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4IR IMPACTS ON TOURISM EDUCATION AND INDUSTRY

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Abstract: The advent of the 4th industrial revolution demands changes in the way Higher Education Institutions approach the future of tourism education and business. Issues raised in this paper concern the ways artificial intelligence (AI) is changing the tourism and hospitality industries. This paper questions the dynamics of Robotic teaching and expresses concern about the future of tourism education. Although the acceleration of the workforce reskilling or deskilling is as an imperative requirement, the paper argues that digital transformation and AI are more likely to depersonalise tourism through robotic management. The question that arises is whether this development substitutes for the human touch in a very socially interactive industry. Issues concerning recent technological developments and their impact on tourism education and industry are explored and discussed in this paper.

Keywords: Industrial Revolution (1,2,3,4), Impacts, Tourism Education, Tourism and Hospitality Industry, AI, Robotic Management

Introduction

The underlining concern of the paper is how to prepare students for a career in tourism related services in the 4th Industrial Revolution era. Skills such as empathy and problem solving, time management, communication, customer care, teamwork are essential for a career in tourism (Littlejohn & Watson, 2004; Kruss, 2004; Busby, 2005; Tymon, 2013; Ito, 2014; Wakelin-Theron et al., 2019). The paper argues that digital transformation and Artificial Intelligence (AI) in the industry are more likely to depersonalise tourism through robotic management (Rosete et al., 2020; Stankov et al., 2018). The question arises whether this development can substitute for the human touch in this very socially interactive industry (Ivanov, 2019a, 2019b). In what follows, the paper briefly outlines the impacts of the 1st, 2nd, and 3rd Industrial Revolution on Higher Education and society. It then goes on to discuss in-depth the concept of the '4th Industrial Revolution' and its current impact on Higher Education in tourism. Furthermore, the paper considers the impacts of the 4th Industrial Revolution on the tourism industry and labour market. The relationship between, jobs, and education which is central to the development of human capital according to the UN sustainable development goals 2030 is at the heart of the debate and discussion in this paper.

1IR Impacts on Higher Education (1760-1860)

The literature shows that the Age of Mechanical Production arose from harnessing steam power in manufacturing. For instance, steam engines applied to mining and steam power enabled big increases in the scale of manufacturing. Coal was central to the development of the steam engine and in turn, the steam engine dramatically increased the efficiency of coal mining. It accelerated growth through economic and social transformations. There is a large body of studies detailing how the 1st industrial revolution changed the world completely. The evidence discussed by analysts shows that the 1st Industrial Revolution led to the age of mass production generating big profits for capitalists. During this period, higher Education was dominated by the classics, limited to privileged males. Women were excluded and treated as second class citizens. The majority of the working population were uneducated, worked long hours, and

child labour was a dominant feature during the first industrial revolution (see Heywood, 1988; Humphries, 2011; Nicholas & Oxley, 1993).

2IR Impacts on Higher Education (1870-1940)

The Age of Science and Mass Production accelerated further industrialisation, mass production, assembly line and electrification. This is associated with new manufacturing technologies based on electricity. The 2nd Industrial Revolution launched the 'new economy' known as Taylorism (Thayer, 1972; Wagner-Tsukamoto, 2007). In the 'Principles of Scientific Management', Frederick Winslow Taylor introduced work methods based on scientific observation, advocating that managers should always analyse and plan work. Managers should scientifically select, train, and develop workers to perform their allocated tasks (see Wrege & Stotka, 1978; Wren, 2011). Studies show that the key feature of this period was that most of the training was undertaken on shop floor. This was the start of technical education and during this period vocational education became dominant for the masses (Buenstorf & Murmann, 2005; Spender & Kijne, 1996).

3IR Impacts on Higher Education (1950-1990)

The Digital Revolution is attributed to computerization and web-based interconnectivity, developed in the 1980-1990s. It is having rippling effects upon society, politics, economics, and education (see Railean, 2017). The global 'information society' offers a complex web of forces. It is claimed that the 3rd Industrial Revolution has arrived in the midst of a data-driven industrial internet revolution that is redefining how tourism and travel business operations are processed, optimised, and executed (Lamberton & Stephen, 2015). It is suggested that Higher education during this period has become accessible to all. Several studies discuss the massive expansion of access to higher education with a proliferation of multiple types of institutions both public and private, opening educational opportunity for the working classes. Responding to social and economic changes, higher education has become accessible to both men and women regardless of their background. What we are now witnessing is the existence of a more equal society with the increased role for women in industry and academia (see Boserup, 1970; Luedtke, 2011; Oppenheimer, 1994, 1997).

4IR Impacts on Higher Education

The 4th Industrial Revolution is characterised by a range of new technologies that are fusing the physical, digital and the biological world. This industrial revolution has been impacting all disciplines, economies and industries, and even challenging ideas about what it means to be human (see Bowen & Morosan, 2018). It is the result of integrating the technologies of big data, internet of things, 3d printers/additive manufacturing, cloud computing, cyber security, simulation, horizontal and vertical system integration, augmented reality, robotics, and smart factories (Kontogianni & Alepis, 2020; Kwok & Koh, 2018; Nam et al., 2019). Internet of things means taking all the things in the world and connecting them to the internet (e.g., air travel, hotels, smart phones, radio etc.) (see Buhalis & Sinarta, 2019; Buhalis & Leung, 2018; He et al., 2018; Inanc-Demir & Kozak, 2019; Law et al., 2014; Li et al., 2019; Tung et al., 2017; Tung et al., 2018). 3D printing (additive manufacturing) is a manufacturing process where a 3D printer creates three-dimensional objects by depositing materials layer by layer in accordance with the object's 3D digital model. Cloud computing refers to how data is stored on physical/virtual servers, controlled by a cloud computing provider (e.g., Amazon), sharing of software and information through a network of internet connection. Cyber security (IT security) refers to technologies and processes designed to protect from attack, damage, or unauthorised

access. Simulation is the process of designing a model of a real system and conducting experiments with this model to understand the behaviour of the system or evaluate strategies for its operation. Augmented reality is the result of using technology to superimpose information (sounds, images, and text) on the real world. Robotics refers to the creation and building of computer programming.

These technologies are said to be transforming industrial production (see Kasza, 2019). The Vs of big data include volume, variety, velocity, veracity, value, and variability (Oztemel & Gursev, 2018). Volume refers to the amount of data from a variety of sources; variety describes the types of data such as structured, semi-structured and unstructured; velocity represents the speed at which big data is generated; veracity is the degree to which big data can be trusted. Value describes the business value of the data collected and variability is the ways in which big data can be used and formatted.

Horizontal and Vertical System Integration (Resources, Manufacturing, and Distribution)

A smart factory is a highly digitised and connected production facility that relies on smart manufacturing (Hwang et al., 2016; Ivanov et al., 2016). It employs technology such as artificial intelligence (AI), robotics, analytics, big data, and the internet of things (IoT). It is self-correcting and run largely autonomously. Fears of 'Playing 'god' are echoed by those who view this technological development as a threat to humanity Gent (2015). The reality in the 4th Industrial Revolution is the development of synthetic organisms – such as life from DNA created within computers and bioprinting, a process combining cells to create tissues that imitate natural tissues. Manufactured using robotic assembly lines, not humans, nanomaterials claimed to provide improvements in production efficiency (see Garcia et al., 2010; Ozbolat & Yu, 2013). What is clear is that the 4th industrial revolution extends the paradigm of industrial revolution into a future and many of the elements of what we might consider industry would no longer exist, e.g., fixed, and centralized factories, and massive labour forces within large corporations (see Lee & Pilkington, 2017; Loebbecke & Picot, 2015). Will machines replace us all? Digital technologies combined with biotechnology, nanotechnology, and artificial intelligence, have been increasing the pace of change. Some have described the convergence of these technologies as providing benefits to humanity. Others claim that machines will be the new workforce and robots will take over the world (see, Timms, 2016; Wirtz et al., 2018; Yu, 2018; Yu et al., 2012). What is clear is that we are dealing with the 'unknown' in the 4th industrial revolution. Is it a threat to the structure of society and humanity? These issues are still debated amongst analysts. For an in- depth debate please see, Hanson and Tang (2020), Mpofo and Nicolaidis (2019) and Onditi and Gateru (2020), and others.

4IR Impacts on Higher Education in Tourism (1990-x)

There has been an expansion of access to higher education, an increased diversity, globalization of academic research and accelerated online technologies. The core mission of Higher Education remains the same whatever the era. The goal of Higher Education is to ensure quality of learning via teaching, to enable students to gain the latest knowledge and to sustain the development of societies by means of service. It is necessary to implement appropriate teaching strategies and to organise work in a way that fosters student leaning. This has implications on learning programmes, student learning experience, and their lifelong learning attitude. There has been a proliferation of on-line and tech-enhanced teaching. Higher Education institutions have shown preference to this type of teaching for the reason amongst others that by adopting on-line teaching would enable a more efficient delivery of courses including tourism related subjects. It is argued by several thinkers that on-line teaching benefits students with diverse

backgrounds, including women. It is therefore, not a surprise to see that many campuses in both developed and developing countries are open to a more global community of students (see Azmi et al., 2018; Barron, 2007; Cervera-Taulet & Ruiz-Molina, 2008; Domina & Luka, 2014; Fidgeon, 2010; Ilori & Ajagunna, 2020; Lou et al., 2019; Nadkarani, & Morris, 2019; Ring et al., 2009; Roberts, 2009; Sheldon, 2007; Wakelin-Theron, 2015; Wakelin-Theron et al., 2019; Zehrer & Mossenlechner, 2009).

The massive proliferation of mobile devices, internet, broadband connectivity started this trend of transforming how tourism education is delivered. Tourism and Hospitality courses are taught via videoconferencing, new ways of merging social media with small-class seminars. There has been growth of online tourism education businesses partnering with universities, creating newer and more interactive formats for their online courses. The 4th industrial revolution demands changes in the way tourism education approached its future. It should be noted that there is currently a debate about reskilling or deskilling in tourism education. The technologies of the 4th industrial revolution have become widespread, creating massive social, economic, and political changes. In the labour market of tourism, these changes are making significant impacts on travellers and hosts, and tourism related services. One of our concerns is with how to prepare students for a career in tourism related services in the 4th Industrial Revolution era.

Skills such as empathy and problem solving, time management, communication, customer care, teamwork are essential for a career in tourism and hospitality. Digital transformation and artificial intelligence in the industry are more likely to depersonalise tourism through robotic management. The question arises whether this development can substitute for the human touch in these very socially interactive industries. Students gain skills needed to succeed in travel, tourism, and hospitality industries. There are opportunities for them to continue their education at higher levels (Masters and PhD levels). Specializations include cultural, sport, medical, environmental, religious/spiritual, urban, rural, aviation and hospitality. This vocational subject encompasses sustainability, management, marketing, economics, travel and transport, development, policy and planning, hospitality, leisure, museums, attractions, recreation, events and festivals, conferences, aviation, and sports. Tourism is a complex multi-disciplinary field and is approached by geographers, sociologists, psychologists, economists, anthropologists, lawyers, planners, statisticians, managers, and marketeers.

Tourism Employment

Tourism is an important sector of the service economy with many employment opportunities in hotels/accommodation, restaurants/catering, airlines, airports, tour operators, tour guides, travel agencies, souvenir businesses, national, regional, and local authorities, museums, and several entrepreneurial online businesses. Other employment opportunities are found in transport, tourist attractions, conference businesses, information services, government offices, souvenir shops, NGOs, tourism consultancies and educational establishments (see Dhiman, 2012; Hjalager, 2003; Liu & Wall, 2006). There is a large body of knowledge discussing the role of tourism as a driver of economic prosperity, job growth, and a vital force for peace. According to WTTC, 319 million jobs are supported by travel and tourism-related services. This is 10% of global employment (2019).

'Yet again, the strong economic performance of travel and tourism proves the power of the sector as a tool for governments to generate prosperity while creating jobs around the world' (Gloria Guevara Manzo, President and CEO World Travel and Tourism Council, 2019).

4IR Impacts on Tourism Business

Big data, cloud system (mass data sharing), IoT and simulation can cause radical changes in service delivery and marketing in the tourism industry (Kwok & Koh, 2018). Digitization of products, big data and cloud computing make understanding and meeting individual customer needs more accurate (Vecchio, 2017). Smart buildings and cyber security can cause major changes in the environment in the accommodation sector (Bernhardt et al., 2003). Sightseeing of destination and facilities in virtual environments, reservations, room selection, pre-ordered food, and drink (Cai et al., 2004). Intelligent robots may offer services such as greeting, transfer, bell-boy services, payments, promotion, on-site guidance, food, and beverage orders (see Ivanov, 2019a, 2019b). Producers and consumers share creative experiences based on the use of high technology. Virtual reality allows immersion in computerised programmes providing contact in real time, enabling people to share holiday experiences (Guttentag, 2010). New transportation technologies will cause radical changes in the tourism industry: comfortable seats, entertainment options on bus, mobile applications providing travel information, shuttle scheduling (Wang, 2010). Robots carrying out strenuous jobs such as waitresses, cleaning, and garbage (Murphy et al., 2017). Tourism supplies benefit from reservation, marketing, guest services, operational management, human resources, and security. It is claimed by some proponents that the 4th industrial revolution requires fresh approaches to the reskilling of tourism workforce (Lee et al., 2019). Yet others claim that the 4th industrial revolution will accelerate the deskilling of the tourism workforce (Howcroft & Och Rubery (2019). There are several examples of loss of employment at airports, hotels, restaurants. Is there any other evidence? The sector is a digital pioneer. It was the first sector to digitalize business processes on a global scale (UNWTO). For example, flight and hotel bookings online. Tourism is an adopter of new technologies and platforms. Several studies show that tourism has been leading the way in 4th industrial revolution. Travellers are constantly connected e.g., search for information, share experiences on social media and demand instant gratification. Applying technology to enhance travellers experience. Airports are introducing biometric technology to identify travellers and make trip frictionless. There is some evidence showing that artificial intelligence allows hotels to offer different experiences.

Why use robots? There is a debate. Hoteliers claim that guests have positive memories, customer loyalty, share experience with others. From this perspective robots free up the time of human staff. In other words, the use is limitless. However, our study shows that people will always remain at the core of the tourism experience. Robots depersonalise guests' experience. Technological innovation should not be a goal in itself. There is an underlying fear that robots will take over the world and the tourism industry. How do you better serve customers? With luggage-carrying robots, with front desk robots, concierge robots would enhance the customers' experiences. It is believed that technology connects people e.g., Airbnb is a people-powered platform underpinned by technology has been used to take tourism to communities that have not previously benefitted from tourism. Hosts have access to a global audience of travellers who are looking for authentic experiences in visited destinations. However, we need current studies in this age of the 4th industrial revolution to be able to make informed decisions about the costs and benefits of tourism.

Conclusions

Past research indicates that technologies powered by artificial intelligence are transforming the world of Higher Education and workplace. As this paper has shown this transformation is ongoing. Education has advanced over the past few decades. Travel, tourism, and hospitality

students face a world transformed by technology, in which the internet, cloud computing, and social media have been creating different opportunities and challenges. As students consider life after graduation, they are faced with questions about their own employment in tourism related services. Their needs should be met effectively. There is a need to prepare students for a new job market. We also need to remember that concepts such as post-work define present times. 4IR has been revolutionising tourism industry so that much of work that exists today will not exist in 50 years.

Reflecting upon past experiences a new form of a university is emerging where teaching, research and service are done differently. In closing, we trust that improving the quality of student experience in Higher Education can bring the right changes in society. We believe that the following student skills are needed to be taught in a physical environment. Critical thinking, people management, emotional intelligence, judgement, negotiation, and cognitive flexibility. The convergence of human and machine reduces the subject distance between science and technology. However, technology does not change society. It is people with right attitudes and expertise who change society.

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CORPORATE SOCIAL RESPONSIBILITY PRACTICES AMONG DOT ACCREDITED HOTEL ESTABLISHMENTS IN CALABARZON REGION

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Abstract: This study aimed to assess the CSR practices of the DOT Accredited hotel establishments in CALABARZON region. More specifically, the study sought answer to the following objectives: identify the practices of the accommodation establishment in terms of environmental effort, philanthropical effort, social engagement, and ethical labour practices. Furthermore, the study proposed a framework of CSR focusing on the significance and practices of the hotel establishments. With total of one hundred thirty (130) respondents from the forty-five (45) hotel establishment the result shows that the hotel, resorts, and tourist inn have higher level of corporate social responsibility practices primarily in the environment related efforts. Also, results show that hotel established often practiced CSR in relation to environment effort and thus the researcher recommends for Hotel Management to give focus to the issue on climate change and issue on pollution by coming up with an awareness program to their benefactors that would result to environmental protection. As an output, a framework was proposed for the hotel establishment continuous improvement and innovations.

Keywords: Corporate Social Responsibility; Hotel; Innovations; Practices

Background of the Study

Commitment is the attitude to work really hard to achieve a certain goal. Being committed for continuous improvement would demand full effort, allotting time and even may require sacrifice. Given the fact that commitment is crucial to any business, Corporate Social Responsibility is also essential because it is the heart and soul and is an important standard of modern corporations. It is an indispensable mechanism for both increased corporate accountability, profitability, and environmental sustainability. Moreover, 2017 is commemorated as the year of Corporate Social Responsibility (Cone Communications CSR Study, 2017). However, there are emerging issues and challenges on low commitment of the hospitality industry, more specifically the hotels and resorts, when it comes to CSR hence, these issues are the major problems that this study would like to address. In the Philippine law, CSR is being mandated. In compliance to Section 3 of House bill 306 commonly known as Corporate Code of the Philippines, wherein all the business establishments are encouraged and required to implement, participate and support any CSR initiative in the operation of the business may it be in public or private organization. Over a thousand of books and journals, there are no specific given meaning of CSR, thus Corporate Social Responsibility defines depending on the core value and mission of each business. According to study, the development of corporate social responsibility consciousness is an outcome of the changing of the consumers' ways of thinking (Chai, Chang, Wang & Bre, 2015). The practices may pertain to the environmental effort of a business, philanthropical practices, social engagement, and ethical labour practices. Over the previous decades, CSR has been an essential part of the innovative research for most of the academe and industry practitioners (Aguinis & Glavas, 2012). This study is made to assess the consciousness and awareness in the CSR of hotel establishments. Being the fast-growing hospitality industry, they must also be the first one to have the passion and a heart in helping and reaching out for the community and to the environment making it as part of their commitment. For the hotel industry, measuring the effort they put on promoting tourism shall be equal to their effort in giving back to the community. With this study, the researcher would

like to assess the CSR of hotel and resorts and to propose an action plan for continuous improvement in CALABARZON region. Thus, demonstrating a strong commitment from the top management creates power to lead the people in developing the sense of social responsibility for the community.

Method

The respondents of the study are the employees of the Department of Tourism (DOT) accredited hotel industry. The researcher emailed the DOT regional director to have the updated list of accredited hotels, resorts, and tourist inns in CALABARZON region. Appendix C contains the updated list of the respondents. Out of seventy-six (76) DOT Accredited which is composed of hotel, resort, tourist inn and hotel-resort, 45 or 59.2% participated in the study. There are three four-star hotels, eight (8) three-star hotels, ten two-star hotels, five one-star hotels, thirteen hotel-resorts, eleven tourist Inns and twenty-six (26) resorts. Selected employees who are working in the establishment answered the questionnaire and the managers and supervisors are interviewed while those employees who answered the questionnaires participated the focus group discussion. Upon the data gathering, a total of one hundred thirty (130) respondents from the forty-five (45) hotel establishment served as the actual respondents. Personal encoding was successfully done by the researcher after gathering all the data. SPSS was used to interpret and analyse the data gathered. This study used frequency distribution, percentage and weighted mean as statistical tools for the first part of the questionnaire, presenting the profile of the respondents and the use of the weighted mean was applicable in determining the hotel establishment's corporate social responsibility practices ANOVA was used to test the difference in the perceived actual practices when the respondents are grouped according to the classification of establishment, number of years in operation and location. In accordance with the Code of Ethics, the researcher ensured that all the data to be collected from the respondents will be free consent- fully volunteered from the respondents. The researcher also ensured that there is a high reverence and value regarding the integrity of their respondents in the treatment to receive an effective response from them. Hence, respecting the ideas and opinions of the respondents and recoding their advice on the research topic can ensure a fruitful study.

Results and Discussion

Table 1: CSR Practices in Terms of Environmental Effort

Indicators	WM	VI	R
1. Comply with or surpass set environmental laws, rules, and regulations to promote environmental protection and minimize	3.63	A	1
2. Hotel product is environmentally friendly, creating energy efficient product	3.42	O	6
3. Ensuring environmental sustainability, ecological balance, protection of flora and fauna, animal welfare, agroforestry, conservation of natural resources and maintaining quality of soil, air, and water	3.43	O	5
4. The Hotel is one in conserving energy and water resources	3.45	O	4
5. The Hotel promote in the recycling efforts	3.45	O	3
6. The Hotel uses natural plants as interior design.	3.49	O	2
Composite Mean	3.48	O	

Scale: 3.50-4.00: Always (practiced daily); 2.50-3.49: Often (practiced quarterly); 1.50-2.49: Sometimes (practiced annually); 1.00-1.49: Never (never practiced)

Table 1 presents the CSR practices in terms of Environmental Effort. The computed composite mean score of 3.48 implies that the employees have positive response on the CSR practice in terms of Environmental aspect. The respondents agree that the hotel complies with the environmental laws and regulation that support in protecting the environment (3.63) and the hotel has natural plants as their interior design (3.49). Moreover, the respondents believe that the hotel practices recycling efforts (3.45) and conserving energy and water resources (3.45). However, the hotel product is environmentally friendly (3.42) obtained the least weighted mean score. Complying with the environmental laws to promote environmental protection ranks first in CSR practices in terms of environmental aspect. One of the environmental laws is the Republic Act 903 of 2000 commonly known as the Ecological Solid Waste Management. The recent disclosure in Boracay for rehabilitation and giving the island a break for six months is an effect of the improper waste management.

The respondents affirm that the hotel establishment in CALABARZON is complying with the environmental issue, making that in the first rank. This only proves that hotel management manages very well and must continue with the Corporate Social Responsibility goal which leads to environmental protection. Hotels are the most vulnerable industry to climate change because of their fixed assets (Su, et al., 2013). Climate change is one of the global issues that everyone should be aware of. In a fast-growing industry like hotel and resorts, abiding the environmental rules and regulation is very essential as in the recent study, Ettinger, et al., (2018) highlighted that hotel strongly communicated supplier and environmental issues. The community-based efforts are essential to make it possible to create a full sustenance of the idea to a shared disaster planning led by the community (Orchiston, 2013). There should be a collaborative effort among the community and the hotel chains with regards to environment so that the CSR would be successful.

