guide that contains information on obtaining licences, scheduled rivers, daily and season bag limits as well as other angling requirements. Special licences are required to fish inland waters in the National Parks. These may be obtained from park administrative offices. Anglers should check with park officials regarding the regulations that apply within each National Park (Department of Fisheries and Oceans, 2016).

Opportunities and Challenges in offering recreational fishing tourism in Kenya

According to the findings from the author's personal research in which 100 fishermen, in six different areas of Kisumu, Kenya, were surveyed, 94.6% of the participants reported that they were in favour of fishing tourism in their areas of fishing and highlight several opportunities to increase and or develop fishing tourism; they also highlighted some challenges (See Table 1).

Table 1 Opportunities and Challenges in recreational tourism

Opportunities for offering recreational tourism	**Challenges in offering/developing recreational tourism**
Free and easy access to the fresh water lake	Cost of acquisition of equipment
Good infrastructure	Few tourists
Good security	Scarcity of fish in lake
Increased number of tourists, therefore increased income	Time spent fishing
Readily available labour	Recreation equipment is expensive
Scenic islands	Government restrictions
Tax free is minimal	Lack of equipment
The locals are friendly and welcoming	Language barrier
	Lack of modern boats and shipping equipment
	Lack of ready market
	No advanced fishing equipment
	Poor usage of fishing gears
	Water weed interference
	Distance to collect fuel for refilling petrol tank

Source: Author's Personal Research, 2016

Conclusion

The development of fish tourism can be perceived as an employment diversification and alternative means and opportunity aimed at generating necessary economic empowerment in communities other than traditional fishing activities. Furthermore, recreational fishing tourism may propagate eco-awareness and the principles of sustainable development amongst all parties involved. While there is an obvious indication that in Newfoundland recreational fishing is far more advanced than in Kisumu, it is still possible to develop this kind of tourism in the Kisumu area. The findings indicate clearly that there is sufficient interest in the development.

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Activities

1. Plan a weekend recreational fishing trip to one of the popular angling destinations you are aware of then make a presentation to your group.
2. Prepare an advertisement promoting recreational fishing tourism in your chosen destination.

Part 3

Points for Discussion

Part 1 Non-revealed Case Studies

The Guests' Complaints
by Lucy Chunyan Luo

Points for Discussion

- Dealing with guests' complaints
- Allergies: problem foods; reactions/symptoms; treatment
- Dietary requirements: religion; medical; other
- Responsibilities of tour guides
- Responsibilities of food and beverage restaurant owners/managers

An Evening in a French Restaurant
by Pavlína Sonnková

Points for Discussion

- On- line restaurant booking – pros and cons for guests
- On- line restaurant booking – pros and cons for restaurants
- Risks associated with negative guest reviews

Dealing with Cash Payment in Reception
by Margarita Platace and Ilze Grickus

Points for Discussion

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

No Pets Allowed
by Lucy Chunyan Luo

Points for Discussion

- Communication issues
- Cultural differences

Couchsurfing as an Alternative Form of Travelling
by Petr Janík

Points for Discussion

- Positive aspects of couchsurfing for the host

- Positive aspects of couchsurfing for the couchsurfer
- Risks of couchsurfing from the host's perspective
- Risks of couchsurfing for the couchsurfer

Hotel Safety and Customer Satisfaction
by Amy Wei-Ju Yeh

Points for Discussion

- The receptionist's perspective
- The guests' perspective
- The manager's perspective
- The owner's perspective
- Cultural dimensions

An Electric Car
by Iwona Burian

Points for Discussion

- To what extent might guests be perfidious and creative at the same time when they are in need?
- What are the most unusual needs/requests from guests that you have encountered?
- To what extent is it possible to anticipate guests' unusual needs?

The Discovery by an Hotel Chef
by Aivars Kalniņš

Points for Discussion

- The greenhouse effect and its potential impact on the planet
- Ways in which accommodation providers can contribute to the reduction of the greenhouse effect
- Negative effects of climate change

Part 2i Revealed Case Studies

Freelancers Working in Restaurants
by Kateryna Fedosova, Oleksandra Chmura and Anastasiia Sorokina

Points for Discussion

- Identify and discuss the variety of “problem guests" in the restaurant industry that have emerged with the development of information technology
- Consider how a restaurant manager might deal with the above problem
- What is your view on charging for time spent in the restaurant while offering unlimited non-alcoholic drinks and/or food? See http://www.ziferblat.co.uk/
- On the contrary, discuss ways in which various modern technologies can contribute to increasing both the restaurants’ income and the number of guests.