Hotel product is environmentally friendly, creating energy efficient product ranked last in terms of environmental aspect. Hotel main product is the service provided by the employees. These are indispensable and intangible product that is an essential part of the guest over-all experience. Looking into the environmentally friendly product of the hotel, it is important to consider these room amenities that have atmosphere where in the guest would feel like at home and near to nature. However, it is quite challenging on the part of the hotel establishments since it would demand a large amount of investment in creating an environmentally friendly, creating energy efficient product, though the return on investment would be as high since it would save a lot of energy cost and would save Mother Earth as a solution to the emerging concern on global warming. Fewer hotels used pen rather, than recycled paper as part of the complimentary features in the side table. The core of the hotel product is the guest room itself, providing accommodation to the guest. It is essential to consider energy efficient product. CSR in terms of environmental aspects are progressively vital to the hotel industry, which makes Green hotel enter in the business of hospitality industry (Barber, 2014).

Moreover, as United Nation World Tourism Organization, commonly known as the UNWTO has come up with this sustainable development goals, one of the key indicators is relating to the environment where environmental protection, conservation and awareness is now the priority of the international hospitality and tourism industry to resolve the emerging global issues such as global warming and climate change.

Table 2: CSR Practices in Terms of Philanthropical Effort

Indicators	WM	VI	R
1. Hotels give more back to the community that can benefit the local community programs.	3.32	O	1
2. Hotel practice CSR by donating to national and local charity.	3.17	O	4
3. The Hotel assist people in acquiring marketable skills to reduce poverty	3.31	O	2
4. The Hotel has a foundation to assist in learning or education for the public	3.21	O	3
5. Employees attend fundraising events that help non-profit organization	3.10	O	5
Composite Mean	3.22	O	

Table 2 indicates the CSR practices in terms of Philanthropical Aspect. The computed composite mean score of 3.22 implies that the employees have positive response on the environmentally friendly, creating energy efficient product practice of hotel establishments in terms of philanthropical aspect. Giving back to the community is the commonly practiced item as it is in the first rank (3.32). Hotel assures CSR initiatives that would enable the community to have marketable skills which ranked second (3.31). The respondent affirms that the hotel supports the education through a foundation (3.21) and donates to local or national charity (3.17). Hotel employees attend to fundraising events ranked the lowest weighted mean of 3.22. The respondents confirmed that the hotel has local community programs to give back to the community which ranks first in terms of philanthropical aspect. Giving back to community what is due to them is essential for CSR goal.

For any hospitality industry who is in the service industry, it is but important to also serve the community where the hotel is located. Most especially for the resort business, most of the services offered are in respect with nature, thus not only for the community but also giving nurture to the nature is very important. As what Schuyt (2013) expressed, in this modern age, there is an option for hotels to also upgrade and create a modernized philanthropical commitment which involves funding to local community, volunteering to a charitable program or in a church service. This is a hotel Corporate Social Responsibility towards philanthropy after years of separation from wellbeing nation debating between the role and responsibilities of government and the market, a renewed focus on philanthropy has shown that many societies also harbor a growing voluntary hospitality sector.

On the other hand, employees attend fundraising events that help non-profit organization obtained the least weighted mean score of 3.10. One hotel shares their CSR activity, which was started last 2016, the employees of Batangas Country Club are the one who organize the annual concert for a Cause. This concert is a fundraising effort of the hotel employees to raise fund to be able to build up the community. They invited artist and bands, recently they were able to raise fund to build a hall for the church nearby. The hotel employees were inspired to make it an annual event of the hotel. This CSR initiatives are really towards working hand in hand to support community aspirations and seeing them through reality is the essence of a meaningful public service. Aside from assisting the community' needs, this simple CSR also provides self-fulfilment and boost the confidence and re affirming of the hotel employees that it feels, and it is good to be of help and be used as an instrument to make other people's life better and making a difference with a simple act of random kindness, that is Corporate Social Responsibility.

Table 3: CSR Practices in Terms of Social Engagement

Indicators	WM	VI	R
1. Hotel has a project to improve the management and access of water used by a farming community, to foster public health	3.14	O	2
2. The Hotel inform local communities of mining plans and programs through continuous dialogue to promote awareness of safety and environmental policies.	2.94	O	5
3. The Hotel has a program volunteering in community service and charity.	3.08	O	4
4. The Hotel supports in giving resources for the victims of calamity within the area.	3.20	O	1
5. Employee volunteerism hits inside the home as well by participating in various food programs	3.12	O	3
Composite Mean	3.10	O	

Scale: 3.50-4.00: Always (practiced daily); 2.50-3.49: Often (practiced quarterly); 1.50-2.49: Sometimes (practiced annually); 1.00-1.49: Never (never practiced)

Table 3 indicates the CSR practices in terms of social aspect. The computed composite mean score of 3.10 implies that the employees have positive response on the CSR practice in terms of social aspect. The respondents affirm that the hotel provides generously for the victims of calamity (3.20). Part of the project of the hotel is the improvement of the management and fostering public health (3.14) as well as the hotel promotes employee volunteerism (3.12). Moreover, the respondents assert that there is program in volunteering in any charity service and charity (3.08) informing the local community got the lowest weighted mean of 2.94.

First in the ranking, the respondents affirm that the hotel provide generously for the victim of calamity (3.20). Philippines, as a developed country would not hide the fact that this country cannot run away from natural disaster. In fact, Philippine is as third most disaster risk country in the world. Numerous typhoons, earthquake, and other natural occurrence cause thousand and millions of damages to human and even infrastructure. As one of the managers in Quezon confirmed the most tragic typhoon that they experienced was Typhoon Glenda last 2014. As reported by Regional Disaster Risk Reduction and Management Council (RDRRMC), there were 43 casualties, majority of these was from Quezon province. As part of the Corporate Social Responsibility initiative by one of the resorts in Quezon, the management, together with the entire employees helped out in giving out donations for the victims of the tragic typhoon. Furthermore, according to Galindo, et al., (2014) the country is moderately ready and prepared for these natural disasters. However, knowing the kind of infrastructure such as facilities, utilities, and transportation within, the nation is less prepared. For the hotel industry, generous giving to victims is number one priority in their CSR activity. Being the first in rank in Social engagement, it is evident that people working in the hotel industry are good hearted, and people oriented (Prince & Khaleq, 2013). Moreover, according to Johansson et.al, (2014) affirms that in the occurrence of natural disaster, the hotel and resort is generous in donating to the victims nearby their location.

Finally, lowest in the obtained weighted mean is to promote awareness of safety and environmental policies by having a dialogue to inform the local communities of mining plans

and programs (2.94). This issue in mining, safety and environmental policies is being prioritized by the Department of Environment and Natural Resources. The hotel, specifically those located nearby the mining sites in elevated areas are greatly affected by this issue, the more that they are merely concerned in creating awareness and creating program to lessen the massive problem about the issue. Being this as the lowest in the ranking only shows that the hotel industry should consider informing their local community and address the main concern as part of their CSR goals. According to Ham and Han, (2013) the hospitality industry should consider the environmental impact; likewise, it is essential for the management to inculcate and observe environmental practices as emerging social cause. This could be made possible by inserting the concern of the local community by creating awareness program and rehabilitation.

Table 4: CSR Ethical Labour Practices Effort

Indicators	WM	VI	R
1. Developing an employee bonus program that awards workers who figure out how to make the company's goods even more sustainable.	3.22	O	7
2. Employees are formally trained by the Management.	3.27	O	5
3. The code of ethics is clearly communicated to employees.	3.38	O	1.5
4. The Hotel is more transparent about their business.	3.31	O	4
5. Top Management is treating employees fairly.	3.25	O	6
6. The Management treat employees well, give equal opportunities and better pay.	3.35	O	3
7. Hotel employees are paid for time off if they are volunteering	3.18	O	8
8. As part of the CSR, the Hotel Management promotes gender equality, empowering women	3.38	O	1.5
Composite Mean	3.29	O	

Scale: 3.50-4.00: Always (practiced daily); 2.50-3.49: Often (practiced quarterly); 1.50-2.49: Sometimes (practiced annually); 1.00-1.49: Never (never practiced)

Table 4 indicates the CSR practices in terms of ethical labour practices the computed composite mean score of 3.10 implies that the employees have positive response on the CSR practice in terms of ethical labour practices. First in the rank, the employees react positively that the code of ethics is clearly disseminated to them and gender equality is also promoted as well as empowering women (3.38). The hotel affirms that they treat the employees by giving fair opportunity and good paying salary (3.35). The respondents affirm that the hotel is transparent with business (3.31) and the management trains their employees (3.27). Moreover, top management is treating employees fairly (3.25) and the hotel has an employee bonus program that awards workers who actively participate in achieving CSR goals got the lowest obtained weighted mean of 3.22.

First in the rank, the employees react positively that the code of ethics is clearly disseminated to them (3.38). Dissemination of code of ethics is one of the responsibilities of the human resources. Generally, the code of ethics is discussed during the hiring process, if not in a separate operational meeting. However, in some cases like small scale hotels, they made use of paper dissemination and indicating that to their employee's manual and letting the employee sign agreeing that they have read and fully understand what is written in the manual. According to Lee and Tsang (2013), there is an increasing concern with regards to ethics in the working environment as there is also a growing complexity to the hotel industry. Thus, hotel front liners agreed that ethics is one of the most essential issues that are being faced in today's generation. As the recent study reveals, if a working environment has a positive ethical value,

this will equate to a healthy working environment which may result to job satisfaction thus enhanced customer satisfaction and eventually increasing the profit (Knani, 2014). As it is clearly seen, being the first in the rank only proved that dissemination of code of ethics as part of the CSR is a good advantage on the part of the hotel in return.

Gender equality is also promoted as well as empowering women (3.38) also topped in the ranking. One HR manager affirms that they have no gender requirement in hiring for a position, both men and women are now doing the same job as prescribed in the job description; however, they have included minimum age as a requirement. Also, in a developing country like the Philippines, gender equality is no longer an issue. Everyone, regardless of the gender is given equal opportunity. As it is also evidently seen during the data gathering process, most of the front office staff that the researcher talked to are in equal number for men and women. In Addition to that, in the recent report in Global Gender Gap of 2014 by World Economic Forum, out of 142 countries, Philippines is in the 9th rank in terms of Gender Equality (MacPhail, 2015). Furthermore, according to Bayeh (2016), when women are being empowered in all means and when gender equality is being achieved, it is the only time when the country will achieve sustainable development. This calls for the commitment of concerned people to be conscious of giving equal opportunity. Effective gender equality will result to positively perceived CSR initiatives that in return has a big impact on customer loyalty (Kim and Kim, 2016).

However, the lowest in the obtained weighted mean of 3.22, is developing an employee bonus program that awards workers who figure out how to make the company's goods even more sustainable. Having this bonus reward system boost the morale of the employees as it encourages and motivates people to be more active in participating. However, originally, CSR is a volunteer act. Awards system is just an additional self-fulfillment that the employee may receive. Nonetheless, additional awards and cash incentive may be added for boosting factor and motivation for others to also participate but is not necessary. Making it the lowest rank proves that the hotel, resort and tourist's inn may lack bonus program such as giving awards and recognition. According to Zientara, et al., (2015) a hotel company who wanted an end goal of committed and well-engaged employees should consider and embrace CSR. In the recent study of Radwan (2015), he found that to enhance the organizational commitment, CSR should be considered, However, CSR is not being considered for employee retention. Given the data that these received the lowest rank, hospitality establishments must include CSR edges with regards to maintainable approach to develop their worker. Business standards is being refined amongst personnel by participating the hotel CSR initiatives and engaging in any activity related to the corporate social responsibility where their social skills are being observed (Luu, 2017).

Table 5: Summary of CSR Practices

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. Ethical Labour Practices	3.29	Often	2
1. Social Engagement	3.10	Often	4
2. Philanthropic Effort	3.22	Often	3
3. Environmental Effort	3.48	Often	1
Composite Mean	3.27	Often	

Table 5 presents the summary of the CSR practices of hotel industry. The computed composite mean score of 3.22 implies that the employees have positive response on the CSR practices. The most commonly practiced CSR among hotel establishments is in relation to environment (3.48) followed by practices relating to ethical labour (3.29) and philanthropic (3.22). The

least practiced in corporate social responsibility in the social engagement having the weighted mean of 3.10.

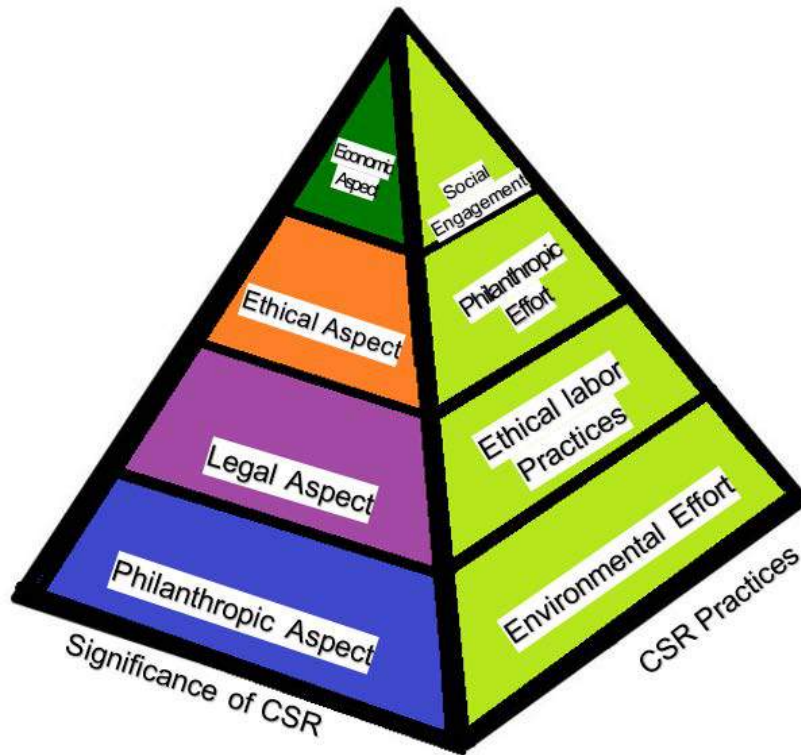
Environmental effort is the most practiced CSR among hotel establishments gearing towards sustainable tourism. The world tourism organization promotes environmental protection through the platform 17 Sustainable Development Goals (SDGs) where it focuses on 17 key areas that the hotel, resorts and other tourism business should be prioritizing which is in line to the global agenda for people, planet, prosperity and peace. Moreover, those corporate social responsibility practices of hotel industry relating to ethical and philanthropical followed as it also depicts higher responsibility among the hotel management to be considerate of and be committed to attain their CSR goals. However, the least practiced corporate social responsibility is in relation to social engagement nonetheless the hotel knows there is a need to improve on this matter. In addition to that, as Gao and Mattila (2014) perceived, the friendliness and capability of the hotel employees may intervene with the service results and guest's delight. The hotel employees are more effective when they were motivated thus in return customer will be satisfied. Since based on the research findings of Liu, et al, (2017) who suggested to hospitality industry to observe their employee's engagement to CSR to create awareness and self-fulfilment to organizational sustainable projects. This may result to an improved hotel performance and profitability.

Figure 1. Proposed CSR Framework

The framework is composed of Corporate Social Responsibility practices on the right side It is arranged based on the degree of importance and weight. For CSR practices, the commonly practiced CSR among hotel industry are those of environmental effort (3.48) followed by ethical labour practices (3.29) and then philanthropical effort (3.22) and social engagement as the least practiced (3.10). On the other hand, the Significance of CSR is at the left side, also arranged based on its weight. CSR evolves within the four main and core responsibilities. Economic depicts the corporation's ability to be profitable, legal, which mainly concern with obeying the law; ethical is tackling about knowing what is right and fair and philanthropical depicts being a good corporate citizen (Carroll,1983; Dudovskiy, 2012).

Hotel CSR Practices are associated with the significance of corporate social responsibility which are considered the core of this framework that possibly determines the commitment of the hotel industry towards a positive implementation of corporate social responsibility. Moreover, this framework made use of pyramid, as inspired by Carroll's Pyramid. In ancient time, pyramid in Egypt are used as a tomb for those of the highest form of humankind such as king, pharaoh, gods and goddesses. Its foundation is as strong as a rock building for thousands of years. In relation to CSR, let CSR be the foundation of hotel industry which shall be strong as rock, making that as everyone's commitment to strive continuously thus, its goals will be only achieved in years' time with commitment as the foundation.

Moreover, according to Posadas (2017), colour also gives meaning and emphasis to what it depicts. Economic aspect is in dark green which means monetary success representing corporations' capability to be profitable. Philanthropic aspect is in blue which means betterment of humanity signifying the ability to improve one's quality of life. Legal aspect is in orange which means justice and legal matters that demonstrate obeying the law. Ethical aspect is in violet which means influence and spiritual power that separate what is right and fair to do from what is immoral. Furthermore, those in light green are the hotel's CSR practices which means mother earth and hope.



Proposed CSR Framework

Hotel environment and social practices influence economic aspect in such a manner that corporate social responsibility practices to minimize the expenditures of the company while increasing the profit by cultivating the image of the company and up building the customer loyalty. Hotel in today's generation are now gearing towards green hotel where in hotels all over the world are more conscious in protecting the environment as well as the social being. It is the commitment of the hotels to go green by ensuring environment and social practices which in return will improve the economic stability of the business establishment. Reduce, Reuse and Recycle are most commonly practiced by the hotels to promote efficient waste management, In addition, numerous hotels recycle used paper as an inter-department communication not only for cost cutting but also to save more. Legal aspect denotes that the hotel has the commitment to abide the law, boosting the engagement of the employees and increasing the public image and the hotel's reputation. This only proves that the environment and social CSR practices influence the legal aspect of the hotel. One of these practices is the hotel's commitment for continuous dialogue with the local community regarding the safety and environmental policies. Aside from the enumerated CSR practices, hotels are also encouraged and has the commitment to train and treat their employees making it as their social responsibility to obey the labor law. According to the UNWTO Secretary-General Zurab Pololikashvili (2018), innovation and tourism investment are not ends in themselves; they are means to develop better tourism products, to improve the governance of tourism and to make the most of the proven sustainability of tourism, by creating jobs and generating opportunities.

Conclusion and Recommendations

Hotel establishments around CALABARZON are mostly located around coastal areas of Batangas; they exist between 6-10 years, providing accommodation and luxury to tourists away from home. The hotel, resorts and tourist inn have higher level of corporate social responsibility practices primarily in the environment related efforts. Moreover, Resorts have significantly

higher view on the level of significance of CSR in terms of legal aspect as well as on the CSR practices compared to tourist inn; meanwhile, those respondents from accommodations with 6-10 years in operations of CSR in terms of economic aspect have at the same time with lower problems encountered in terms of social aspect. CSR officer may be elected as part of the public relation or human resource to monitor the CSR activities and its effect to the economic stability of the hotel, resorts, and tourists' inn. Points and reward program may be utilized by the hotel, resorts, and tourist inn. This may be awarded to boost volunteerism and be involved in community CSR initiative. Also, as a recommendation, Universities in CALABARZON may strengthen their CSR program and insert CSR as part of their curriculum to widen the CSR commitment. Moreover, the Hotel Management may give focus to the issue on climate change and issue on pollution by coming up with an awareness program to their benefactors that would result to environmental protection

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**DEMAND FOR RESPONSIBLE TOURISM IN SRI LANKA: A CASE STUDY OF
YALA WILDLIFE DESTINATION**

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Abstract: The objective of this study is to analyse the demand for responsible tourism in Sri Lanka by identifying the key factors affecting demand for responsible tourism. Such contributory factors are analysed to determine the degree of influence for the demand. Given the size and numerous stakeholders in the industry, the scope of this study was limited to analysing international tourists' demand for responsible tourism in the Yala Wildlife Destination. In order to understand the key factors influencing demand for responsible tourism, a comprehensive review of literature was conducted. Findings from the literature review that conditions in the tourism destination, demographic factors, concern for local communities, and pricing in the destination market are the main factors influencing demand for responsible tourism. Based on these key findings from the literature review, the conceptual framework and the hypotheses of the study were developed. Conceptual framework of the study consisted of four independent variables i.e. Concern for local communities in the tourism destination, conditions in the tourism destination, demographic factors, and pricing in the tourism destination, and one dependent variable i.e. demand for responsible tourism in Yala Wildlife Destination. Data for the study was obtained from a structured self-administered questionnaire, which was distributed to international tourists visiting hotels located in the Yala Wildlife Destination. Bivariate analysis of survey data indicated that all four independent variables have statistically significant correlations with the dependent variable (demand) in the model. Multivariate analysis of the data indicated that the four independent variables collectively accounts for 94.8% of the variance in the dependent variable.

Keywords: Responsible Tourism, Sri Lanka Tourism, Factors Of Demand for Tourism, Wildlife

Introduction

Yala Wildlife Destination which has been a perennial favourite for tourists over the years, has seen a spike in visitors since the end of the civil war in 2009. This destination recorded its highest number of visitors in 2017 with a total 604,678 visiting it during the year. Out of the 604,678 tourists who visited the park, 314,609 were local tourists and 290,069 were foreign tourists. This high number of visitors has had both a positive and negative impact on the destination. In terms of positive effects, the large number of visitors to the destination has resulted in revenues of the park, and the tourist establishments in the area increasing exponentially. For example, the Yala national park which is located within this destination earned a revenue of Rs.669.83 million in 2017, the highest ever revenue earned by a national park in Sri Lanka. Negative effects to the destination include the negative impact to the flora and fauna of the destination on account of the large number of visitors to the area.

The damage caused to the destination is likely to intensify further in the future on account of projected exponential growth in the number of local and international tourists visiting this destination. This in turn will have a negative impact on key stakeholders such as hotels, restaurants, small scale vendors, park guides, safari operators, etc., who depend on the Yala Wildlife Destination for their income and livelihood. The Main research question is 'What are the major contributing factors for responsible tourism demand in Sri Lanka?' and Overall objective of the study is 'To analyse the contributing factors for the demand of responsible

tourism in Sri Lanka with special reference to Yala Wildlife Destination' the specific objectives of the study are:

1. To examine key factors driving the demand for responsible tourism in Sri Lanka.
2. To possible benefits to community stakeholders from responsible tourism demand.

Literature Review

Responsible Tourism

Responsible tourism which is defined as “making better places for people to live in and better places for people to visit” (Responsible Tourism, 2016) can be segmented into different types based on two codes i.e. the Globe Code of Ethics for Responsible Tourism developed by the UNWTO and the Principles of Responsible Tourism outlined in the Declaration of Cape Town in 2002. Of these two codes, the latter is considered extremely important, as it has been ratified by all stakeholders in the global tourism industry. The key principles of responsible tourism outlined in the Cape Town Declaration (<https://responsibletourismpartnership.org>) include the following:

1. Minimises negative economic, environmental, and social impacts
2. Generates greater economic benefits for local people and enhances the well-being of host communities, improves working conditions and access to the industry
3. Involves local people in decisions that affect their lives and life chances
4. Makes positive contributions to the conservation of natural and cultural heritage, to the maintenance of the world's diversity
5. Provides more enjoyable experiences for tourists through more meaningful connections with local people, and a greater understanding of local cultural, social and environmental issues
6. Provides access for physically challenged people
7. Culturally sensitive, engenders respect between tourists and hosts, and builds local pride and confidence

Goodwin (2011, p.125) describes responsible tourism as “taking responsibility for achieving sustainable development through tourism...it is about identifying economic, social, and environmental issues which matter locally and tackling them”. Further, according to this researcher, responsible tourism is not a separate isolated form of tourism, as it connects with all forms of human activity, and evolves according to the evolving needs and attitudes of all stakeholders in the industry. Responsible tourism is defined by the Centre for responsible Travel (2009, p.12) as “creating a better destination through conservation and protection”, whilst Spence et al (2002) defines it as “benefitting local communities”.

Perspectives of Responsible Tourism

The need for a more responsible form of tourism is a subject which has been debated and researched extensively (Krippendorf, 1987). This concept that key actors or stakeholders in the tourism industry should behave in an ethical manner which extends beyond petty narcissist interest has gained significant attention over last couple decades on account of global warming and other environmental changes caused by human activity, particularly human economic activities. The main focus of interest in this regard has been based on understanding whether key tourism industry stakeholders are concerned about the consequences of their actions, if these concerns have translated into these stakeholders behaving in a more responsible manner, and the opportunities and threats to stakeholders on account of making responsible tourism decisions and choices (Budeanu, 2007).

Other research pertaining to responsible tourism posits that the growing interest in ethical tourism consumption is influenced by a collapse in perceived alternatives to capitalism, and an increasing rejection of the traditional politics of social class and political parties. This context encourages more people to focus on their own individual actions at the level of their everyday consumption in order to express their beliefs and aspirations for social change. Research conducted by Butcher (2003) in this regard identified 'lifestyle politics' as a key factor which has the potential to make a significant difference on floor level of responsible tourism. Further, Butcher (2003) states the tourism industry tunnel focus on individuality and consumption, instead of collective responses and production, has resulted in limitations and weaknesses of responsible tourism as a political strategy.

Another perspective pertaining to responsible tourism is the political assumptions behind the analysis. Some researchers in this area postulate that it is more effective to focus on achieving small-scale improvements within capitalists societies, than attempting to make challenging and time-consuming fundamental changes. This perspective of making small incremental changes has been challenged by some researchers who argue that in order to accomplish substantial improvements it is essential to impose radical challenges and critiques on society. Research conducted by Duffy (2015) in regard, concluded that certain radical challenges and critiques to established economic, political, and social norms have facilitated the development of ecotourism in Madagascar.

However, Duffy (2015) cautions against reading too much into this finding, by stating that ecotourism is not the magic elixir for responsible tourism, but merely an expansion of global neo-liberalism. In contrast to the suggestions of Duffy (2015), Higgins-Desbiolles (2006) argues for a 'radical' rather than a 'reformist' position, and this appears to entail rethinking our ideas about responsibility in tourism due to the constraints on agency in our daily lives, that need to be addressed through political action. This radical position entails ethical and political challenges to the inequalities of capitalist society, and its capitalist-driven consumption. Higgins-Desbiolles terms this approach as 'justice tourism'.

Influence of Responsible Tourism on Consumers

Research studies indicate that consumer demand for responsible tourism is increasing. A research study on responsible tourism conducted by the UNWTO in 2012 reported that "tourists' choices are increasingly influenced by sustainability considerations" (UNWTO, 2012), whilst according to Bricker (2012) "sustainable tourism is becoming more widely accepted – so much so that the United Nations Education, Scientific and Cultural Organization (UNESCO), now believes that it will go from 'alternate' to 'mainstream' tourism within a decade". Tip (nd) numerous surveys and statistics over the recent past indicate a strong consumer shift towards responsible tourism, and responsible tourism organizational practices. For example, a sustainable tourism survey conducted by the organization Blue and Green Tomorrow (2014) found that 43% of the respondents interviewed were extremely concerned about the impact or footprint their holiday has on the environment and society in the tourism destination, whilst 10% of the respondents express partial concern for the impact their holiday has on the environment and society in the tourism destination. In addition, a wire survey conducted by Bricker in 2012 reported that 66% of consumers from around the world expressed a strong preference to buy products and services from organizations that implemented sustainable practices, which are focused on giving back to society (Bricker, 2012).

Key Factors Influencing Consumer Preference for Responsible Tourism

Concerns by the responsible tourists for wellbeing of local communities and conservation of their natural and cultural resources on tourism development: Findings from the literature indicate that concern for local communities and the environment are one of the main factors driving consumer demand for responsible tourism. Research conducted by Goodwin and Francis (2003) in this regard found that two out three (71%) British and Australian travellers, and over half (53%) of U.S. travellers, endorse the protection of destination communities' wellbeing and culture.

International tourists concern and support for local communities driving demand for responsible tourism is also supported by findings from a survey conducted by IHEI (2002) on tourism in the United Kingdom. This survey found that 76% of British tourists felt that it is important that their trip to benefit the people living at the destination, up from 71% in 2000. Concern and support for local communities driving demand for responsible tourism is also underscored by research conducted by Tearfund (2000). Findings from this research study revealed that 62% of Australian, 57% of British, and 49% of U.S tourists' selected tourism destinations, hotels, etc., which had invested in the development of local community businesses, education, and health services. Hence:

Hypothesis H1: Concerns by the responsible tourists for wellbeing of local communities and conservation of their natural and cultural resources on tourism development

Tourism Destination Influence of Demand for Responsible Tourism

In terms of the tourism destinations, findings from empirical research indicate that two domains i.e. destination attractiveness and the development of tourism infrastructure are key factors influencing tourism demand. In terms of the destination attractiveness, a key factor which influences destination attractiveness is the number of UNESCO sites in the destination (Cuiluc, 2014), whilst in terms of tourism infrastructure, key factors which influence tourism demand is accommodation capacity in the destination (Khadaroo and Seetanah, 2007). In addition to the development of tourism infrastructure, findings from empirical research indicate that the development of the overall infrastructure of the country is essential for the growth in tourism demand. Investigating the importance of inbound country infrastructure on tourism arrivals, Khadaroo and Seetanah (2007) concluded that development of traffic infrastructure (measured by the net investment in land, air and sea infrastructure) has an impact on arrivals of tourists from other countries, whilst development of other types of infrastructure i.e. water supply, sewerage, and electricity are not as important.

Hypothesis H2: Conditions in tourism destination market influences demand for responsible tourism in Yala wildlife destination.

Demographic Factors Influence on Demand for Responsible Tourism

Findings from the literature review reveal that demographic factors such as age, marital status, social class, gender, family cycle, and household income have a significant influence on tourism demand. In terms of household income, research conducted by Dardis et al. (1981) investigated two income measures i.e. disposable income and total household expenditure income in this regard. The use of total expenditure has been defended on the basis of the permanent income hypothesis, and the fact that it is a better measurement of a household's permanent income, than disposable income, which is likely to fluctuate over a short period of time. Thus, Prais and Houthakker (1971) Fish and Waggle (1996), based on the findings from their research posit

that high-income families are likely to have significantly high holiday expenditure, than low, and middle- income families.

In terms of lifecycle, findings from the literature reveal that senior citizens continue to travel in ways comparable to their travel in younger years. Theories of aging, such as Atchley's (1989), suggest that individuals tend to sustain consistent patterns of behaviour, and are not prone to major shifts in likes, dislikes, and general activities. Research by Searle, Mactavish, and Brayley (1993) showed that patterns of leisure decision-making were consistent over life spans. Continuers are the term used by the researchers to refer to people who continue the pattern of leisure they established at an early stage of adult development.

In terms of age, findings from empirical research indicate that the age factor is expected to be a major determinant of leisure spending behaviour. Statistics from the Consumer Expenditure Survey (2000) on Travel Expenditures revealed a significant relationship between age of traveller and their expenditure patterns. In regard to numbers of trips taken, the highest percentage of trip takers were those in the age group 45 to 54 years, whilst the lowest were those in the age group 65 years and older. This group, however, had the highest average expenditures on trips of any of the age groups. It is interesting to note, that the group consisting mainly of retirees spent an average of 4% of total average annual expenditures on trips and vacations. This is about twice the share spent by most of the other age cohorts. However, the 65-and-older group did not account for the highest share of aggregate trip expenditures. That distinction went to the group age 35 to 44, followed by the 65-and older group at 19% with the groups ages 25 to 34 and 55 to 64 each accounting for 15%. The age group 25 years and below spent the least accounting for only 4% of total trip expenditures.

In terms of gender, findings from empirical research indicate that gender is not an important segmentation variable for the tourism industry (Lawson, 1991). However, men and women may travel with different purposes. Findings from research conducted by Walters (1988) revealed that even though men still dominate the business travel market, the same is not true for the leisure market, with women taking as many, and sometimes even more holidays than men (Collins and Tisdell, 2002).

Marital status is also another significant determinant of tourism demand. Findings from empirical research indicate that families which comprise only of husband and wife, and individuals who are single are more likely to take a vacation, than individuals who are married with children (Consumer Expenditure Survey, 2000). However, whilst couples without children, and unmarried individuals take more vacations than families, the aggregate expenditure of families (i.e. couples with children) is greater that of couples, and unmarried individuals (ibid). Findings from the Consumer Expenditure Survey also revealed that families with two parents are more likely to take vacations, than single parent families (ibid).

Social class in terms of education and occupation of an individual also has a significant impact on tourism demand. Dardis et al. (1981) found that education enhances many types of recreation activities such as foreign travel and tours. In addition, education may provide training and preparation for some types of recreation activities. The impact of education on broadening one's perspective towards leisure pursuits has been noted by Burdge (1969). Cai, Hong, and Morrison (1995) concluded that the amount of education a household head received has a positive relationship with the expenditures on travel and vacations. Additional research conducted by Cai (1998). Dardis et al. (1981) concluded that social class has a significant impact on recreation expenditures. Education is positively related to recreation expenditures while there are no definite trends with respect to occupation. Hence:

Hypothesis H3: Demographic profile of international tourist influences demand for responsible tourism at Yala wildlife destination.

Pricing Influence on Demand for Responsible Tourism

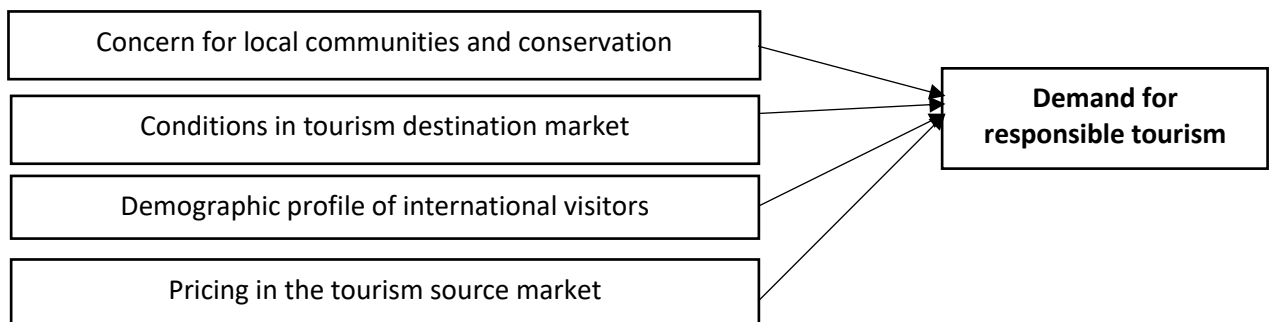
The most common variable which has been used as an explanatory variable for tourism demand is price. Price in this regard is defined by Lim (2006) as costs of goods and services for the tourists in the tourism destination. As per Durbarry and Sinclair (2003), price competitiveness is essential for the tourism destination to be competitive as it determines its share of international tourism pie. This importance of pricing as an explanatory variable for tourism demand contradicts the research of Witt and Witt (1995), which found that the main economic factors used as explanatory variables for tourism demand are Consumer Price Index (CPI), and effective interest rate. Findings from empirical research conducted by Simundic (2015) indicated that the correlation between proxy variables for price and tourism demand is negative.

In addition to prices and income, findings from the literature review indicate that costs have an inverse relationship with tourism demand i.e. as tourism costs increase, tourism demand declines. Whilst the theoretical assumptions of the negative correlation between costs and tourism demand have never been doubted, there is a dearth of research on this correlation on account of the unavailability of costs data (Habibi and Rahim, 2009). The positive correlation between the population in the tourism source market and tourism demand is also supported by findings from empirical research conducted by Amelung and Viner (2006), which identified population growth as one of the main influences of growth in the global tourism industry, and research conducted by Witt and Witt (2009), which found that generic growth as well as migration are significant influences of tourism demand. Hence,

Hypothesis H4: Pricing in the tourism source market influences demand for responsible tourism at Yala wildlife destination

The conceptual model of this study is shown in **Figure 1**. As shown in this figure, **responsible tourism** is the dependent variable and the main variable of interest in this study, whilst concern for local communities and conservation, conditions in the tourism destination market, demographic profile of international tourists, and pricing in the tourism source market are the independent variables. It is assumed in this conceptual model that there are statistically significant correlations between the independent variables and the dependent variable, and that individual and collective changes in the status of the independent variables influence changes in the dependent variable.

Figure 1: Conceptual Framework of the Study



Research Methodology

Population and Sample

Population for the study consists of all international travellers visiting the Yala wildlife destination during the period July 2018 i.e. approximately 15,800 international visitors. Note, this figure is based on 2017 data which indicated that approximately 15,000 international visitors visited Yala wildlife destination in July, 2017. Sample size for the study was determined using a sample size calculator (Creative Research Systems, 2018). Confidence level and confidence interval used to determine the sample size was 95% and 5% respectively. Based on this confidence level and interval, sample size determined for a population of 15,000 was approximately 375.

A sample respondents was selected from ten resort hotels situated in Yala Wildlife Destination (**Table 1**). Note, the sample of respondents was selected from these ten resort hotels using a sample random sampling technique.

Table 1: Selection of Sample Respondents

Name of hotel	Number of respondents selected
Cinnamon Wild	37
Jetwing Yala	37
Chana Hut	37
The Yala Adventure	42
Diyadahara Resort	37
Saraya Village	37
Ruhunu Safari Camp	37
Thaulle Resorts	37
Leopard Trail	37
Elephant Reach Hotel	37
Total	375

The main data collection instrument used in this study was structured self-administered questionnaire consisting of 35 closed ended questions. Responses to these questions were in the form of a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Data Analysis and Findings

Quantitative data obtained from the questionnaire was analysed statistically. IBM's statistical package for social sciences (SPSS) was used to analyse the data statistically. Univariate analysis was used to analyse survey respondents' response to each question in the questionnaire, bivariate analysis was used to determine the relationship between the independent variables and dependent variable in the study, whilst multivariate was used to determine the collective and individual effect of the independent variables on the dependent variables. In addition, Cronbach Alpha was used to test the internal reliability of the data. Findings from the data analysis are presented in the next chapter using simple table and figures. Internal consistency of data was analysed using Cronbach Alpha in SPSS, the alpha coefficient for the 25 items in the study is .987. This suggests that the **25 items** have relatively high levels of internal consistency.

Table 2.- Presentation of Findings from the Analysis of the Questionnaire

Marital Status	Single – 23%	Married – 63%	Other – 14%	
Age Profile	20-29 14%	30-39 23%	40-49 20%	Morethan49 43%
Employment	Employed- 78%	Retired- 22%		
Annual income \$	<5000 23%	5001-7500 17%	7501-10000 12%	>15000 48%

Table 2. shows the marital status of survey respondents. As shown a large percentage of the survey respondents are married (63%), followed by respondents who are single (23%), and those in the other category based on this analysis, it can be concluded that a large percentage of international tourists visiting the Yala Wildlife Destination are married, followed by those who are single.

The age profile of survey respondents is also shown in **Table 2.** As indicated a large percentage of survey respondents are over 49 years of age (43%), followed by those in the 30 years to 39 years age group (23%), respondents in the 40 years to 49 years age group (20%), and respondents in the 20 years to 29 years age group (14%). Based on this analysis, it can be concluded that most respondents visiting the Yala Wildlife Destination are over 30 years of age (86%).

The employment status of survey respondents is shown in **Table 2.** As indicated 78% of the respondents are employed, whilst the balance 22% are retired. Based on this analysis it can be concluded that most international tourists visiting the Yala Wildlife Destination are employed and have a regular source of income.

The annual income of survey respondents is shown in **Table 2.** As shown in this table, 48% of survey respondents annual income exceeds U.S.\$ 15,000, followed by respondents whose income is below U.S.\$ 5,000 (23%), respondents whose annual income is between U.S.\$ 5,001 to U.S.\$ 7,500 (17%), and respondents whose annual income is between U.S.\$ 7,501 to U.S.\$ 10,000 (12%). This analysis suggests that a large percentage of international tourists visiting Sri Lanka are high income individuals.

Table 3.- Presentation of Findings from the Analysis of Questionnaire

Indicator	Strongly disagree	Disagree	Neither	Agree	Strongly Agree
Tourism impact on local communities (%)			17	46	37
Tourism impact on conservation on local communities(%)		6	12	46	36
Tourism impact concern on fauna in the Yala wild life destination (%)			8	43	49
Tourism impact on water and naturel resources at yala wild life destination (%)		5	20	29	46
Tourism impact about carbon foot print in the yala wild life destination (%)		3	16	32	49
Tourism impact pollution caused in the yala wild life destination (%)		3	25	12	60
Willing to pay more to support the development of local community (%)			5	49	46
Willing to pay more to invest in the preservation of the local flora & fauna (%)			5	29	66
Willing to pay more implement responsible tourism practices (%)			3	49	48
Enjoyed stay at yala wild life destination(%)			8	29	63
Intention to re visit yala wild life destination (%)	3	6	11	44	36
Recommend to others (%)			11	23	66
Promote other activities in yala wild life destination (%)			23	20	57

Survey respondents concern about the impact tourism has on local communities in the Yala Wildlife Destination is shown in **Table 3**. As indicated in this table, a large percentage of the survey respondents are extremely concerned about the impact tourism has on local communities in the Yala Wildlife Destination. Survey respondents concern about the impact tourism has on the traditions of local communities is shown in **Table 3**. As indicated in this table, a large percentage of survey respondents are concerned about the impact (82%) tourism has on the traditions of local communities in the Yala Wildlife Destination. Survey respondents concern regarding the impact tourism has on the fauna in Yala Wildlife Destination is shown in **Table 3**. Based on the data in this table, it can be inferred that survey respondents are extremely concerned about the impact tourism has on the fauna in the Yala Wildlife Destination. Survey respondents concern regarding the impact tourism has on the flora at Yala Wildlife Destination. Based on the data shown in this table, it can be concluded that survey respondents are concerned about the impact tourism has on the flora at Yala Wildlife Destination. Survey respondents concern about the impact tourism has on the water and other natural resources at

Yala Wildlife Destination is shown in **Table 3**. Based on the data in this table, it can be concluded that survey respondents are concerned about the impact tourism has on the water and other natural resources at the Yala Wildlife Destination.

Survey respondents concern about the carbon footprint created by tourism in the Yala Wildlife Destination is shown in **Table 3**. The data in this table suggests that survey respondents are concerned about the carbon footprint created by tourism in the Yala Wildlife Destination. Survey respondents concern about the pollution caused to the Yala Wildlife Destination by tourism is indicated in **Table 3**. Based on the data in this table, it can be concluded that the survey respondents are extremely concerned about the pollution caused to the Yala Wildlife Destination on account of tourism. Survey respondents' willingness to visit Yala Wildlife Destination if it supports the development of local communities is shown in **Table 3**. As indicated in this figure, a large percentage of survey respondents are willing to pay more to visit Yala Wildlife Destination, if it supports the development of local communities. Survey respondents' willingness to pay more to visit the Yala Wildlife Destination if it invests in the preservation of the local fauna and flora is shown in **Table 3**. As indicated in this figure, a large percentage of the survey respondents' are willing to pay more to visit the Yala Wildlife Destination if it invest in the preservation of the local fauna and flora.

Survey respondents' willingness to pay more to visit the Yala Wildlife Destination if tourists firms in the destination implement responsible tourism practices is shown in **Table 3**. As indicated in this figure, a large percentage of the survey respondents' are willing to pay more to visit the Yala Wildlife Destination if tourists firms in the destination implement responsible tourism practices. The extent to which survey respondents' have enjoyed their stay at the Yala Wildlife Destination is shown in **Table 3**. As indicated in this figure, most of the survey respondents' have enjoyed their stay at Yala Wildlife Destination. Survey respondents' intention to revisit Yala Wildlife Destination is shown in **Table 3**. As indicated in this figure, 80% of survey respondents intend to revisit Yala Wildlife Destination. This high figure argues well for the long-term sustainability of the destination.

Survey respondents' intention to recommend the Yala Wildlife Destination to others is shown in **Table 3**. As indicated in this figure, 89% of survey participants intend to recommend Yala Wildlife Destination to others. This high figure argues will for the long-term sustainability of the destination. Survey respondents' intention to actively promote the Yala Wildlife Destination is shown in **Table 3**. As indicated in this figure, 77% of survey participants intend to actively promote the Yala Wildlife Destination. This high figure argues will for the long-term sustainability of the destination.

Conclusion and Discussion

The main objective of this study was to analyse current international tourists' demand for responsible tourism at Yala Wildlife Destination. Findings from the data analysis indicated that demand for responsible tourism at Yala Wildlife Destination is extremely high with international tourists' willing to pay more to visit the destination if the tourism industry invests in protecting local communities, culture, fauna and flora, religions practices and beliefs, and the natural resources of the destination. Further findings from the data analysis indicated that 94.8% of demand for responsible tourism in the Yala Wildlife Destination is influenced by these four factors. Of these factors, findings from the data analysis indicated that conditions in the destination market is the main factors influencing demand for responsible tourism in the Yala Wildlife Destination, followed by price related factors, concern for the local environment, and demographic factors.

Recommendations

In order to improve tourism in the Yala Wildlife Destination the following should be implemented by the Government of Sri Lanka and other key stakeholders in the destination:

Improve conditions in the Yala Wildlife Destination: Stakeholders should focus on improving conditions in the Yala Wildlife Destination as findings indicate that this is a main factor influencing demand for responsible tourism. In this regard, particular attention should be spent on protecting the fauna and flora in the destination as findings indicate that international tourists are willing to spend more in the destination if some of these funds are invested in these areas. In order to protect the fauna and flora at Yala Wildlife Destination, the following measures should be implemented:

Limit entry of tourists to the destination: A limit should be established on the number of tourists to the destination. A maximum of 3,000 tourists a day should be permitted to enter some of the fragile ecosystems of the destination e.g. the Yala Wildlife Sanctuary.