Hospitality Workplace Romance
by Matthew H. T. Yap

Points for Discussion

- Causes and consequences of WR
- Ethical concerns of WR
- Sexual behaviours of contemporary young adults
- WR policies’ considerations

The Importance of Checking all Information On-line before a Journey
by Anda Komarovska and Ineta Luka

Points for Discussion

- What other problems might travellers from Latvia face when travelling to non-European countries? What should be done to avoid such problems?
- What problems might travellers from non-European countries face when travelling to Latvia? What should be done to avoid such problems?
- What problems might travellers from your country face when travelling to non-European countries? What should be done to avoid such problems?

  What problems might travellers from non-European countries face when travelling to your country? What should be done to avoid such problems?

Competition in Asian Medical Tourism
by Amy Wei-Ju Yeh

Points for Discussion

- Pros and cons of medical tourism from the perspectives of: (i) the tourists; and (ii) the locals
- Marketing medical tourism
- Identify and debate potential problems that medical tourists might encounter

Social Impacts of Cultural Festivals in Ghana
by Mike Evans, Crispin Dale and Neil Robinson

Points for Discussion

- Adoption of cultural festivals in developing economies
- Recognition of diaspora in cultural festivals
- The economic, socio-cultural and environmental impacts of cultural festivals to host communities

Dark Tourism in Bermuda: The Role of Diaspora
by Neil Robinson, Crispin Dale and Mike Evans

Points for Discussion

- Ethical issues that should be considered in the development of diaspora tourism
- Impacts of diaspora and dark tourism on island destinations

Sustainable Tourism in Europe: An Opportunity for Tour Operators or just Empty Rhetoric?
by Juan Ignacio Pulido-Fernández and Yaiza López-Sánchez

Points for Discussion

- Sustainable tourism suppliers in developing countries
- Opportunities within the European market for sustainable tourism
- Emerging trends in sustainable tourism

Sustainable Human Resources' Development in Tourism – Mission Impossible?
by Alina Katunian

Points for Discussion

- Sustainable human resources development as a possible approach to resolving common problems of the tourism sector.
- If sustainable human resources development strategies were to be adopted both within and outside an organisation, which groups would participate and what would be their roles/involvement?

Part 2ii Further Revealed Case Studies

Academic Integrity and Business Ethics
by Eszter Benke

Points for Discussion

- The role of the management of an educational institution in fostering academic integrity.
- Is business life different from academic life from the perspective of ethical behaviour and ethical practice?
- Is it acceptable to falsify a curriculum vitae/résumé in order to get an interview for a job?
- To what extent do anonymous student evaluations of teaching display a reliable picture of the quality and effectiveness of the teaching?

Food Poisoning: Risk Management for Conventions
by Shu-hsien Chang

Points for Discussion

- The pros and cons on Micer's current practices
- Common causes of food poisoning
- Minimisation of the risk of food poisoning

Street Food, Food Trucks and Tourism
by Andrea Szőke

Points for Discussion

- The feasibility of a street food venture in your city
- The importance of street food and food trucks for city development and local and regional tourism authorities

Restaurant Guests' Special Dietary Requirements
by Bojana Kalenjuk and Predrag Tošić

Points for Discussion

- Special dietary requirements
- Local restaurant food offerings
- Consequences of misrepresentation and cross-contamination

Urban Tourism and Multi-ethnic Marketplaces
by Monica Gilli and Sonia Ferrari

Points for Discussion

- The role of food in the contemporary tourism experience
- The importance of governance in the process of tourism development of a market
- The benefits of local development that could be associated with the process of tourism development of a market

Business Case of Revenue Management and Employee Engagement
by Detlev Remy and Wolf Magnus Gerstkamp

Points for Discussion

- Ancillary revenue versus guest satisfaction – pros and cons.
- Importance of collaboration and coordination within departments; driving forces?
- Leadership style and employee engagement - what are the critical aspects involved?

Overtourism
by Liběna Jarolímková

Points for Discussion

- What are the local residents' attitudes towards visitors in your town or city?
- Is there a city in your country threatened by overtourism? Research this issue and justify your response with evidence.
- What is your opinion of staycations?

Local Heritage and Local Culture: An Important and Overlooked Part of Sustainability?
by Yaiza López-Sánchez and Juan Ignacio Pulido-Fernández

Points for Discussion

- The importance of local heritage on sustainable tourism
- Local business and local economy
- Economic sustainability of the tourism industry
- Heritage management

Promoting Recreational Fishing Tourism in Kenya: Lessons from Newfoundland
by Roselyne N. Okech

Points for Discussion

- The role of fishing tourism in community empowerment
- How has this case study been successful in carving out a niche promoting cruise tourism in a challenging environment?
- Explain in detail the socio-cultural and economic impacts of angling in Newfoundland Province
- Based on the present case study, identify the challenges that might arise in promoting recreational fishing tourism and consider ways in which they might be addressed/overcome

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

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

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