Limit access to certain areas and regions in the destination: Tourists' entering the destination should only be allowed access to certain demarcated areas and regions of the destination.

Increase fines: Fines for polluting the environment should be increased exponentially in order to reduce the impact to the fauna and flora in the region from pollution.

Educate tourists: Tourists should be educated on the unique fauna and flora of the destination.

Recruit additional employees: Additional employees should be recruited to monitor and protect the fauna and flora in the area.

Implement community safe circle to protect the destination. Protect resources of the destination is key to attract more tourist to the destination. Poaching, cattle feeding, Illegal farming identified as major threat to the Yala wildlife destination. When implementing a community safe cycle with community participation and give them the responsibility to protect the buffer zone and national park it will be more effective to protect the destination and reduce illegal activities.

Reward staff and service providers. When rewarding the service providers and staff with their positive engagement it will be positive courage to join others with them for better service. Further in order to increase demand for responsible tourism, authorities should also focus on reducing the carbon footprint and pollution caused by tourism in the destination. In order to reduce the carbon footprint and pollution caused by tourism in the destination the following should be implemented:

Limit the number of automobiles entering sensitive ecosystems in the destination: The number of automobiles entering sensitive ecosystems in the destination should be limited. For example, a maximum of 200 vehicles should only be permitted to enter the Yala Wildlife Sanctuary on a daily basis.

Establish and enforce strict environmental protection regulations: Strict environmental protection regulations should be established and enforced for all tourism establishments operating in the destination. In addition, tourists' establishments in the region should be encouraged to invest in technology which reduces pollution. For example, hotels and other

large tourists, establishments in the destination should be encouraged to establish water treatment plants, use solar energy, etc., to reduce their carbon footprint.

Regulatory support: The Government of Sri Lanka and local authorities in the destination should support tourist establishments' efforts to implement green practices by providing soft loans, tax concessions, etc., for establishments in the area implementing green operating practices.

Ensure tourism development benefits local communities in the destination: The Government of Sri Lanka and local authorities in the Yala Wildlife Destination should ensure that local communities in the area benefit from the growth of tourism in the destination. In order to increase benefits to the local communities in the destination, the following should be implemented.

Invest tax and other income generated tourism in local communities: Regulatory authorities should ensure that some of the tax income generated from tourism is invested in the development of health, education, and other infrastructure of local communities.

Establish systems which enable local communities to directly benefit from tourism: In this regard, local communities in the destination should be educated on how to establish and operate AirBnB, facilities in their residences. Further, the Government of Sri Lanka, the Ministry of Finance, Ministry of Tourism, etc., should provide technical and financial assistance for households in these local communities to establish AirBnB, facilities. Establishment of AirBnB, facilities will enable individuals and families in local communities in the Yala Wildlife Destination to directly benefit from tourism development in the area.

Encourage recruitment of individuals from local communities into the industry: Tourism regulatory authorities should encourage tourists' establishments in the destination to recruit employees from the local communities. Recruitment of individuals from these communities will facilitate the development of these local communities, and also benefit tourists, establishments as it will reduce the high cost e.g. accommodation, high salaries, etc., associated with recruiting individuals from outside areas.

Introduce tax reduction scheme for tourism establishment when buying community products and supporting the community: When tourism establishments buying local community product and their services authorities can apply a tax reduction scheme to encourage them to buy more community product for their value chain.

Encourage tourism establishment to promote community experience activities: Tourists' are looking for more valuable authentic lifetime experience in their holidays so when tourism establishment promotes community activities both parties will get benefits.

Reduce tourism leakages from the destination: When the tourism establishment uses imported items for their services income generated from the destination will leak out of the destination. If they can use maximum local products for their value chain, it will help remain the money in the destination and use the destination development.

When we consider all those factors, Sri Lanka has to consider more revenue generation with quality tourism rather than considering the quantity of tourist arrival that is the responsible way forward to the sustainability of Sri Lanka tourism.

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**CHAOS, CURRIES AND CURIOSITIES: SOME EXPERIENTIAL DIMENSIONS OF INDIAN
CULTURE FOR FOREIGN TOURISTS**

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Abstract: The culture of India has held a special attraction for international tourists. The vast landmass of the subcontinent offers a kaleidoscope of diversity. Though the country has a vast and varied resource base of tourism product, the top of mind awareness of India remains concentrated in the images of the 'Taj Mahal' huge population, colours, food, culture, customs and particularly the all-pervasive 'chaos' that forms the heartbeat of the country. This paper aims at gaining insight into the distinct aspects of India and Indian culture that tourists find curious, captivating, fascinating, shocking, and incomprehensible. The study concludes that India provides both an 'intimidating' and 'exhilarating' travel experience. The challenging country full of unpredictable surprises (both pleasant and unpleasant) is discovered as a 'universe' in itself, which delivers everything conceivable for tourists and much more. For the experiential tourists, with all its positives and negatives, a visit to India culminates into a profound 'life changing' experience that no other country can offer.

Keywords: India, Culture, Chaos, Experiential Tourism

Introduction

For centuries, the cultures of the occident have intrigued the oriental tourists. 'Culture' is a wide word, a complex 'whole' that encapsulates people, society, history, religion, architecture, cuisine, handicrafts, attire, customs, social institutions, behavioural norms, art forms, music, etc. The desire to see, experience and learn about the culture of various societies has motivated man since time immemorial to travel widely to satisfy his curiosities. The 'other' culture, i.e. different to one's own, has always held a fascination for tourists.

In its earliest form, cultural tourism emerged during the 'Grand Tour' era when intellectuals and the learned elite class of people in Western Europe ventured out to explore the land, people and lifestyle of other countries with the aim of educating oneself and widening one's horizons. People were particularly drawn towards Italy and Greece. Undertaking the Grand Tour also became a status symbol in high society. During early history of travel and tourism, culture existed in its raw, authentic, organic, and unaltered form alone. However, once tourism was identified as a lucrative business, culture started being encashed upon for commercial gains through a transformation into 'staged authenticity' that was consciously choreographed and showcased for earning the tourist dollar. In present times both 'organic' and 'staged' culture, coexist to attract tourists. While organic culture runs deep in the veins of a society and its lifestyle, staged culture is properly managed to be 'performed' and exhibited with the aim of attracting an audience. As masses of people have been travelling around the world to experience the culture of different countries, ample research in tourism has delved into studying 'cultural tourism' from different perspectives, i.e. motivation, religious and ethnic tourism, behaviour of cultural tourists and cultural consumption (Korstanje, 2012; Ozel and Kozak, 2012; Richards, 2018; Richards and Van Der Ark, 2013; Smith, 2003; Yang, 2011).

Particularly the cultures of the 'Orient', being varied and rich have always acted as magnets for tourists. While Asia offers a beautiful kaleidoscope of cultures, in Asia, the Indian subcontinent has flourished in tourism primarily on account of her inherent rich history and cultural diversity. The Indian land, people and their lifestyles have always intrigued tourists. For the foreign tourists, India is synonymous with the 'Taj Mahal'. Besides, the country is associated with stereotypical images of 'heat, dust, and mystique of snake charmers'. The other dominant association of India in the mind of tourists is the image of plenty of people, colour, religion, music and Bollywood. For the cultural enthusiast, the main reason for visiting India is to immerse in and experience the 'Other' (culture) which is strikingly different from home culture and hence piques curiosity (Picard and Di Giovine, 2014). With regard to this curiosity of 'otherness in tourism', an interesting observation is made by Echtner and Prasad (2003), who concur that 'otherness' is primarily a 'Western' produced representation, where the 'West' regards itself as the 'norm'/' focal point' and considers everything beyond itself as the 'other'. Regardless of what the 'other' is, the otherness of Indian culture has captivated the western tourists to be realized both as 'fascinating' and/or 'intimidating'. Some famous Hollywood movies like 'Eat, Pray, Love', 'Million Dollar Arm', 'Slumdog Millionaire', 'The Best Exotic Marigold Hotel' and 'Outsourced' among others, have attempted to showcase facets of Indian culture that have contributed to 'creation' or 'reinforcement' of images of India in the minds of the global population.

Experiential Dimension of Indian Culture / Tourism

Over recent years the study of tourist experience has engaged in in-depth research to gain insight into experiences that tourists have at destinations (McCabe, 2002; Mossberg, 2007; Ritchie and Hudson, 2009). The tourist experience is a result of an intense interplay of senses that are heavily bombarded upon by the extraneous environment. This sensational experience leads to what is termed as 'experiential tourism' (Gilmore and Pine, 2007; Larsen, 2007; McCabe, 2002; Uriely, 2005). Meacci and Liberatore (2018) talk about the 'sensory dimension' of experiential tourism and highlight that experiences are triggered stimulation of the senses, heart and mind. The 'sensory dimension' therefore assumes extreme importance in leading to the 'experiential dimension'. Urry (2002) suggests the use of the term 'sensescape' (a conglomeration of various senses). Urry's 'sensescape' includes, soundscapes, smellscapes, tastescapes and geographies of touch, i.e. skinscapes. All such identified 'sensecapes' play a crucial role in delivering the 'Indian' experience. Indicating the interplay of senses, one tourist has rightly reported his Indian experience, pointing out '*whether you demand it or not, it comes to you... from the time you land afoot at a destination to the time you have left.. what you see, what you sense, what you smell*'. Khan (2013) finds out that foreign tourists to India largely report the Indian travel experience as 'sensational', 'unparalleled' and 'unique'.

MacCannell (1993) believes that all tourism is a 'cultural experience'. Stebbins (1996) suggests that people are motivated by 'cultural tourism' to seek aesthetic, intellectual, emotional, or psychological experiences. Depth of desired cultural experiences has also been studied by Du Cros and McKercher (2014). The experience is for those who like to immerse in everyday life of the locals and see the culture (Richards, 2011). Culture can be best experienced by 'living like a local' (Richard and Russo, 2016). While experiences can be gained through staged authenticity as well, authentic 'experiential tourism' occurs best only in commonplace 'unaltered' settings. Hence the real experience of any culture can be attained only through merging spontaneously with the flow of daily local life at a destination. Foreign tourists who have travelled to India, specifically for culture or any other motivation, have often reported interesting experiences that they have had in the 'otherness' of Indian culture, a culture which comprises a multitude of colourful threads intricately woven into the fabric of daily existence. With respect to the classification of cultural tourists given by McKercher (2002), India can be

identified as a country for the ‘purposeful cultural tourist’, a tourist who seeks and gains a deep cultural experience; or the ‘serendipitous cultural tourist’ who visits cultural attractions and ends up having a deep cultural experience.

The rich culture of India is omnipresent, manifest in everything the country has to offer. It is impossible for any visitor to go untouched by the intensity of the sensory overload of Indian culture. Even for an ‘environment bubble’ tourist, it is hard to escape seeing, experiencing or avoid being emotionally touched by some aspect of the sensational culture that often leaves deep impressions in the minds of tourists. Research on the Indian experience gained by tourists suggests that the country is positively experienced as ‘unique’, ‘pulsating’, ‘alive’, ‘intense’ and famous for her cultural diversity; while negatively, India is found to be rather ‘challenging’, ‘intimidating’ and ‘chaotic’ (Khan, 2013).

This paper discusses some distinct aspects of the understanding of India and Indian culture that intrigue, fascinate, amuse, are incomprehensible and even intimidate tourists (both prospective foreign tourists and the ones who have already been to India). The paper is based upon the author’s interaction with foreigners (while living abroad), their perceptions, queries and curiosities of India that they have addressed with the author and sought answers to. In addition, for the purpose of gauging the views and experiences of tourists who have already been to India, the study has accessed online travel reviews, write ups, blogs and travel accounts of tourists who have written about their Indian travel experiences. Websites that provide information on what to expect from travel to India, have also provided data. The recondite aspects of Indian culture and other striking and fascinating observations made in the country are elaborated upon in the ensuing discussion.

Crowds, Commotion, Claustrophobia and Energy

On their very first travel experience to India, the huge Indian ‘population’ is found as most ‘overwhelming’ by tourists, detrimental to the experiences they have. India is the second most populous country with 1.3 billion people. Indeed, tourists coming to India from lesser populated countries are instantly taken aback right on arrival, swarmed by a tsunami of people. A surprised tourist reports *‘Look how many people there are. A staggering population of 1.3 billion people can be a shock for first time visitors, who are not aware of India’s growing population.’* Another one remarks, *‘When I visited India, I was shocked about the amount of people in India. I mean I had heard about it before but seeing it in front of you was a different thing.’* The crowds are often experienced as claustrophobic and intimidating. A blogger writes *‘expect the unexpected’* or else *‘prepare to lose yourself’*. Another account of a tourist sums it up, saying, *‘The mass of humanity in India can be overwhelming! Forget your own space.’* (Ladyflashman, 2016).

Excess population is the source of crowding. In research focused on ‘Overtourism’, crowding at destinations has primarily been studied with respect to ‘tourist crowds’ that impact the destination and life of residents therein (Dodds and Butler, 2019; Koens, Postma and Papp, 2018; Milano, Cheer and Novelli, 2019). However, literature is conspicuously lacking in studying crowding at destinations on account of ‘resident population’ that contributes to affecting the tourist experience. Mullins (1999) observes that crowding is characteristic of ‘urban cities’ and particularly ‘Asian’ destinations like China and India. Crowding is more apparent in populated spaces where the sense of ‘carrying capacity’ (Mathieson and Wall, 1982) seems to be lost. From her travel experiences in India, Cook (2019) observes that *‘The amount of people in India is what really takes some getting used to though. There are just so many of them! They’re everywhere, and you can’t help but wonder where they all came from and where they’re going.’* Hordes of people gathered everywhere, with or without work, make even

sprawling spaces seem congested. In India, there is the feeling of extreme activity, commotion, and a restless lively energy all around, which results from a combination of people, traffic, and noise. The constant sight of hustle-bustle triggers an adrenalin rush even within the calmest tourist, whose nerves are strongly jolted to become fully alert and active to brace the commotion. A startling observation is *'there are lots of people, crowded roads, energetic spirit, weirdly interesting. Everything feels different in India, I felt alive! I thought I had seen the world.'* Another review about India states, *'Visible and experienced commotion peeps up a dead soul. Even the most passive visitor is shaken up with an adrenalin rush much to surprise, elation or shock as soon as one experiences the outside environment.'* It is *'Like you have suddenly become a part of Clubbing TV.'*

Other than human population, the sense of crowding is also enhanced by unplanned and haphazardly built spaces (buildings). At many places unplanned construction is seen clustered and cluttered with residential and commercial buildings of all shapes and sizes, old and new, barely inches apart from one another, maneuvered through narrow alleyways between them, which are always jam packed with people and traffic, all of which add on to the uneasy feeling of claustrophobia. Even at any prime tourist attraction (e.g. The Taj Mahal), a visit at any time of the day, looks like a 'full house', not allowing for much breathing space.

The crowds, commotion, claustrophobia and the lively energy can be summed up in a comment posted in a blog by Cleary (2020) who writes *'Over my journeys to India I've come to realize that life somehow seems much "larger" there – there's the chaos, the bustle, the beauty, but also the sheer number of people somehow ensure, that whatever your opinions on what to expect from your first trip to India, you'll never be quite right.'* She further describes India *'It is like no other place on earth!'*

Chaos, Cacophony and Composure

In addition to 'people everywhere', the realization of 'chaos' becomes evident to tourists through the sights and sounds of 24/7 traffic, compounded with nonstop noise. Bumper to bumper 'traffic' is the core component of the 'chaos' experienced by tourists in India. Ladyflashman (2016) points out, *'This ties in with the volume of people in India - there are lots of people so there's lots of traffic. And it is (to our western eyes) chaotic, dangerous and disorganized.'* Complete disregard for traffic rules is the prime reason for chaos on the roads. A comment states about India, *'It is a free country, people riding or driving on the wrong side of the street and they think nothing of it!'* This comes both as a surprise and horror for tourists. *'Chaos is the word that best describes Indian roads! A trip in a taxi can be a hair-raising experience, let alone trying to cross a road as a pedestrian'* (Cook, 2019). There is a feeling that traffic rules are meant to be broken with complete brazenness and carelessness for safety of life. In the mad rush everyone seems to be competing for space and everyone is in a hurry *'no one gives way, everyone wants to overtake!'* Two, three and four wheelers along with pedestrians, all squeeze into every inch of space they find. Jumping traffic lights, endangering pedestrians, turning a blind eye to road signs, driving on the opposite side of the road, taking sudden forbidden U-turns, fighting it out with road rage, names dropping to escape being charged and even speedily sneaking from behind traffic policemen, are a usual phenomenon on Indian roads. Hence the Indian roads with minimal zebra crossings are often perceived as 'very scary' for tourists, where even being on the road in a vehicle proves to be a deadly adventure. A tourist comment rightly sums up *'We're not talking about everything in India, but on the surface, it can seem like there are no rules here. For that reason, tourists do need to be careful when crossing roads or walking. Things can get chaotic in India – especially on the streets where cars veer in all directions'. It's like 'freestyle' driving.'* The chaos on streets is not only of vehicular traffic but is a combination of all kinds of animals (dogs, cows and elephants, among others), pedestrians, street merchants,

cyclists and huge cargo transport. Many animals are worshiped, hence not driven away from roads. Among these the sacred 'Holy Cow' is seen being fed everywhere by people. It is a common sight to see cows walking or lazing all over, completely unperturbed, often sitting right in the middle of traffic congested roads with vehicles having to make way dodging around them.

The 'noise and cacophony' is another dimension of the experienced Indian chaos. Cook (2016) makes an interesting observation that '*India is not a quiet country.*' Constant honking (a rare sign of extreme anger in the western world) is a reflex action for people driving on Indian roads. Thousands of vehicles are seen sporting stickers of 'Please Honk' / 'Horn Please'. Horns go blaring 24/7. The louder the horn, more powerful/important, feels the driver. In a blogpost, a tourist reports '*Nowhere else have I heard so much honking and such variety of horns! Each night I drifted off listening to the circus symphony of sounds occurring outside my window.*' In addition, combined noises of blasting music from vehicles, calls of street sellers, animals, loudspeaker announcements, street processions or deafening sound effects from some function or event going about in private households or else places of worship, all produce a 24/7 din. '*Bring earplugs.*' is an advice put out by one tourist. The frequent sight and sound effects of wedding band festivities (with gaiety of music and dancing) on busy streets amidst traffic, is not uncommon. To the incomprehensible surprise of foreigners, the single expression to describe this entire clamour is, '*unbelievable!*' No wonder many tourists feel '*there is never a dull moment on the streets.*' Hence, chaos is certainly enhanced by combined effects of all surprising sights and sounds (Russell, 2002).

A third dimension that contributes in its own way to the chaos is the 'smells' added to sights, sounds, and commotion. Notable for tourists are the smells of '*food*', '*spices*', '*incense*' and '*filth*'. The all-pervasive chaos is more sensationalized walking through streets lined with street food kiosks (that emanate strong smells of frying oil and various food items), spice markets and street vegetable vendors. The fragrance of 'incense' is difficult to escape as most people light incense sticks daily (a religious ritual / mark of obeisance to deities) in the plenty of places of worship, houses, transport vehicles, shops and even at places of work. While the soothing lighter scented smells are found aromatic and tempting, the pungent ones are sensed as odours. The quite common stench of filth comes from decaying garbage dumps, urination /open defecation, or else, at many places, overflowing faulty sewage drains and stagnant water on streets that is experienced as 'highly revolting' by tourists. Another common abominable observation by tourist is that in India '*choosing not to use a bathroom is not uncommon either.*'

In all this mayhem of sights, sounds, and smells, it is inexplicable to tourists, how life goes on 'undeterred' and 'unfazed', yet so calmly, without people losing their nerves. In essence what is reconciled to, is the fact 'what you cannot change, you accept', and the non-complaining acceptance of a chaotic life as the 'norm' holds the answer to a composed existence of the local population. Such composure widely visible on smiling faces is found unbelievably astounding to tourists who often ask: '*How do you manage?*' (living in the chaos). Indians perhaps philosophically realize that we (humans) cannot control everything, cannot make the universe revolve around us, but rather we have to become 'receivers/accepters', not 'controllers and managers'; hence, the only option is to change ourselves not worry, let go of oneself to smoothly go adrift and gel into the unavoidable chaos.

Regardless, the Indian chaos turns out to be the source of the undeniable lively energy experienced by tourists in the country. A remark rightly captures this energy pointing out to India as a '*Pulsating country where there is never a dull moment. Something is always happening.*' Each day some festival, some event, social and political gatherings, community meals, religious places humming with activity, temple bells ringing, regular five times calls of

the cleric for Muslim prayer, processions of deities, other congregations and streets always alive with hectic activity, 'all' form the heartbeat of India.

To sum up the chaos it is rightly pointed out by one tourist, '*India is an irony of a beautiful chaos.*' All this chaos is incomprehensible (Miglani, 2013) and has a profound effect on the tourists. An observation states '*The stunning thing about being in India, with all the noise, chaos and surprises, is that it all seemed so normal.*' Another surprised tourist notes '*People of all kinds, animals and machines, living in a kind of harmony seemingly not possible.*' For the experiential and open-minded receptive tourists, the manner in which life goes on harmoniously uninterrupted in the extreme chaos is perceived as a '*life changing*' experience. One has a lot to learn from India and this learning is acknowledged in the statement '*The Indian chaos inculcates patience and makes one humble!*'

Curries and Cuisines

Gastronomical delights of countries, regions and cultures are fast becoming a major draw for tourists (Fields, 2002; Hall and Sharples, 2003; Hjalager and Richards, 2002; Kivela and Crotts, 2006; Richards, 2002; Ryu and Jang, 2006). Gastronomical or culinary tourism provides multidimensional experiences in which consumption of food leads to sensory, cultural and social experiences (Andersson, Mossberg and Therkelsen, 2017). The rich Indian food spread is an adornment of spectacular sights of colourful dishes, all unique in taste, appealing to senses, savouring which culminates into a gastronomical experience (Hoegg and Alba, 2007).

The exoticism and variety of Indian cuisine can be encapsulated in a well familiar term '*Curry*'. Curry is one important identity of India. '*If it's Indian, its curry!*' Indeed, Indian curries are world famous. Meeting an Indian often piques the curiosity of foreigners with respect to conversations invariably taking a turn in the direction of 'Indian Curry'. Several people have inquired the author with fascination '*Oh, you are from India, so can you cook a curry?*' '*Can you cook an Indian curry for us?*' The word 'curry' was coined by the British while referring to 'Broths', but it has become largely associated with Indian food (Sengupta, 2017). Particularly in the United Kingdom, curry is a synonym for Indian food. Buettner (2008) observes that the expression 'going for India', or 'out for curry' is a prominent aspect of British culture, while Varman (2016) echoes the belief that Indian food is quintessential British Takeaway food.

Kivela and Crotts (2006) elaborate upon the cultural curiosities of culinary tourists, while Lee and Crompton (1992) suggest that food is an expression of culture. The extensive landmass of India, a composite of diversity of cultures, geographical regions, and religions, all contribute to making the country a rich gastronomical attraction for culinary tourists. With the increasing popularity of culinary tourism as a form of 'Alternative' Tourism (Fox, 2007; Kivela and Crotts, 2005; Long, 2004; Quan and Wang, 2004), India certainly has a competitive edge in her 'cuisine' as a tourism product. The country is home to a countless variety of herbs, oils, spices and food and beverage products. Indian spices have been world famous as a prized / desired commodity since the time of trade on the famous Silk Route. The Indian kitchen is popularly known for its lavish and 'slow cooking' (slow food), as opposed to Western 'fast food'. No wonder in Indian households the maximum time of the lady of the house (especially the home maker), is spent in the kitchen throughout, preparing about 'three' different meals daily i.e. (breakfast, lunch, and dinner). The migration and settlement of Indian diaspora in all parts of the world has been instrumental in promoting the varied Indian cuisine worldwide. Hence, most non-Indians are quite familiar with the famous Indian Mughalai, Punjabi and South Indian cuisine, among others.

Indian 'flat breads' (referred to as pancakes) viz. 'Roti', 'Puri', 'Paratha', and 'Naan', are other tempting delights. Watching the sight of the *Puri* inflate in hot oil, has often raised the naïve query from onlookers 'Don't they explode?' Other food items like 'Samosa', 'Gol Gappey', 'Chaats', 'Chutneys' and colourful sweetmeats (*Mithai*) are popular food items readily available everywhere to entice both local and tourists.

Especially for Westerners, whose taste buds are acclimatized to rather bland food, the welcome change of 'spicy' food holds a special attraction. If, in the maiden attempt, the experimental first timer to Indian food can digest the oils, spices, sweet and richness of Indian dishes without falling sick, then it paves the way for slowly developing taste and taking fancy to the irresistible Indian dishes. However, for many tourists, Indian food though delicious, is difficult to eat, particularly 'with hands.' Others find the scent of aromatic spices 'too strong' and uneasy to shy them away from Indian food.

Talking of her food experience, one tourist to India mentions '*My stomach does not feel too good. But the food is amazing. I wasn't surprised when I found out that I had gained 5 pounds in 2 weeks.*' Such a comment indicates how irresistible Indian food can be.

Colours, Customs and Confluence of Diversity

A striking observation made by foreign tourists is that '*India is very Colourful!*' Tourists are pleasantly fascinated by the sight of every possible attractive vibrant colour present in the Indian environment, which is widely captured in thousands of photographs taken by them. For the predominantly Western tourists who come from places where monotonous Black, Grey and sober colours are the fashion statement, in India, the sight of fluorescent Reds, Oranges, Maroons, Greens, Yellows and Blues among a wide variety of others, are eye catching and refreshing. Colours are visible everywhere, in clothing, banners, posters, hoardings, shopping streets, buildings, houses, vehicles, décor outside temples, other religious places and celebration of fairs and festivals. Personal adornments like jewellery, *henna*, and the famous 'dot' (*Bindi*) on the forehead of women are also visible in colours aplenty. Besides, every State has its unique colourful attire, textiles, and art. Most (Hindu) religious saints too are seen with orange or white coloured stripes painted on their forehead i.e. '*tika*'. Hence the burst of colours in India is indeed captivating.

Tourists are also intrigued by several social norms / 'customs' observed in daily life of Indians. These include the surprising gender hierarchy (male domination), segregation of males and females in public places (like a separate queue for 'Ladies') religious and other gatherings with distinct separate 'male' and 'female' spaces and in the patriarchal society all decision making concentrated with the males. Another curiosity, i.e. the common custom of the lady of the house serving the guests and family before taking her meal and people comfortably seated cross legged on the 'floor' to eat food, are also found interesting to the foreign eye. One observation/surprise for tourists is also the sight of a large number of 'commoners' and even 'Ministers' dressed in '*Pyjamas*' (i.e. *Kurta-Pyjama*) as daily attire, something considered as a 'night dress' in western cultures. On the other hand, the observation of Indians dressed formally, and people fully clad on beaches startles many, expressed as '*Oh there are so many people dressed in Saris along the beach?*' While the conservative Indian culture calls for being properly dressed, this cannot be understood by people for whom beaches are places meant for swimsuits/wetsuits for sunbathing and swimming.

The 'cultural diversity' of India enamours tourists. Heterogeneity of culture is indubitably a major attraction (Bacsi, 2017). Based upon Porter's model, Crouch and Ritchie (1999) suggest that culture is indeed a 'prime component' / 'core resource' of any destination's attractiveness.

India abounds in this core resource, i.e. 'culture' and is an epitome of cultural pluralism. '*This is a gigantic country, and it isn't just the landscapes that are so diverse - the people, cultures and languages are too*' (Ladyflashman, 2016). The exotic socio-cultural diversity of India is omnipresent on Indian land, where culture changes every few miles and this is visible in varied religions, languages, dialects, customs, cuisines, art and architecture. The reality of people of different socio-economic and religious backgrounds living together in harmony and brotherhood is an ideal example of confluence of diversity in the country.

Indian Collectivism and Social Institutions

The Asian culture is predominantly 'collectivist' as opposed to the Western 'individualistic' culture. In a collectivist culture 'We' in terms of family and society is more important than 'I' or 'Me', and 'belongingness' and group identify are regarded above the 'self' and individual existence (Hofstede, 2001; Triandis, 1989).

Paramasivam and Nair-Venugopal (2012) posit that 'the general Western perception of Indians is that they are collective in nature; that they value collective identities especially of caste and family' (p. 157). Indian society is cohesive. In India, the whole family (grandparents, parents, and children, at times even extended family) prefers to live together under the same roof, unless any situation calls for otherwise. There are core values of loyalty and 'interdependence' of bonds. Grandchildren are often brought up by grandparents who spend their entire life, first bringing up their own children and then raising their grandchildren. Important family decisions are usually taken 'collectively' by the whole family, with considerable say of elders. Many times, even the decision of one's marriage, when to buy a house, or when it is time to have kids (and how many), is a collective decision influenced by family members (Raghavan, 2011). Extended families under a single roof provide comfort and a support system. As long as they are alive, parents remain available for their children and concerned for their welfare. Neither parents nor children can easily let go of each other. The 'ethic of care' and responsibility is largely manifest in the Indian family system. Hence in the traditional Indian set up, the family unit is usually bigger (i.e. joint). However, over the past few decades the nuclear family pattern is fast spreading its roots in India but remains primarily prevalent in cities and modern society.

Foreigners, particularly Westerners coming from Individualistic national cultures find such traits of a collective culture, inexplicable (Paramasivam and Nair-Venugopal, 2012). Usually in western society, at the age of 18, one is pronounced an 'adult' and thereon expected to decide his/her course of life, take financial and personal independence decisions, live independently, and find a life partner of own choice. Hence, 'how' and 'why' one's life decisions should be influenced / interfered in, by whole family or relatives, is rather incomprehensible for tourists.

The institution of 'arranged marriage' also stirs up curiosity among foreigners. While most modern, educated, and progressive families allow their children to choose a partner of their own, the practice of arranged marriages still carries on in traditional Indian social set up. This is beyond the understanding of tourists who often ask: '*How can you marry someone you have never met or seen?*' '*How can you marry someone you do not know?*' '*How can someone else choose a life partner for you?*' Such are some of the many intriguing queries of tourists. Though the roots of Indian society are firmly planted in collectivism, a trend towards individualism is fast on the rise on account of education, modernization, practicalities of life and influence of the West.

The Big Fat Indian Wedding

The Indian wedding is one unique wedding, famous around the globe for its scale, pomp, and show. What foreigners know about the Indian wedding is that it is a huge extravagant affair. The gaiety of the 'loud Indian wedding' is visible in colours, lots of Bollywood music, singing, dancing, bling, and lavish spreads of a wide variety of food for a continuous number of days. In Indian culture, the wedding is the most important event of one's life. Soon after the birth of a child, the family (rich or poor) starts saving for the child's marriage. A lifetime is spent building and saving assets for the wedding. Weddings also mean great expenditure as Indian weddings invariably have a 'huge guest list' and often involve a significant exchange of gifts between the bride and bridegroom's family along with hosting family and guests. Weddings are also an important occasion for displaying one's status in society. The usually large attendance in Indian weddings makes a wedding a 'public affair' with invitations to family, relatives, distant relatives, close friends and even mere acquaintances, quite unlike the western weddings that are restricted to close family and friends. Unlimited eating, drinking, dressing up in gold-laden jewellery, glitzy ornaments, several changes of party attire (each different for every ceremony) and lots of music and dancing to choreographed Bollywood songs carry on continuously, as long as festivities last till the 'Grand Wedding Day'. The increasing popularity of the Indian weddings is now evident in private weddings opening doors to welcome eager, yet complete strangers, for commercial purposes. This commercialization has originated under the banner 'Join My Wedding' i.e. ticketed wedding, in which any unknown interested foreigner/tourist is welcome to attend by paying a certain amount for a ticket/participation (fee) to experience the festivities, food and drink and even accommodation. To attract tourists for enjoying the flavour of Indian weddings, ticketed Indian weddings are becoming a lucrative business that provides the ideal opportunity to tourists for cultural immersion. Such grand weddings continue to remain a constant amazement for foreign tourists.

Contrasts and Other Curiosities

Reported by a tourist, India is a '*curious mix of contradictions*'. A fast developing but relatively poor country, India provides sights of striking contrasts that leave the tourists wondering with 'eyes wide open'. As stated, '*The contrast between rich and poor is so obvious, and you never really get used to it. On one side of the street you may see palatial apartments, while on the other side people live in makeshift houses on the sidewalks.*' One tourist arriving in India at the state-of-the-art glitzy International airport in Delhi is awestruck and asks the author, '*You have a carpeted airport that stretches for miles? Unbelievable!* Out from the luxurious airport, immediately follow completely contrasting sights, i.e. abject poverty seen alongside the rich and affluent; modern architecture and skyscrapers tower from amidst plenty of crumbling and ghetto like dilapidated structures; smooth silk roads, particularly in posh city areas, compete with potholed streets; disabled beggars knock at window panes of BMWs on street lights; sparkling Shopping Malls with neon lights advertising multinational brands command localities full of small shops / vendors selling knick-knacks, utilities and inexpensive items; and urban cities and flashy lifestyles exude exuberance skirted by filthy slums areas in the periphery. In the contrasts is also the image and reality of 'heat and dust', countered by the opposite of breath-taking and mesmerizing natural beauty of glistening beaches, azure blue mountain skies and unpolluted pristine wilderness abounding in the vast sub-continent. Such contrasts leave the tourists speechless.

Several other astonishments are expressed by tourists. These are apparent in comments like '*Indians have so many temples in the house*' (i.e. deities placed in nooks and corners in rooms, on shelves, tables, refrigerators etc. for worship); '*How does an aged old sick family member*

mange to rest/sleep in the same room where TV is blasting and all children noisily dancing around? (where is one's own space/room, how are people so accommodating?); *Why are there plant guards around plants?* *'You have monkeys and animals roaming in the open?'* (they are meant to be in the Zoo); *'Why are so many people seen washing clothes by roadside/ riverside and then leave them to dry on roadside railings by the dirt and dust again?'* Tourists also notice *'There is music and songs blaring everywhere'*. All these observations are fascinating and turn into innocent queries. However, the very things that tourists find highly 'unusual' are a part of the usual way of life of locals.

India turns out to be a photographer's delight. The incomprehensible curiosities are captured in a treasure of interesting photographic collection of images of India that are taken back with tourists to show to friends and family. These photos are also shared on blogs, social media pages, travel accounts and even discussed with connections made with people of the visited country, in order to understand and make sense of images captured. Indeed, tourist photography captures the essence of the place and makes a narrative of it (Albers and James, 1988; Chalfen, 1979; Crang, 1997; Gillespie, 2006; Scarles, 2012; Teymour, 1993; Urry and Larsen, 2011). To a large extent these photos mirror the reality of life (Sontag 1979). They also help to reinforce or counter country stereotypes. The content of the wide nature of photographs posted on Gettyimages.in by tourists who have visited India, showcases the country's culture and curiosities through photos of local people in different moods and expressions, street scenes, poverty, crowded chaotic streets, monuments, cows, elephants, colourful festivals (*Holi* in particular), festivities, Indian food, clothing, spice markets, shops, saints (*sadhus*), skyscrapers, slums, life in urban and rural areas and surprisingly smiling, composed and content faces amidst maddening chaos.

While tourists come to capture photographs, it comes as a surprise to many of them that in India they find eager locals wanting to click their photos with (western) tourists. Giving an account of such an observation, Viola (2019) writes *'I found it quite amusing that while we were touring the Taj Mahal, so many Indian families came up to me and wanted selfies. Why me? I'm the tourist, not the attraction here?'*

Hence, in many ways India continues to remain an enchanting land of endless curiosities and bewilderment for foreign tourists.

Cultural Shock, Surprises and Charms of India

It is quite common for first time foreign tourists to experience a degree of 'cultural shock' in India. Cultural shock results when one is confronted with an unfamiliar environment, i.e. a different behavior, way of life, rules and social norms and even physical environment that is often intimidating (as it is quite opposite to what one is familiar with). Cultural shock can be a composite of unpleasant or negative experience, unexpected and inexplicable cultural differences and encounters of a different lifestyle that may lead to confusion, helplessness, fear, anxiety and irritation that disturbs both the body and mind (Furnham, 1984; Lee and Gretzel, 2016; Oberg, 1960; Reisinger and Turner, 2003). Cultural differences become apparent gradually as tourists start immersing in the destination.

For tourists, the strongest culture shock in India comes from the sight of 'crowding'/ sea of population combined with 'traffic'. This is rightly captured in the words of a tourist who reports *'If there is anything that will give you culture shock, it will be the Indian traffic!'* However, Asian, and non-Asian tourists perceive and experience crowding differently. The shock in India is felt more by non-Asian tourists and the ones coming from lesser populated countries. 'Trash' is reported as another cultural shock by tourists. Heaps of garbage strewn all around/ stacked

along the streets and railway tracks are definitely an eyesore. 'Cultural conservatism' is another bolt resulting in anxiety. The larger Indian society is perceived by western tourists as rather 'orthodox' which results in uneasiness for tourists, especially when they realize that they are required to behave and dress 'appropriately' in the Indian environment. Another weird culture shock experienced by tourists is the 'reverse gaze'. Particularly, the white skinned tourists are surprised to find themselves 'gazed at' as they invariably become the 'attraction' for local population. Many are disturbed when '*stared upon*', in a country and culture where in the words of a tourist, '*staring is not regarded as rude.*'

Such, among several other encounters of cultural shock can only be minimized for tourists if they come well informed about the country and are prepared to absorb the shock than being shaken by it. A tourist rightly puts it '*Although the culture shock is not pleasant at first, I think overcoming it is part of the exciting travel experiences in India.*' Normally the culture shock is pushed back into the subconscious when the country slowly starts unwrapping the gift of her never-ending beautiful experiences, acknowledged, and appreciated by a tourist in the words, '*the culture shock is huge, but so are the rewards.*'

Leaving aside culture shock, there are innumerable 'cultural pleasantries' experienced by foreign tourist in India. Tourists find Indian people 'very welcoming', charming and gracious in their warmth and hospitality towards guests/strangers. The observation is that Indians are amiable and '*love to talk and interact with visitors*'. '*Indians are warm-hearted and curious. They will frequently go out of their way to befriend and help foreigners*' (Cook, 2019). Though this friendliness is welcomed, some tourists are taken back when the very friendliness often becomes rather intruding. As mentioned in a comment, Indians '*ask a lot of questions about you*', which tourists may find uncomfortable and an unwelcome invasion into their privacy.

It is also appreciated by tourists that Indians '*love to help*'. A tourist from United States mentions in his travel account '*Indians love to help without payment or thanks. A total stranger picked up our luggage and put it on a train without staying around for any sort of payment or thanks.*' The Indian 'generosity' and 'hospitality' is acknowledged by tourists. In India, '*Guest is like God*' and given a lot of importance. The guest does not always have to be a known person and hence doors are always open for welcoming strangers as well. An instance of this can be confirmed in the remark of an Australian tourist who says '*even though they did not speak English they invited me into their house and offered me food and soft drink. I don't think many Australians would invite them inside*'. As discovered by foreign tourists, though India is a tough county, one can smoothly sail through it with helpful and friendly locals.

The shock and pleasure of the country can be encapsulated in a vivid account of a traveller who explains, that with India one experiences a '*Topsy turvy love relationship. One minute we will love India, the next minute we can't stand it. That's not the case for every tourist, but it's definitely common. That's because it's such a diverse country where different circumstances arise each day. One moment we'll be angry that someone tried to charge us double for something, while the next moment we'll be overwhelmed with love when a stranger invites us to their daughter's wedding. These situations really do happen in India. And it's this contrast of situations that can leave us with an imbalanced perception of the country.*'

Travelling to India, once is not enough. There is so much to see and experience, that a tourist is left yearning for more '*India ignited in me a passion for travel. But that passion took time to grow. At least for me it did.*' (Mckinney, n.d.)

Conclusion

Chandra (2014) notes, that India has a deep impact especially on western travellers. This impact is a resultant of the combined chaos, commotion, contrasts, extremely hospitable people and unexpected and never-ending surprises. As soon as a tourist lands in India, the Indian experience encompasses him/her, like the omnipresent air one breathes. There is no separating glass barrier to disconnect oneself and gaze at the destination as a distant spectator. India provides a physically, emotionally, spiritually, and socially engaging experience. The many ways in which this experience is received and perceived, is described by tourist in words like 'stressful', 'eye opening', 'humbling', 'enchanting', 'overwhelming', 'life changing', and 'soul stirring'. A Thai tourist says, 'I really enjoyed India and seeing something different from my normal life makes me see life differently'. One tourist from U.S. reports his travels in India saying, 'it is absolutely exhausting, but I never felt so alive, as I did while visiting India. There is just so much. India will teach you patience, to go with the flow.' A remark by Viola (2019) substantiates the intensity of the Indian travel experience in the words 'If you want to be transformed, go to India. With its rich history, spiritual practices, colourful festivals, stunning architecture and landscapes, India is truly an incredible country you have to see at least once in your lifetime.'

This study confirms that India provides an interesting kaleidoscope of experiences (both positive and negative) to tourists. The country is found as 'unique', 'challenging', 'enlightening' and capable of delivering an 'unparalleled and profoundly rich experience' (Khan, 2013). The Indian experiential dimension can be summed up in several comments by tourists like 'It is so much more than the stereotypes', 'India's a great country for building (and testing) patience.' 'It teaches you to become 'courageous' and capable of 'overcoming hurdles.' One tourist writes 'India in all its senses is addictive. The options are limitless, and it will be super hard to decide, since each one is better than the other. People continue to be fascinated.'

With these insights into tourist experiences of India, the paper concludes that despite all its pandemonium, India offers an eccentric and distinct experience that no other country can offer. A post on India by a tourist points out, 'By surrendering and embracing the chaos we learn to keep moving forward in life and not give up, no matter what the circumstances are, India teaches us to stop trying to control everything, over analyse everything that happened in the past or worry about the future because life is unpredictable anyway (Dussaix, n.d). Indeed the rather challenging yet captivating country is for the 'brave hearted' and 'open minded' tourist who is ready to embrace the country's offerings with open arms and take back a 'life changing experience' that transforms a person to become calm, patient, humble and accommodating in the maddening web of life. From one international tourist the advice is 'Approach it with patience, good humour, open mind, friendly but firm manner.' Through a British Broadcasting Corporation travel story by Wiener (2015) it can be appropriately concluded 'The fact is, India is hard, and it is this hardness that offers its appeal (two ideas, of course, that don't typically go together). But if the point of travel is to challenge ourselves – to discover a "new way of seeing", as Henry Miller put it – then naturally we should seek out the most "difficult" destinations, like India, not in order to change them but, rather, to change ourselves.'

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VISITOR AWARENESS OF WORLD HERITAGE EMBLEM IN DEVELOPING COUNTRIES

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Abstract: The world heritage emblem is a sign of protection and preservation of destinations recognized as World Heritage sites. However, the World heritage emblem is becoming a promoting brand to pull visitors to the World Heritage sites. This paper aims to examine whether the world heritage emblem communicates any message to domestic visitors to avoid misused and promote the UNESCO emblem's right meaningful. The research context is in developing countries that have an increasing growth rate focus on the tourism-driven economy. The researcher collected data from Vietnam, Philippine, Thailand, and conducted lengthy, semi-structured interviews with visitors at the World Heritage sites. Each interview lasted about 30 minutes with recording and transcribing. The findings could support the local government in promoting UNESCO's right spirit to visitors' awareness and destination management organizations and tourism businesses.

Keywords: Visitor awareness, World Heritage Emblem, Developing countries, Heritage sites

Introduction

There are increasing numbers of world heritage sites worldwide. According to UNESCO statistics, the world currently has 1121 World Heritage sites (as of January 2019: 869 Cultural, 213 Natural, and 39 Mixed). The messages the World Heritage emblem are a symbol of protection, site promotion, and raise awareness of the World Heritage Convention. According to UNESCO, this symbol symbolizes the interdependence of cultural and natural properties, and a central square is a form created by man. The round represents nature, the two being intimately linked (UNESCO World Heritage Centre, 2008) (please refer to figure 1 of the emblem design).



Figure 1: World Heritage Emblem

However, it somehow is misused and become a brand for the business. (please refer to figure 2 of some emblem designs worldwide).



Figure 2: Some cases from UNESCO report for misuse

With the conclusion of Conventions Common Services, UNESCO mentioned that "Use logos to promote sites and raise awareness of the World Heritage Convention - Help us controlling *misuses*" (UNESCO World Heritage Centre, 2008). Visitor awareness and recognition of the World Heritage emblem were studied in some countries' cases such as Australia, Europe, America, and China (King & Halpenny, (2014); Shen, Schüttemeyer, & Braun (2009), Halpenny, Kono, & Moghimehfar (2018)). These studies are from the most developing areas and countries globally. The researcher used the VOS viewer technique to see the real picture of researching the world Heritage site emblem. An analysis step was applied to understand the research context, using Title-ABS-Key "the world heritage site symbol" with the bibliographic coupling of analysis type and countries unit type, full counting. There was a totaling of twenty-two countries that appeared in the research with threshold from a minimum number of documents of a country is "1", and a minimum number of citations of a country is "0". The result has shown in figure 3.

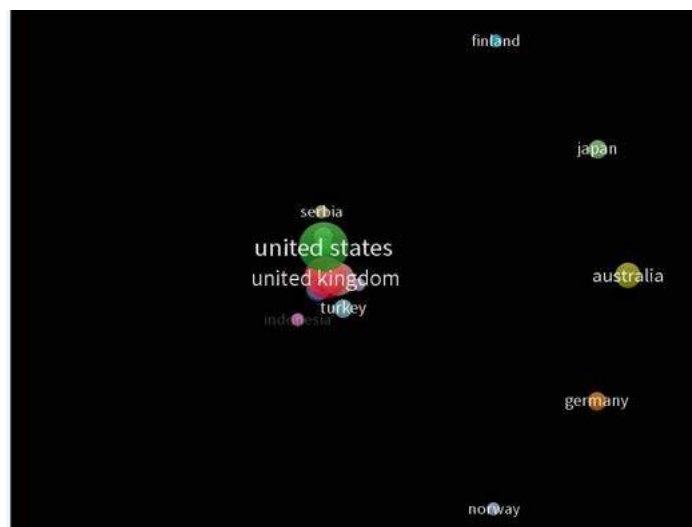


Figure 3: The World Heritage site symbol and research group in the country unit.

Moreover, in a total of sixty-nine papers written about the world heritage symbol, there were just three papers that had a direct study in World Heritage Emblem in the USA, Australia, and Malaysia. Other research papers on World Heritage site tourism were from Australia, Bulgaria, Canada, China, Finland, France, Germany, Greece, India, Indonesia, Italy, Malaysia, Norway, Serbia, Spain, Sweden, Turkey, Uganda, UK, US. This research chose developing countries in Asia with rapid tourism growth for research sample collection to properly understand the bigger picture of the practical and useful World Heritage symbol. According to the UNWTO, the tourist numbers achieved ten percent growth in Asia for the first four months in 2018, the highest compared to other regions worldwide. There were five leading tourist number countries, including: "Thailand, Singapore, Malaysia, Indonesia, Vietnam, and the Philippines" (Southeastasiaglobe, 2018). In one forecast report of Asia Pacific Visitor from 2019 to 2023, Vietnam was estimated to be a top tourist destination in the next five years (PATA, 2019).

Thailand, Vietnam, and the Philippines will be chosen as research samples to learn how the WHE was promoted at sites, what the local governments have done to help UNESCO raise visitors' awareness of the World Heritages symbol. As with other green certifications for sustainable business activities, a World Heritage site must conform to UNESCO standards for authenticity and quality. The World Heritage site standard should be promoted sustainably and play a fundamental role in protecting Heritage sites and destinations (IUCN, 2013). The World Heritage emblem symbolizes Man and Nature's interaction, representing properties protected by the World Heritage Convention. Some tourism companies use the emblem as products or souvenirs with commercial use but free gifting. Local governments have placed it as a road sign which indicates ways to arrive at the World Heritage site, signs within sites (e.g., information stands, pathways, walkways, building signs). The UNESCO published the World Heritage symbol's operational guidelines to site governance (UNESCO, 1978). The study objective is to learn what visitors aware of the World Heritage symbol in their mind for WHS's right promotional strategy for the sustainable tourism future in the developing countries. The finding that could support local government to promote UNESCO's right spirit to visitor's awareness.

Literature Review

UNESCO is the organization seeking to identify, protect, and preserve the culture and natural heritage worldwide. UNESCO helps local communities understand heritage value and meaning to their life. World Heritage sites have become so popular as a brand or trademark for visitors and attracted more and more visitors at sites. According to UNESCO (2010), the term "heritage" appears as a legacy system from the past, what we live today, and what we pass on to future generations. With the number of world heritage sites worldwide increasing, preservation has become an urgent mission that UNESCO should consider to ensure protection, encourage the country in adhering to the world heritage convention, and help countries by providing technical assistance and professional training.

Many definitions of heritage are about cultural, natural, and mixed sites (UNESCO, 1978). A world Heritage which is defined by both Eco and cultural tourism (Pedersen, 2002), as a product shaped from history (Timothy & Boyd, 2006), as something passed on from the predecessor (Webster, 2004). Being UNWTO inscribed in the world heritage list has brought a coveted brand to the tourism destination and an effort to market itself as a tourist destination (Hall & Piggin, 2012). The countries seek World Heritage site designation because they lead to greater awareness of the site value and improved measures to preserve and protect them (e.g., Wang, 2007). Other studies suggest that being recognized in the World Heritage List will provide tourism destinations with intensified assistance from local, national governments, and international organizations (Winter, 2007; Hazen, 2008). From the beginning, UNESCO did not intend to recognize the system of accreditation for tourism marketers, and the purpose of

the designation is protection and sustainability, as well as increasing cultural and natural values awareness from the community. However, in the eyes of tourism marketers and travel agencies, the WHS brand becomes the primary attractions to promote as must-see places or pull factors to attract visitors (G. Yan et al., 2007). In terms of customers or visitors, the brand will refer to brand equity, which is the brand's importance in the customer's eyes (Aaker, 1996). The researcher used the brand equity literature because the research aim is about visitors' perception understanding that brand equity is a marketing term determined by consumers' perception of and experiences with the brand (Godey et al., 2016).

Over the past few years, brand equity has received the attention from marketing research (Lassar, Mittal, & Sharma, 1995; Cobb-Walgren, Ruble, & Donthu, 1995; Pitta & Katsanis, 1995; Erdem & Swait, 1998; Berry, 2000). Initially, Farquhar (1989) recognized brand equity, and it is vital as it influences business performance in long-term cash flows and future profits (Motameni & Shahrokhi, 1998; Tiwari, 2010). It allows the company to more effectively engage with their customer database in such a way that drives consumer perceptions of preference and purchase intention (Cobb-Walgren, Ruble, & Donthu, 1995b; Chen & Chang, 2008; Chang & Liu, 2009), builds relation to customers via product quality (Herrmann et al., 2007) and importance to customer loyalty or brand loyalty (Taylor et al., 2004).

Brand equity comprises two different research perspectives, including financial and customer perspectives (Keller, 1993). From an economic standpoint, brand equity is measured by companies' asset market value (Simon & Sullivan, 1993; Farquhar, 1989). From the customer perspective, Brand equity is appraised according to the consumer's reaction to a brand name (Shocker, 1988). Customer perspective towards brand equity is divided into consumer behavior (Farquhar, 1989) and consumer perception (Mahajan et al., 1994). Based on Mahajan et al. (1994) findings, consumer perception can evaluate customer-based brand equity. There are different dimensions of brand equity concept from other researchers. (Please see table 1).

Table .1. The Concept of Brand Equity

<i>Researchers</i>	Brand equity definitions
<i>(Smith & Aaker, 1992; Aaker, 1996) and (K. L. Keller, 1993; 2003)</i>	The aspirational self-image, customers' perceived quality, brand awareness, brand association, and brand loyalty
<i>(Farquhar, 1991) and (Simon & Sullivan, 1993a)</i>	Financial perspective (the market value of a company's asset)
<i>(Keller, 1993)</i>	From a customer perspective, brand equity is appraised according to the consumer's reaction to a brand name
<i>(Lassar et al., 1995b)</i>	Financial perspective and customer perspective
<i>(Prasad & Dev, 2000)</i>	Brand performance and brand awareness
<i>(Pride & Ferrell, 2003)</i>	Brand assets, Brand awareness, Brand loyalty, Perceived brand quality, Brand associations.

However, this paper will adopt customer perspective-based brand equity by stressing two elements: brand image and brand awareness (Keller, 1993). Smith & Aaker (1992) suggests that brand equity in tourism is composed of brand awareness (recall and recognition) and brand image (attributes, benefits, and attitudes) (Keller, 1993). The brand recall relates to customer retrieving of a particular product or the needs from a given category or some type of probe (Keller, 1993). Some types of probe to test the awareness is sudden without

premeditation or external stimulus (e.g., What is the first name recalled in your mind? ... or top-of-mind tests). Brand awareness at the recognition level is prior knowledge about a product which consumer to recognize one brand over other brands (name, visual symbols).

The brand image, which Keller (1993) posed, can be classified into attributes, benefits, and attitudes that customers link to the brand. Brand image theory is critical to marketing strategy and brand recognition or position in customers' minds (Keller, 2003). Park (1986) had an expression of a brand concept that can be either symbolic (intangible features) attributes or functional (tangible features). They are understandable in the customer benefits context to satisfy their immediate and practical needs (Functional) or for self-expression and prestige needs (Symbolic). Tourism products seem both have two types of features; visitors choose to visit a specific destination for their particular needs, such as climate, amenities, and cultural attributes. However, the list of destinations that belongs to some probe of attributes, such as the emergence of the site as a fashion accessory they would like to have, the pictures and videos from the place they visited, often used to show others in social networks. Visitors' willingness for their trips as expressive devices shows their self-actualization needs (Caldwell & Freire, 2004).

WHS's awareness did motivate visitors to come, but it did not appear to be a powerful influence (C. Yan & Morrison, 2008). Dewar et al. (2012) found that only 94 of 389 (24%) of those surveyed could recall what the World Heritage emblem represented. According to Timothy & Boyd (2006), Heritage tourism is the oldest and most popular type of tourism. The motivation to travel to heritage tourism is based on visitors' perception of their favorite heritage sites (Chen & Chen, 2010). Visitors seek more authentic and value-added experiences at the heritage site than mass destinations or traditional tourism products (sea, sun, sand). The heritage attributes towards their background and recreational experiences, at the same time, to increase the returning visitor rate (Yankholmes & Akyeampong, 2010). Based on the conclusion of Poria, Butler, & Airey (2004) research, the visitor reasons to visit heritage sites are the willingness to learn, desire to be entertained, and willingness to be exposed to an emotional experience, heritage experience, learning experience, and recreational experience. The same findings for WHS visiting motivation in Portalés et al., (2009) research are the opportunity to see exciting things and the desire to learn more about the local culture. The seeking motivation to visit the heritage site is all about leisure, culture, education, and social interaction experiment (Chen & Chen, 2010). Goh (2010) research findings show that education value, learning, positive feedback from previous tourists, and the site's well-known reputation are reasons for visitation.

The target market to World heritage sites including young and well educated (Vareiro et al., 2013), high educated, high income and spend more time and money on their vacation (Silberberg, 1995), independent visitors, travel party, region, trip type are kinds of visitors who were knowledgeable of the destination's World Heritage status (C. Yan & Morrison, 2008). The visitors who can recognize the WHS symbol have the level of education from secondary school, university graduate, and Master's or Ph.D. (Dewar et al., 2012).

Methodology

We conducted lengthy, semi-structured interviews with domestic visitors at the World Heritage sites to understand visitors' perceptions of the World Heritage site emblem in the research phenomenon. Some research issues should base on observation reliably in systematic empirical research and could not be seen through quantitative data. Each interview lasted about 30 minutes with recording and transcribing. Recording interviews allow researchers to focus on the content of conversations and then ask questions or clarify where essential to avoid distraction during interviews due to researchers' note-taking (Kvale & Brinkmann, 2009).

Linguistic and cultural differences can impede comprehension among interviewees and interviewers, leading to several challenges in obtaining information during interviews.

This research divided the content analysis process into two stages: "The first stage dealt with single interview transcripts, the second stage is the content analysis and aimed at the integration of all the individual factors, variables, and links from all interviews, in order to collect all themes for answering research questions."

Participants

The study explores World Heritage awareness and compares it among three developing countries (Vietnam, Thailand, and the Philippine). The research's primary purpose is about WHS designation awareness, so the informant will be visitors who can identify a WH logo. After greeting, the interviewer will start with a question: *'Have you ever heard about the term World Heritage Site and seen this symbol?'* If the answer was 'No,' the informants will be eliminated from the study (C. Yan & Morrison, 2008). We met 80 visitors at the heritage sites; only 30 knew about World Heritage sites and had answers ("Yes, I know), accounting for 37.5% of the total respondents. Including 12 Filipinos, 7 Thai, 11 Vietnamese.

Data Collection and Analysis

Qualitative techniques allow researchers to build and examine qualitative databases; some techniques are available, such as analyzing interview transcripts (Burnatd, 1991), photographs (MacKay & Couldwell, 2004), multimedia (Viken, 2006), or the internet websites (Davidson & Yu, 2008). This research includes open-ended questions to explain the phenomenon under study, and the data is derived from interview transcripts. All interviewees code according to their nationality and took the serial number according to the total number of participants. Accordingly, 11 Filipino (FL) got labels from FL1 – FL11; 11 Vietnamese (VN) got labels from VN1 - VN11; 11 Thailand (TL) got labels from TL1 - TL11. The research objective is to explore awareness of the WHS title and its emblem. Some questionnaires will be revised from the literature review to suit the research context in three countries (please see Table 2 below).

Table.2. Interview Questions for Research Context

<i>Literature Review</i>	Source	Questions for research
<i>Explore awareness of the WHS title and its logo</i>	(Poria et al., 2011)	Does the visitor know this logo? Did the visitor remember seeing the brand somewhere before or during their visit?
<i>Some awareness, recognition, and recall of World Heritage status and symbol variables: First-time, return, frequent local visitor Recognized the WH symbol Correctly recalled what the WH symbol represents</i>	(King & Halpenny, 2014)	Some awareness, recognition, and recall of World Heritage status and symbol variables for Hoi An: - First-time, return, frequent local visitor - Recognized the WH symbol - Correctly recalled what the WH symbol represents
<i>Informants' perception of World Heritage sites and their expectation of visiting such sites</i>	(Poria et al., 2011)	What does the WHS status mean to the visitor? (Omar et al., 2013)

Based on the literature review, the questions for the interviewees are:

1. “Have you ever heard of the term World Heritage Site and seen this emblem?”
2. “How do you know about this symbol?”
3. “What is the first name recalled in your mind when you see this emblem?”
4. “What does the WH symbol represent?”
5. “How are the first images of this emblem link to your mind? (attributes, benefits, and attitudes)”

Findings

Of the 80 visitors asked, only 30 knew and saw this symbol. The interview results collected based on 30 visitors knew the logo and agreed to participate in the interview. The average interview time per person (seconds/ 1 person) as follows: Thais with 1498 seconds, Vietnamese with 3415 seconds, and Filipino with 1753 seconds. For the first question to get to know the visitors' awareness about the World Heritage logo, we have some findings.

Question number 1: “What is the first name recalled in your mind when you see this symbol?”

Table.3. The Name Recalled in their Minds with Appearance Times

<i>Term to be recalled in their minds</i>	Number of times mentioned
<i>World Heritage</i>	(2)
<i>UNESCO</i>	(2)
<i>None</i>	(2)
<i>World Heritage UNESCO</i>	(1)
<i>World Heritage Site Certificate</i>	(1)
<i>World Heritage Logo</i>	(1)
<i>World Heritage Emblem</i>	(1)
<i>Wall and protect something</i>	(1)
<i>Tourism and culture</i>	(1)
<i>The square represents the masterpiece created by humanity, while the circle represents nature and the Earth; it shows a respectful attitude to protect humanity's heritage. Square and circle are connected to show harmony and unity.</i>	(1)
<i>The first name recalled in my mind is Thai heritage's Historic city of Ayutthaya.</i>	(1)
<i>The coin</i>	(1)
<i>Something is relative to tourism</i>	(1)
<i>Patrimonio</i>	(1)
<i>Maybe a traffic sign</i>	(1)
<i>I have no idea</i>	(1)
<i>Tourist city</i>	(1)
<i>Ancient Town</i>	(1)
<i>A picture of two hands covering something</i>	(1)
<i>Have no idea</i>	(1)
<i>Ancient coins; traffic warning signs.</i>	(1)
<i>The first time for me to learn about this logo</i>	(1)

Nine people spoke roughly about the logo that they saw. The terms that they mentioned included WHS, UNESCO, WH symbol. The remaining 18 people have no idea what the WH symbol is and do not know its meanings. They used the words to express their understanding of that symbol with the following terms: "*wall to protect something, tourist and culture, history, coin, tourist city, hands and have no idea.*" Those who answered the correct terms know that the logo represents a world cultural heritage of UNESCO. The researcher tried to fully understand the respondents' thoughts on the symbol by asking two almost identical questions about the meaning to ensure that the informants understood the interview's purpose. Those two questions are, "What is the first name recalled in your mind when you see this emblem?" and "What does the WH symbol represent?"

Question number 2: "What does the WH symbol represent?"

Table.4. The WH Symbol Represent

<i>You are driving into/coming into a plaza</i>	(1)
<i>World Heritage Tourism Icon</i>	(1)
<i>World Heritage Site Certificate</i>	(1)
<i>World heritage</i>	(1)
<i>UNESCO world heritage symbol</i>	(1)
<i>UNESCO</i>	(1)
<i>Unaware</i>	(1)
<i>It represents the interdependence of the world's natural and cultural diversity</i>	(1)
<i>The symbol represents to protect all about the heritage in the world.</i>	(1)
<i>Save and protect</i>	(1)
<i>It represents the interdependence of the world's natural and cultural diversity</i>	(1)
<i>Pagoda Bridge</i>	(1)
<i>Pagoda</i>	(1)
<i>I do not know.</i>	(1)
<i>I do not know</i>	(1)
<i>Bridge Pagoda</i>	(1)
<i>History</i>	(1)
<i>Heritage sites</i>	(1)
<i>Do not know</i>	(1)
<i>Do not know</i>	(1)
<i>The World Heritage</i>	(1)
<i>Cultural heritage</i>	(1)
<i>An attraction where belongs to protecting</i>	(1)
<i>A diamond-shaped structure that represents a building or structure</i>	(1)
<i>It is the first time for me to learn about this logo</i>	(1)

The results show that the answers are almost the same, informants who know a symbol giving the correct and identical answers to two questions. The informants who have heard about the World Heritage Site but have not seen the logo will share options or images that appeared in their minds when answering the interview.

Question number 3: "How are the first images of this symbol link to your mind?" Various informants who know the symbol will have their answers with the words cultural or sign of protection. Others who did not know the symbol will share the image that appeared in their

minds, such as “the ancient town, tourist city, and historical place.” Some answers are "no idea, I do not know, or nothing comes to mind unless a search engine.” (Please see Table 5 below).

Table.5. Brand Image

<i>Attributes</i>	<i>Benefits</i>	<i>Attitude</i>
<i>Symbolic Attributes: Cultural, self-actualization, social. Functional: World heritage sites</i>	To learn history, culture, explore world heritage.	The logo brings to mind a sense of heritage protection.
<i>Brand awareness</i>		
<i>Recall (top-of-mind tests)</i>	<i>Recognition (is prior knowledge about a product which consumer to recognize one brand over other brands)</i>	
<ul style="list-style-type: none"> - <i>World heritage sites,</i> <li style="padding-left: 20px;">- <i>UNESCO,</i> <li style="padding-left: 20px;">- <i>Pagoda,</i> <li style="padding-left: 20px;">- <i>Cultural,</i> <li style="padding-left: 20px;">- <i>Natural,</i> - <i>A specific tourism area,</i> - <i>The historic properties protected by the World Heritage Convention,</i> - <i>A symbol of preservation for the next generation,</i> <li style="padding-left: 20px;">- <i>History Place.</i> <p><i>Nothing comes to mind unless a search engine used</i></p>	<p>World heritage sites only</p> <p>Preservation, Protection, Environment;</p>	

WHS emblem image is more diverse in terms of attributes than benefits and attitudes. Most customers remember WHSE associated with the image of destinations such as temples, monuments, pagoda, historic properties, or even UNESCO.

Question number 4: How do you know about this symbol?

Table.6. Visitors Know the WHS Emblem Through

<i>Options</i>	<i>Responses</i>
<i>UNESCO</i>	8
<i>This interview</i>	8
<i>Website</i>	1
<i>Tourism Advertising</i>	6
<i>Friends and relatives</i>	4
<i>Social media</i>	2
<i>Newspapers</i>	1
<i>Celebrities</i>	0

Most visitors know more about the WHS emblem through UNESCO than from other sources.

Some answer that "Unaware, Travel, through this survey, through surfing, pagoda, no idea, I am not familiar with this symbol, I am not familiar with this symbol, I have seen in the UNESCO website, friend, the first time seeing this.

During the data analysis, some demographic information was collected. (please see Table 7 below)

Table .7. Informants' demographic

<i>Nationality</i>	No
Filipino	12
Vietnam	11
Thailand	7
<i>Gender</i>	
Male	15
Female	15
<i>Age</i>	
20–29	11
40–49	11
30–39	6
16–19	1
50–59	1
<i>Marital Status</i>	
Single	18
Married	12
<i>Occupations (Job/ Career)</i>	
IT	5
Student	5
University Administrator	1
Tourist Guide	1
Teacher	1
Teaching	1
Teacher assistance.	1
Teacher	1
Staff	1
Sales	1
RND	1
Official government	1
Master Student	1
IT professional	1
Intern	1
Instructor	1
Full-Time Ph.D. student	1
Educator	1
Caregiver	1
Businessman	1
Banker	1
Assistant Professor	1

Research shows that visitors' background to WHS is diverse, well-educated, and most of them young and single.

Conclusion and Discussion

This paper examines whether the World Heritage brand communicates any message in developing countries to domestic visitors. The data was collected in Vietnam, Philippine, Thailand to learn whether the World Heritage brand and visitor awareness of UNESCO's World Heritage symbol is connected. The image that is recalled in their mind is some old things or others, such as traffic signs or traffic warning signs. Some answered that they have no idea, and it is the first time to know about this logo. The number of people who know the meaning of the world heritage emblem is tiny, they have heard about the World Heritage site, but they learn nothing more than a famous tourist attraction or just a heritage place. The small group of informants knew it as a symbol of cultural or the sign of Heritage protection. Their first thoughts were ancient ruins or historical places. Only very few people mentioned signs of tourism and preserving monuments when visiting. Some answers are, "nothing comes to mind unless a search engine is used."

A few people know this symbol from UNESCO websites, from this interview, some tourism advertisings. The age of visitors to the WHS is mainly from 20 to 49, mostly single, hanging out with friends and lovers. They are students and workers in professions such as teachers, university administrators, tour guides, teachers, staff, sales coordinators, research and development coordinator, government officer, master student, information technology officer, intern, instructor, Ph.D. student, educator, caregiver, businessman, banker, assistant professor. Visitors who travel to World Heritage sites are mostly highly educated. Still, the WHS information interacting with them during the tour is not much except for the sights' regulations. Few people understand that visitors need to combine tourism and conservation at visiting sites. Few people see World Heritage sites' emblem on the way to the Heritage sites.

The research findings reflect that visitors did not have enough information about the WHS emblem and its meaning. The local governments did not implement properly to promote the right UNESCO spirit for WHS designation. UNESCO and local governments or DMO (Destination marketing organization) should have more detailed guidance and plans to visitors and locals by specific communications as follows:

- According to UNESCO's guidelines of the World Heritage emblem, which should be on the highway entering the Heritage sites, not all the World Heritage sites do it that way.
- Radio became a powerful propaganda tool to communicate and change visitors' behaviors at WH sites.
- Raise awareness of waste sorting and disposal in the right place, do not touch objects, and respect the instructions at the WH sites.
- DMO should re-set the rules and earnestly implement them with a clear reward and punishment regime to better preserve the heritage.
- The WHS logo should be designed following UNESCO regulations without misused.
- Tour companies must send brief direction of WH sites' right behaviors to visitors before the tours begin.
- Tour guides should be required to inform visitors about the right behaviors at WH sites before providing any assistance on cultural, historical information, or other significant interest.
- Local government should propagate the right behavior of language, costumes, and social practices accordingly.
- Combined with propaganda is sanctions against offensive actions, acts of infringing upon world heritage areas. The government must have precise regulations supporting propaganda of the right behaviors at the heritage site for tourism businesses.

The finding that could support local government to promote UNESCO's right spirit to visitors. Similar research findings outside Asia such as Queensland, Australia, Hawaii, USA visitors could not recall what the World Heritage emblem represented (King & Halpenny, (2014); Shen, Schüttemeyer, & Braun (2009), Halpenny, Kono, & Moghimehfar (2018). The locals are proud of their World Heritage site's status and build many policies to promote and attract more visitors to sites. Still, there are no proper solutions associated with the heritage conservation plan for the visitors' role. The research has already brought a relatively complete picture of tourists' perceptions of WHS and WH Symbol around the world. The local government should raise awareness and build appropriate regulations required for each destination and its status to continue maintaining for the next generation in terms of our nation's culture and history.

Limitation and Future Research

This research contributes to an empirical and practical approach in interviewing the visitors at the World Heritage sites in three countries to understand the WHSD's meaning in the rest of the world map piece. The research approach still has some limitations, such as the sample collected in the center of cities with many visitors. Other researchers can collect data outside the city with the WHS for future research and choose larger representatives and conduct quantitative surveys to recognize the differentiates among groups.

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INITIATION VILLAGE-OWNED ENTERPRISE FOR STRENGTHENING
TOURISM DEVELOPMENT

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Abstract: This study takes a perspective on the analysis of village owned enterprise involvement on tourism development in Tamansari, Indonesia. Using descriptive data, the paper aims to demonstrate that the driving force behind these enterprises is the need to improve the village economy such as optimizing village assets, developing community resources, and creating business opportunities. The qualitative study was undertaken between August - October 2019. It employed interviews with stakeholders (enterprise managers, local government, and residents of Tamansari). Furthermore, the study utilised observation and secondary materials. This paper discusses preliminary findings regarding the study's participants' concerns in strengthening sustainability of tourism development in Tamansari. Accordingly, the study develops the key factor role of village enterprise and how to gain the sustainability business community, and tourism development in local area.

Keywords: Village-Owned Enterprise, Sustainable Tourism, Initiation, Banyuwangi, Indonesia

Introduction

Tamansari village, a village located in the western part of Banyuwangi Regency. The village is located en route to the Ijen Crater, which is famous for Blue Fire attraction. Tamansari is composed of seven administrative areas, Krajan, Sumberwatu, Kebundadap, Tanahlos, Jambu, Ampelgading, and Blimbingsari. Tamansari has a population of nearly 6.985, the majority of whom are former farmers. The area of Tamansari Village is 2767.16 Ha and part of the Banyuwangi regency, East Jawa, Indonesia (Figure 1). Tamansari village development has increased since the establishment of the village-owned enterprise in 2015. The purpose of the establishment of village-owned enterprises is intended to encourage and accommodate all activities in the form of increasing community income, both those that develop according to local customs and culture as well as economic activities that are submitted to be managed by the community through programs that are in line with the central and regional (provincial) governments. In other hand, Village Enterprises (BUMDES) driving the rural economy through the establishment of economic institutions managed entirely by the rural community. After former in 2015, Tamansari created some program related to sector economy and tourism focusing on exploration potential on service and tourism product in Tamansari.

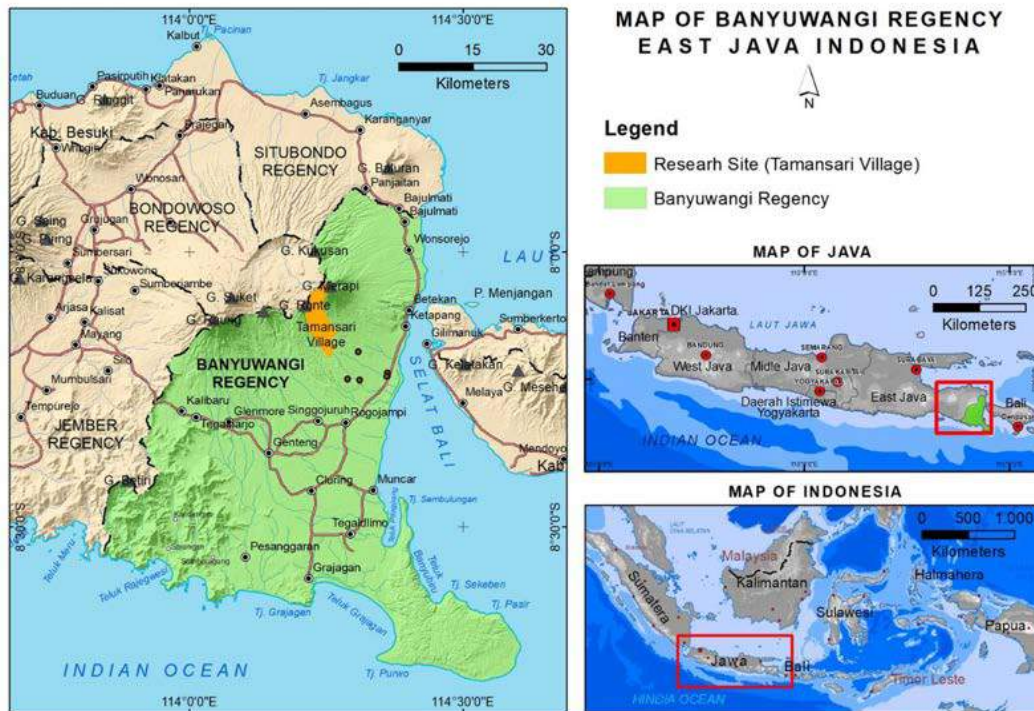


Figure 1. Local Map of Taman Sari Village (Source adapted from Rupa Bumi Indonesia and conservation Area Map of Forestry the Ministry and Forestry of the Republic of Indonesia, 2019).

The phenomenon of Blue Fire in Ijen Crater and bordering with the Blambangan Nature Reserve, the number of visitors has kept sharply increasing (Government Tamansari, 2018). Tamansari village located on the main road of the Ijen Crater therefore many tourists from within the country and abroad who visited and passed the Tamansari Village. With the increase of tourists, Tamansari shifting to be tourism village and community residents have gradually chosen tourism as their livelihood. Tamansari open the rest area and prepare the entrance gate and collect entrance fee within life insurance for tourists (Figure 2). Tamansari Village Owned Enterprise able to generate a turnover of IDR 40 million per month or IDR 480 million/year and contributes to the Village Revenue and Expenditure Budget (APBDes).



Figure 2. Tamansari Rest Area (Entrance gate to Ijen Crater Nature Reserve) managed by Village Owned Enterprise (source: photo by author, 2019).

Literature Review

Tourism Development

Tourism is not a singular product (Gunn, 1994), and tourist resources are not exclusively by the tourist. Tourism shares resources with agriculture, forestry, water management, or residents (Boniface, Cooper, & Cooper, 2012). Tourism trusted as the fastest and the easiest factor to develop the economy. Tourism also created a significant number of jobs through the hotel, guest houses, restaurants, souvenir shops, and travel agencies (Nyaupane & Poudel, 2011). Tourism is closely linked to the social, economic, and environmental well-being of many countries, especially developing countries. Tourism is easy to connect with those factors — paradigm from market share oriented to sustainability-oriented (Mendola & Volo, 2017).

Integration of rural and tourism specific on establishing product availability, development possibilities, and market information. For rural tourism business, therefore, the structure and function of process more important than relationships with place. Within this perspective, these include: 1) the need for effective planning, management, and strategy, 2) the important of integration between various stakeholders with an active interest and role in policy formulation, 3) the need integrated thinking and actions between tourism and recreation within processes of rural development.

Tourism can broadly support business utilizing the resources the resources of rural areas for tourism purposes. Th process of production such as crops, plantations, agricultures, and livestock rural ways of life, rural landscape, plays is important role in rural tourism development. Tourism and sustainability attempts to promote a collective responsibility among all stakeholders as a basis for modified behaviour to reduce the negative impact, reduce cost and maximize benefits. It is fundamental the long-term resilience and competitiveness of the destination.

The established approaches to encouraging adoption of sustainable practices in the local level support provided information and knowledge, and business motives. The development of tourism and particularly an increased emphasis on the value of tourism to destination localities, more equitable distribution of the related benefits for host/resident communities. Tourism business must respond effectively and efficiently to meet those challenge of worldwide competition and the environmental agenda.

Village-Owned Enterprise in Indonesia

The village-owned enterprise entity (or synchronized as Bumdes) is a legal village business managed by the village Government. Village Owned Enterprises are businesses formed/established by the village government whose capital ownership and management are carried out by the village government and the community. Establishment of Village-Owned Enterprises is stipulated by Village Regulation.

The village owned enterprise forms can vary in every village in Indonesia. Variety of this form is in accordance with local characteristics, potential and resources of each village. The existence of a company in the village is expected to provide an alternative for the village, which is to develop village talents and potentials that have market opportunities in order to improve community health through businesses run by village-owned enterprises.

Village-owned enterprises are expected to be a source of village income, improving public services is an economic driver in the village as well as social benefits for other village-owned enterprises. Village Enterprises is a business unit of rural society involving the full management

of rural communities through a process of empowerment and development of the Provincial Government.

All the capital of BUMDES comes from the village. The mission of village owned enterprise is developed based on the following three basic principles: 1) is a local product that is global; 2) produce products with creativity and with their own abilities (develop local special products), and 3) while developing the ability of human resources (encourage each unit to utilize local resources; natural, human, and technology by relying on local traditions).

Legal regulation the establishment of village-owned enterprise based on the Law No. 32 of 2004 on Regional Government. This provision is contained in Article 213 paragraph (1) of Law No. 32 of 2004 which states that "the village can establish village-owned enterprises in accordance with the needs and potential of the village". The village-owned enterprises indicate efforts of the Government to provide flexibility to the village to develop their potential for development of rural communities.

To optimizing role of village-owned enterprise, there are some stage to properly practice. The first stage is planning. This plan includes forming an organization, determining the type of business, and managing the business. All of these must be planned carefully for business entity. The second stage is observation. Local government and community observe the village assets that are considered good for business also how the potential for business development in the future, looking at market opportunities, both local and export and get adequate financial support from various programs from relevant central ministries, also utilizing information technology.

The third stage is the arrangement of types of businesses. Certainly not only one type but there are several types of businesses that need to be managed. The fourth stage is maintenance. For village governments, maintenance of business entities that have been made mandatory because it part of responsibility funds/capitals. Maintaining it is mean security. Therefore, the fifth stage is reporting business results. Each type of business is required to carry out business calculations. It is part of transparency (Law No. 32 concerning regional development; Article 213, 2004).

Some of these functions are encourage the development of economic activities in rural communities, increase creativity and productive economic business opportunities (entrepreneurship) for the low-income members and encourage the development of the informal sector micro enterprise to create employment.

Research Method

Instrument, Design, and Data Collection

This research uses qualitative methods. This research held on August - October 2019. The technique of determining informants; managers of village-owned enterprise (BUMDes), resident, and local government, uses purposive sampling techniques for the primary informants and the snowball sampling method for additional informants. The method of data collection through observation, interviews, and documentation. Data analysis and tested for validity by triangulation techniques. This research focus on (1) efforts of village-owned enterprises in strengthening tourism development include increasing village income, pro tourism, cooperation and networking, education and capacity building initiatives, (2) inhibiting factors, and supporting the existence of village-owned enterprises in strengthening sustainability business in tourism.

Results

Role of Village-Owned Enterprise in Tamansari

Tourism contribute to the creation of new job opportunities outside of agriculture and also strengthen small business community. With the high number of tourist visits in Ijen Crater, it gave rise to an idea for village-owned enterprise of Tamansari to open a business (community business initiation) Increasing community welfare, technology, general labour skills, education levels of staff, access to bank loans and government supports, help supervise the implementation of village economic activity organizers, assist the village government in developing natural and human resources in the village to be developed into economic sources.

Since village-owned enterprise was founded, the residents' homestay business has continued to grow. Until now, there have been 53 homestays standardized in Tamansari with 33 homestays, including standardization, which includes the eligibility standard for facilities, toilets, and rooms. Enterprises also educate people who own coffee gardens, process coffee from harvesting to roasting in the right way so that it has a high selling value. With the presence of enterprise, the village is expected to become more independent and the community will become more prosperous (Article 23 paragraph (1) Law Constitution No. 32 Year 2004).

Village-owned enterprise become the main driver for village economic development based on local potentials. This strategy is supporting local and community-based businesses including implementing green economy (develop the economic growth with minimum destruction of the environment). The encouraging of community business is the village enterprise provide the entrepreneurship training using new telecommunications technologies (marketplace and online platform).

Another income opportunity is the transportation business in the tourist area. To optimize of this business, a management cooperative was formed. According to M, former Tamansari head of village owned enterprise, the formation of cooperatives is an effort to standardize services, operational vehicle conditions, and to prevent tariff wars. Residents who have good communication skills are trained and trained as guides. One hundred twenty guides in Taman Sari have been certified. Direct and indirect benefits from the tourism program in Tamansari bring some direct economic related to jobs, funding, and facilities.

BUMDEs encourage local people to start or expand small business. Some people who are entangled with high loans from illegal lending got supported by village-owned enterprise. The management of villages enterprises provide booths for that resident to sell the traditional snacks/culinary in the market every afternoon (Figure 3). The residents will get the profit as extra income and could pay the credit. The village enterprises also facilitate the music orchestra, traditional dance show, and any entertainments for attracted people to come and buy products from the booths. However, the resident who owns the S.M.E.s has access to the resources needed to respond to trends and development. Even though they have advantages as the position can offer niche products, but they face the problem of lacking product differentiation and stifling innovation.



Figure 3. Sales booths part of community business arranged by Village Owned Enterprise (Before and After Development)

Village owned enterprise have played an increasingly important role on business community and tourism development in Tamansari, Indonesia. The village enterprise also providing job opportunity for the community and side income of households. (Table 1). Tourism continue enhance the diversification of livelihood. As the day labourer and unemployment, the residents get involved on tourism development by village owned enterprise. They are getting facilitation of training and improving knowledge related management destination, technic guiding, and homestay management training.

The village enterprise initiative has been a worthwhile for community such as provide jobs and self-employment (small medium business). The village owned enterprise also create the rules for address the successful and sustainable entrepreneurship in Tamansari. The finding reveal that village owned enterprise contribute to tourism development in Tamansari in both direct and indirect ways. Direct contribution including the opportunity of jobs and providing the extra income for the residents for creation of local product and tourism service. The indirect contribution of village enterprise is multiplier effect in tourism development and added values of primary business community.

However, the villages owned enterprise have the challenges for increasing economy by tourism development in Tamansari. The impact of tourism in Tamansari increasing the investment policy and land use conflict. Reduction land for agricultural as impact of expansion of resorts by outside of village (land ownership) implies the challenges in the future. Furthermore, the policy regarding those issues will become the solution in supporting sustainable livelihood and sustainable community-based tourism.

Capacity building in education, equal opportunities, fairness benefits, and collective initiatives, in particularly, have the potential to empower managers and stakeholders, such as promote collaboration, create a culture of sustainability, and encourage alternative and an adaptive business unit. The level of awareness of sustainable issues and specific knowledge of the impact of the behaviour of visitor and tourism business and resident wishes for the prospect of tourism development (Mitchell, 2005). The tourism program offered by Tamansari village is not yet unique and different from other destinations. The challenges are sources of information and ideas maybe limited and capital for entrepreneurial and marketing may be lacking. This is a consideration of the importance of product differentiation knowledge.

Table 1. Tourism Improving Job for the Community

No	Name	Occupation	Former Occupation
1	S	Secretary	Farm day laborer
2	Mo	Accounting	Plantation worker
3	H	Janitorial Staff	Agricultural laborer
4	Ha	Security	Agricultural laborer
5	R	Maintenance & Equipment Staff	Plantation worker
6	M	Janitorial Staff	Unemployment
7	A	Security	Agricultural laborer
8	N	Employee Parking	Unemployment
9	M	Ride Operator	Unemployment
10	F	Ride Operator	Agricultural worker
11	Mi	Ride Operator	Day laborer
12	Muh	Janitorial Staff	Unemployment
13	Na	Ticketing Staff	Housewife
14	Su	Employee Parking	Agricultural worker
15	Ca	Tourist Vehicle Staff	Day laborer
16	Da	Tourist Vehicle Staff	Day laborer
17	Sur	Tourist Vehicle Staff	Agricultural worker
18	Mu	Tourist Vehicle Staff	Plantation worker
19	E	Tourist Vehicle Staff	Sulphur miners
20	Ah	Guide	Sulphur miners
21	Si	Guide	Sulphur miners
22	Ac	Guide	Sulphur miners
23	Ju	Guide	Sulphur miners
24	D	Guide	Sulphur miner
25	Sa	Guide	Day laborer
26	V	Guide	Day laborer

Supporting and inhibiting factor on development in the existence village-owned enterprise

The enthusiasm and motivation to success becomes the driving force for the communities and managers of village-owned enterprises. Proactive, positive thinking or thinking for success is one of the keys to the success of the Tamansari village-owned enterprise. Collaboration among manager, local government, academic, and resident, this clearly has implications for new business development. This is manifested on Taman sari village-owned enterprise implies the communication and stakeholder engagement. The role of collaborative partnership is now considered essential for business survival. The sustainability of business that integrate across both regions and sectors and emphasize partnership, collaboration, and inclusiveness. The emphasis, priority, and role of policy in stimulating and sustaining tourism business as an

integral element of development process. Policy has then to be incremental as a result of good quality information and the availability of formulation and implementation. Managers Tamansari village-owned enterprise created and signed the MoU with homestay manager, cafe, and vehicle owners. This is also mention by Srirejeki, 2018, participatory cooperative, (user-owned, user-benefited, and user-controlled), transparency, emancipatory, accountability, and sustainability as principles of village enterprise.

Village-owned enterprise also controls and monitoring the practice related taxes, tariff/price, and penalties of various kind management in Tamansari. Small-medium enterprises related local restaurants, craft shops, catering, owner of transportation (jeep, four-wheel car) to and from Ijen Crater, and so on.

“Openness to information, ideas, and creativity of the younger generation and the courage to try new things is a condition that must be done by the village government to support the growth and existence of village-owned enterprises” former head of Tamansari village-owned enterprise, Y, manager of village owned enterprise spoke.

“Another support was also conveyed by the village head, R, in the interview session. The village head invited all elements of the community, specifically the university, to provide a joint solution for tourism development in the village of Tamansari”.

However, still more resident in Tamansari staying out for involve in this program. Hence, the manager continues to strive and motivate the spirit of success to the community. The reason is the stronger sense of local ownership and greater commitment will imply on the organization.

Government intervention reflecting on strengthening collaboration into village-owned enterprise. The local government supports the enterprise by providing opportunities to manage village programs. This has become one of the success factors of the Tamansari village-owned enterprise. The research intervention the government is too big hampering creativity and innovation within the village community manages and runs the economic engine in the countryside (Zulkarnaen, 2016).



Figure 4: Conference on Village Development Planning (Collaboration Village Owned Enterprise, Community, and Local Government)

In Tamansari, the importance of partnerships, networks, and cooperation between institutions obtain by local conferences held every 3 months (Figure 4). Local conference was introduced as an effort to replace the centralized and top-down system. Communities at the local level and the government have the same responsibilities in developing their region. The participatory

budgeting process provides space for communities to involve in the village planning process. It is part of the integration and coordination the various agencies for taking the responsibility. It also creates an environment for exchange and interaction between stakeholder groups, allowing early identification of potential conflicts and enabling collaborative problem solving (Lucrezi, Esfehni, Ferretti, & Cerrano, 2019).

In some areas, the presence of the village community offices was not optimal because the participation and knowledge of the community in village-owned enterprise program were still small (Anggraeni, 2016; Prasetyo, 2017). This condition is different from in Tamansari village because of the initiation of village-owned enterprise management, who were active in getting the community involved. The sharing fee and training management of homestay, guide, and vehicle is including in the collaboration of Tamansari village owned enterprise with the community. Local people have earned their incomes through the offering of homestay to the incoming visitors and also being the guide (**Fig.5**).



Figure 5. Homestay and Jeep (vehicle for village tour) managed by Village Owned Enterprise

Another the most interesting and uniquely of Tamansari product and activities is Buffalo ploughing. This is part of preparation of planting rice. With the chance of potential economic impacts, most communities lead by village-owned enterprise bringing visitors to take part in this kind event (**Figure 6**).

Another popular activity is seeing the process of palm sugar. This is more traditional culture because some tools and another facility in traditional way. Visitors have experience not only observe the process but also try to cook, put the liquid palm sugar to the platform. Lack of data about the requirements of guests, poor market awareness/ segmentation, and competitive advantages also another part of challenge of Tamansari village owned enterprise.



Figure 6. Village Tourism Activity (Buffalo ploughing attraction & Brown sugar making)

However, in this case, the local conferences programs discussed forthcoming year has not to touch sustainability issues. It is only limited to the provision of plant seeds, livestock breeds, construction of road and sewage infrastructure also foreign language training for village youth. Finding the issues of the important of the collaboration group business operators, including accommodation, attraction, and transportation not only improving the product quality but also increasing the inclusiveness practices. A commitment to monitor and forecast the demand and visitor satisfaction could be the good work for the group. It would be part to integration quality management in practice. The goals seeing improving of local awareness, encouraging partnership all the stakeholders for better integration to the greater involvement related to sustainable tourism business.

Conclusion and Suggestions

The role of village owned enterprise driving movement developing village economy. The practice of sustainability has not touched in the development tourism program. It such as forecasting data, monitoring, and evaluating previous programs, difficulties and problems encountered, alternative livelihoods, product differentiation, market segmentation. In the future, the village enterprise point out on what are the value of Tamansari tourism village product and service and how tourism businesses adopting sustainable practices on integration of rural development. It is possible, to mention the importance of external resources derived from relationships with destination agents in the innovation behaviour of tourism small and medium-sized enterprises (SMEs). From the perspective community level, the role of community government play in village enterprise as an organizational response to the imperfect institutional environment. Village enterprises help overcome problem of work and diversification livelihood for the community. Village enterprises also could be the initiator to share thought, ideas, and innovation for tourism development in the future.

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**A COMMENTARY ON RISK AND RESILIENCE IN THE HOSPITALITY, TOURISM, AVIATION
AND EVENTS INDUSTRY: RESPONSES TO COVID –19 AND LESSONS LEARNED**

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Abstract

This paper will provide a commentary on the impacts of Covid-19 on the hospitality industry. It will examine the response of hotels in the USA and the Caribbean to Covid-19 and the implications. It will also look at the impacts on the aviation, events and restaurants sectors and the responses and challenges at the destination level. Finally, a synthesis of lessons learned from this disaster and best practices of risk mitigation across these sectors will conclude the discussion.

Keywords: COVID-19, Impacts, Hospitality Industry, Strategies of Risk and Resilience, Lockdowns

Introduction

Coronavirus has rocked the tourism and aviation industry with consequences never before experienced. Such events are nothing new to the tourism industry in that the industry has endured cyclones, earthquakes, wars, terrorist attacks, stock market crashes and a global financial crisis which led to long-term business implications and or disruption. Consequently, the industry has had to develop strategies of risk mitigation and resilience (Ritchie & Jiang, 2019). Coronavirus, likewise, is a global phenomenon which has incurred severe financial losses on the industry and has taken over a million lives. This paper examines the impacts of the corona virus on the events, hospitality, aviation, and tourism industry. It explores the sectorial responses and analyses the strategies of risk, disaster and resilience employed by hotels, airlines, restaurants, destinations, and event management companies due to the business disruption caused by the COVID –19 outbreak.

The response of world governments to the pandemic was to reduce the spread of the disease through mask wearing, social distancing, testing/quarantining, and lockdowns. The pandemic brought international travel to a standstill with airlines being grounded and international borders closed. Although these strategies did save lives, they triggered an economic crisis never experienced in history. At the time of writing, the financial consequences of the COVID-19 outbreak is still unknown and will undoubtedly accrue and accumulate for several years and in some ways may be unaccounted for since many of the losses will be intangible, unrecognisable, or unquantifiable. According to preliminary estimates, the UNWTO (2020) anticipate a loss of US\$30 to US\$50 billion in international tourism receipts. Global airlines stand to lose US\$113 billion in sales and Asia and the Pacific are expected to see a fall of 9% to 12% in tourists' arrivals. China's economy shrank 6.8 % in the first quarter of 2020 on a year-on-year basis. Eurozone economies shrank at a 14.8 % and in the United States, nearly 28 million persons filed new claims for unemployment benefits over the six-week period ending April 25, 2020. The U.S. economy shrank 4.8 % in the first quarter of 2020, and many analysts project it will

shrink at a rate of 25% or more by the second quarter. Estimates for other world regions are currently still uncertain (UNWTO, 2020). Cruise companies lost US\$750 million in revenue between January and March 2020 and the pandemic caused shares of Royal Caribbean, Carnival, and Norwegian to drop by 60 to 70%. Unfortunately, for USA cruise companies they are not eligible for the USA's government US\$500 billion aid package as many of them are not registered as American companies. Several cruise companies are registered outside the USA to take advantage of tax and other incentives offered by other countries.

The Hospitality Industry – Hotels

The major impact on hotels and resorts is business disruption with a consequential decline in revenue. Hotels have been closed or operating with vastly lower occupancies worldwide. Revenue forecast in the USA project a decline of around 50.6% (STR, 2020). During October 25-31, 2020 room demand in the USA fell by 1.3 million room nights from the prior week, leading to the USA's lowest average occupancy level of 44.4% since the week of June 14-20, 2020. The hotel industry in the USA supports nearly 8.3 million jobs from direct hotel operations, guest spending, indirect supply-chain and induced spending. Nearly 4 million hotel employees lost their jobs or were furloughed in the USA (AHLA, 2020). The CEO of Marriott International Hotels estimates that Marriott Hotels will lose around 75% in revenue as it has had to close the majority of its hotels worldwide. The Marriott corporation has placed employees on furlough, executive managers on 50% pay and the CEO and owner Bill Marriott have opted not to be paid for the rest of 2020 (Sorenson, 2020). Other hotel chains such as the Intercontinental group, have employed similar measures including cancelling all dividend payments to shareholders for 2020 while employing furloughs, staff reductions and flexible booking and re-booking policies to encourage future stays (AHLA, 2020). The underlying principle behind these moves is to conserve cash flow.

The main concern during this disruption is liquidity, but staff reductions alone will not compensate for the loss of room revenue due to the perishability of room nights. Unlike the retail sector where unsold goods can be stored and put for sale in the future, hotel room nights, once unsold, perish for good once the date has passed. Hotels also have fixed costs that would need to be met even though they may not be in operation. Empty hotels still need security and equipment will need to be maintained. A minimum staffing of reservation lines, distribution channels and public relations activity would be expected to continue and will incur costs.

In the USA, with a population of over 300 million people, domestic markets are anticipated to recover first and will provide a source of revenue for airlines and hotels. But recovery is likely to be slow and hotels will take time to build up their occupancies and revenue to pre-Covid-19 levels. It is anticipated that recovery will depend on consumer confidence that their health and safety will not be compromised. It is currently unclear how accommodation businesses will make sure that rooms are safe for newly arriving guests, or how individual COVID-19 cases occurring in accommodation establishments would be handled. Large hotel chains will also have to reconsider their global supply chains and distribution channels and the dependency structures these have created (Gössling, Scott & Hall, 2020). Hotel supply chains and distribution channels are very complex and fragmented structures. These include travel agents, tour operators, transport, food and material supply-lines, cleaning supplies, linens, etc. Although fragmented these networks are interdependent and failure on one part of the chain can have severe consequences on other parts of the network. Hotels who are overly dependent on tour operators and regional or international bookings will be particularly vulnerable to the decisions made by these other network entities. Tour operators in particular have significant autonomy and control over consumer travel choices and perceptions that can affect destinations

and hotels in tourism host countries. These issues are discussed in greater depth in relation to the Caribbean region below.

In the Caribbean, a similar response is painted with hotels closed and staff laid-off and placed on unemployment benefits in the islands where such benefits exist. Many hotels in this region are Small Medium Enterprises (SMEs) which are less resilient to crises because they have lower levels of preparedness and rely more on government agencies (Todman-Lewis, 2017; Herbane, 2015). A matter of fact, Speakman and Sharpley (2012) iterate that SMEs assume that emergency planning is someone else's responsibility. SMEs often lack the necessary skills, resources, and knowledge to take appropriate action on disasters (Farooq & Aberideen, 2015). One of the primary challenges hotels in the Caribbean region is mitigating against a total shut down of the tourism industry due to the nonexistence of adequate domestic markets to fill the gaps left by international tourists. In these islands, hotels depend almost exclusively on international tourists which exacerbates the problem (Sealy & Mouatt, 2020). One major weakness in the marketing and management of hotels in the Caribbean is that they are overly dependent on inbound international tourists, airlines, and tour operator distribution channels for the majority of their business. Alarmingly, 90% of business coming to several hotels in the region is through USA and European tour operators (Sealy, 2018). Tour operators have significant, almost omni-potent, power over the behaviour, choices, and perceptions of the travelling public. They have the power to direct or redirect travellers to specific islands, destinations or hotels which makes small hotels and islands vulnerable to the corporate decisions of tour operators (Sealy, 2014). Although visitors pay for their vacations in advance, the majority and more powerful tour operators do not pay in advance and will only pay hotels 2-3 months after the client has departed the destination while some take longer to pay (Sealy & Seraphin, 2020). The European TUI and the Canadian Sunwing group of tour operators owe millions of US dollars to Caribbean hotels (Barbados Today, 2020). With most tour operators facing financial challenges due to refunds to travellers who had their vacations cancelled, the likely result for Caribbean hotels is escalating tour operator accounts receivable debt that will be difficult to recoup. The situation is exacerbated due to the fact that the tour operators will also have financial concerns to address. It's very likely that many of them will ask for extended credit or not pay at all. Tour operators are likely to require substantial discounts from hotels to relaunch themselves into the tourists' market and to prop up their own financial losses. Such discounts, if given, could lead to long-term brand damage. Barbados and other Caribbean hotels may find themselves having to recover from the financial losses incurred from the 'lockdown' caused by Covid-19 and then further financial losses incurred from heavy discounting given to the distribution channels. A significant portion of hotels are all-inclusive and therefore do not generate any cash flow at the local level since all vacation components including room, food & beverage and tours are paid for in advance to the tour operator, creating a zero-dollar tourism economy. 'Zero Dollar' tourism occurs when the destination experiences an increase in arrivals but a significant decrease in local expenditure because the money stays in the metropole where the tour operators are based (King, Dwyer & Prideaux, 2006). The Covid-19 crisis is further compounded by the fact that Thomas Cook's bankruptcy left many hotels out of pocket. According to reports, Thomas Cook owed £2.5 million to one hotel in Mexico (Taylor, 2020). Another hotel in Barbados depended on Thomas Cook for as much as 60% of their winter business (Myers, 2019). These events show the fragility of the islands and how unsustainable these tourism economies are. This model of tourism development does not allow destinations to generate the wealth needed at the local level to sustain economies. Unfortunately, many of these Caribbean islands are primarily, if not totally, dependent on tourism for their livelihoods (Beckles, 1990).

COVID-19 has brought home the reality that Caribbean hotels must evaluate their contracts with the distribution channels, suppliers, and all aspects of the tourism supply chain to ensure that the terms and conditions do not put them at a disadvantage when disaster strikes. The all-inclusive concept has also proven itself to be an unsustainable form of tourism and this urgently needs to be balanced with more community and village forms of tourism if small businesses and community traders are to survive the impacts of Covid-19. These outdated models of tourism development ensure that Caribbean islands remain dependent on the actions and decisions of metropolitan countries rather than on any effort of their own to self-determination despite achieving political independence.

Events – MICE

In the UK, the events industry is worth over £26 billion pounds and is a major source of income for many countries and a key destination marketing tool for attracting tourists (Getz & Page, 2020; Raj, Walters, & Rashid, 2017). As a result of this pandemic, governments have banned travel and gatherings for events resulting in the cancellation of events worldwide. Major sporting events, festivals, weddings, conferences, meetings, and educational seminars have all been cancelled or postponed with consequential substantial financial losses (Gössling, Scott & Hall, 2020).

The wedding industry has been particularly hard hit with widespread wedding venue closures and the cancellation of thousands of weddings including destination weddings. As social distancing continues to be employed, all forms of events in which large groups gather have been restricted. Major sports leagues across Europe and North America ended their seasons pre-maturely with the opening of others including the 2020 Summer Olympic Games postponed. In Barbados, the Crop Over Festival, a major source of income has been cancelled. Events that have gone ahead have done so with empty stadiums or auditoriums, depending on mainly television audiences and sponsorship for income. The combined economic impact is not yet known but will be in the hundreds of billions of pounds. This will also have repercussions for associated businesses such as hotels, venues, caterers, producers, decorators, transport companies – taxis, rail, coach, and air. The MICE and sports tourism industry is one of the hardest hit tourism sub-sectors.

The event sector has had to find new and innovative ways to engage with audiences through the application of technological communications software to produce events online (Seraphin, 2020). Zoom for instance, was downloaded 2.13 million times around the world on 23 March, 2020 (Neate, 2020) to facilitate 'virtual events. Seraphin notes that the virtual events market is worth \$18.6 billion and has provided the answer to the restrictions placed on travel and social distancing. Some events, such as the Miss USA 2020 Pageant, has been filmed in a studio and then streamed to audiences via a 'pay per view' platform on the internet and on television. In the future virtual events can be an alternative source of revenue and an adjunct to meeting in-person for those who are unable to travel. Several conferences, such as the Sustainable Tourism Conference, schedule for Kathmandu, Nepal, and the Graduate Employability Digital Conference, 2020 are now being delivered online. It is unlikely that virtual events will replace meeting in-person in the future. What is more likely is a move to hybrid events with events continuing to be delivered for a face-to-face audience with an adjunct virtual version from which revenue can be earned from registration fees. This is certainly the case with the 2021 Sustainable Tourism Conference, schedule for Kathmandu, Nepal. As Goldblatt (2011) stated, when humans meet it stimulates the human hormone 'pheromones', the feel-good hormone, which is activated when people come together face-to-face. Consequently, virtual events will grow in frequency and importance as they provide an additional revenue stream for event organisers, but they will be in addition to, and not a substitute for, live event experiences.

Restaurants

With social distancing being a key strategy to manage COVID-19 in many countries it is expected that restaurants, bars, pubs, and other food outlets will remain closed for several months. Restaurants typically have limited liquidity and small profit margins which means that 2-meter social distancing may not enable them to entertain the level of business that would make them financially viable. Where restaurants are allowed to stay open for take-away customers, this is an operational alternative, which requires fewer staff but would require a change in menus, business and operational models and additional hiring of new skills. A challenge for restaurants, cafes and coffee shops will be the implementation of new clearing and hygiene protocols and compliance with new hygiene regulations including mask wearing for staff and customers to instil confidence in customers that food will be safe. While the industry was still recovering from the first lockdown, restaurants, cafes, and catering service businesses were required to close again as new lockdowns were imposed by several European governments in the fall of 2020. These events highlight the need for a representative body to represent the needs of this sector not only at a governmental and parliamentary level but also to provide business advice and advise on health and safety practices that would allow these businesses to trade. Recently the website 'Bridebook' has taken the lead in forming the Association of British Wedding Businesses (ABWB) to represent the wedding sector in parliament. This has led to weddings continuing for up to 30 people during the November lockdown in the UK. Similar representation is needed for cafes, restaurants, pubs, and caterers as there is no reason why they should be closed since health and safety measures could easily be employed so that these businesses can continue to trade.

Airline industry

It is estimated that revenue losses in the airline sector will amount to US\$252 billion (IATA, 2020). Most airlines have less than three months liquidity and many are not expected to survive due to the transport restrictions (IATA, 2020). Carriers such as Delta and United Airlines, had less than two months of cash to cover expenses before the coronavirus hit (OECD, 2020). Airports are also suffering from financial losses estimated to be around US\$76.6 billion (Airports Council International, 2020). Asia Pacific and North American carriers are operating significantly fewer flights than they did in late-February 2020 and this pandemic has bought about the demise of the Boeing 747 and Airbus A380 giant aircrafts with major airlines across the globe making the decision to retire this equipment due to lack of market demand. Historically, the airline industry has recovered from the effects of multiple shocks, such as the financial crises, SARS, and the terrorism event of 9/11. This has reinforced the belief in the air transport industry's ability to rebound. The key issue is how can this industry reassure customers that air travel and airplanes will be as safe as before this pandemic. The ability or inability of airlines to rebound will affect other parts of the tourism system such as other forms of transport – bus, rail, airports, hotels, attractions, restaurants, conference centres, live experiences, and the entire hospitality industry. Even with an effective vaccine or other measures, airlines must clean up their act and put the health and safety of passengers and crew first. Major airlines like Etihad and Emirates have put cleaning protocols in place using sophisticated methods by embracing ultraviolet technology to eliminated dangerous bacteria from their planes and have launched public relations campaigns to reassure the public.

Job Market and Hospitality Education

The coronavirus pandemic has heralded the fastest reallocation of labour since World War II. Displaced workers have integrated into other industries or sectors that urgently need labour.

In the UK we have seen a boom in the health sector which has attracted workers from hospitality and customer service-oriented jobs. Airline cabin crew, whose customer service, health and safety, medical and first-aid training are transferable to the health and retail sectors, have migrated into the health sector (Barrero, Bloom & Davis). The post Covid-19 workplace requires a much higher skilled and confident workforce. The industry needs professionals who can bring expertise that would give a competitive advantage to the organisations that hire them. The transformation to virtual events has seen an influx of new jobs in virtual event management emerging on numerous job websites.

Table 1 Typical Jobs in Virtual Events Management as of November 2020

<ul style="list-style-type: none"> • Virtual Event / Project Managers • Virtual Event / Hybrid Producers • Virtual Event / Hybrid Production Managers • Virtual Event / Hybrid Technicians • Virtual Event / Hybrid Designers • Virtual Event / Hybrid Client Services • Virtual Event / Hybrid Sales <p>Source: https://www.live-recruitment.co.uk/virtual-slash-hybrid-event-recruitment</p>	<ul style="list-style-type: none"> • Virtual Hybrid Event Technician • Virtual Meeting Hosts • Virtual Event Champion (Volunteers) • Virtual Event Manager • Virtual Event Registration Coordinator • Virtual Sponsorship Executive • Virtual Event Digital Expert • Virtual Event Programme Manager • Content Producer (Virtual Event) • Virtual Wedding Coordinator • Virtual Event Sales Consultant <p>Source: Indeed.co.uk</p>
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Maintaining a sustainable, engaged, skilled and experienced workforce in order to deliver quality event experiences will be crucial for events to continue. The post COVID -19 hospitality workforce must be committed to lifelong learning, increased levels of flexibility and adaptability to secure a career. To facilitate the trend to hybrid events workers must be tech savvy, digitally literate and outwardly mobile across several business sectors.

Several universities worldwide have shifted to online teaching; but the tourism and hospitality sectors, require their workforce to have a high level of interpersonal skills (Elshaer & Marzouk, 2019). This is where online learning presents a disadvantage to learners. Hospitality employers depend on the emotional labour of workers, including. face-to-face contact with the public; and the ability to produce a positive emotional state in another person and to activate the ‘pheromones’ which is central to the visitor experience and essential for business networking. Workers are also required to have a high level of emotional intelligence. However, these skills cannot be taught online. The above-mentioned skills continue to be increasingly valuable as they give workers the flexibility to move between different sectors following demand and capitalising on available resources and opportunities.

It is a graduate’s problem-solving ability that will help them as future managers to achieve a competitive advantage for their organizations and to adapt to the constantly changing

environments in which hospitality and tourism businesses now operate (Tan & Dwyer, 2014). Hospitality related curricula must move away from the strictly vocational and instead mould graduates who are technologically literate, innovators, critical thinkers, and problem solvers. It is important that hospitality students be instructed in decision-making tools that can facilitate best practice and innovative solutions to hotels, airlines, restaurants, events, and destination management.

Lessons Learned

Hospitality businesses can emerge from Covid-19 more resilient and with lessons to apply to the future. One of the biggest lessons is that disaster planning should be an integral part of strategic planning no matter how big or small the firm. Hospitality companies need to consider the risk associated with all aspects of business, particularly as it relates to external shocks. By using scenario-based planning businesses can determine how negative ecological, topographical, and biological (pandemics) events will affect all areas of their business and the ability of the business to cope. They need to consider how their operational and administrative policies and processes might contribute to their ability to deal with risk posed by other phenomenon and how this might affect the business. The low probability but high significant effects of crises threaten the existence of organizations (Weick, 1988) and thus requires attention.

This pandemic has shown how disaster may not only cause financial losses but also disruptions, such as staff shortages, business closure and the loss of valuable lifeline support services, including transportation, electricity, water, and communications such as internet and bandwidth and other technology failures (Kunkel, 2020). Scenario planning is key to being prepared for a range of different best case and worse case scenarios. Scenario planning allows businesses to better predict the multiple driving forces and possible outcomes and how the multiple variables may play out and to rehearse the future so that tactics and strategies could be devised in advance.

What we have learned so far is that liquidity planning is crucial to combat uncertainty. Planning for extended lengths of reduced revenue flow by conserving cash and considering a line of credit for the short term is a vital resilience strategy. Hospitality businesses must have a reserved cash flow set aside to cover salaries and fixed expenses for at least 6 months and beyond. Marriott hotels, due to its high levels of solvency, was able to buy the hotels that they manage in order to keep the owners solvent and to ensure the survival of this vital part of their supply chain. Hotels will need to realign and reduce costs by employing working capital, crisis management techniques and deferring capital expenditures. Innovation would be key in identifying areas where revenue could be earned even if this is from short-term, non-traditional sources. In the USA and the UK hotels and conference centres served as temporary hospital facilities or provided “work from home” environments for essential workers. Event venues may have to facilitate pop-up markets or warehouse facilities to those retail businesses that have been closed due to the pandemic in order to use up dead space; or they could be used as filming studios for events that are now pre-recorded due to the pandemic. How space and facilities will be used to create value will be tantamount to the recovery from Covid-19 until business can return to normal. This approach has been taken in the airline industry with airlines transporting cargo to maintain cashflow and Singapore airlines going as far as to offer tours of their parked aircrafts. Commercial airlines flew nearly 46,400 special cargo flights that transported 1.5 million tonnes of cargo, mostly medical equipment, to areas in need during the height of the pandemic to generate revenue (IATA, 2020).

Concerns for safety, security and health remains an important issue to address within the global travel and events industry. Businesses in tourism and related industries, will have to provide evidence of satisfactory hygiene, health, and safety measures to convince customers to come back again. No longer will the traveling public be satisfied with dirty airplanes or hotels. Accor hotel has joined forces with Veritas, the world leader in testing, inspection, and certification to develop a label called 'ALLSAFE' a hygiene certification, to support the return to business in the hospitality and catering sector. New certification outlets are important because they offer credibility (Elliott, 2013); recognition and contribute to the improvement of performances. Government must development policies and stricter regulations that should be followed by hospitality businesses (Foley, McGillivray, & McPherson, 2012). Ensuring that mask wearing, social distancing, sanitation and disinfection requirements are mandated is critical to consumer confidence in travelling once again. The digitalisation of hotel services and other technologies will gain relevance even more now with self-check in, concierge and room services as it will allow interactions between people and contact with surfaces to be reduced to the minimum possible. A re-training and reskilling of all hotel housekeepers on the use of chemicals is a way to ensure clearing attendants are working to keep everyone safe and surfaces germ-free.

At the destination level it is anticipated that traveller's need for safety and good health will be the decisive factor in their travel decision-making. Domestic tourism and short-haul trips will be the preferred mode of vacationing in the short-term in contrast to long haul travel to exotic places. We have already seen the formation of air-bridges between nearby countries in Europe that reciprocally acknowledge themselves as safe and where a quarantine is not necessary for residents of the airbridge countries. New and innovative packaging to attract travellers back to long-haul destinations will be the key to attracting visitors once again. We have seen Barbados investing in long-stay visitors by introducing a new travel regime called 'Work from at Home. This initiative gives visitors the option to live in Barbados for a year tax free. A major challenge for international destination marketers will be to consider how the flow of foreign exchange and employment could continue at the destination level if another shutdown of international travel were to occur. Could a destination be experienced through a virtual reality experience? Is virtual destination storytelling possible? Could digital destination festivals be something that the travelling public would pay for in lieu of travel to the destination? Could destinations and tour operators partner in the creation of a travel bubble? Could Covid-19 signal the end of the glitz and glamour of city tourism and will it bring a return to more sustainable, authentic types of tourism such as village and community tourism? The key challenges to a return to normal activity would be:

- Ensuring health and safety at the destination to restore traveller confidence, trust and to mitigate risks.
- Assessing and supporting all stakeholder and tourism businesses of large and small capacity to adapt and survive.
- Developing or sustaining a domestic tourism product until a safe return to international tourism can be achieved.
- Providing clear communication to international tourists to limit uncertainty and negative destination image.
- Developing systems for the measurement of travellers' needs, satisfaction and control of disease.
- Building an ongoing system of resilience for the future, the sustainable survival of communities and the micro and macro economies.
- Building on other industries to provide alternative sources of income and foreign exchange which will create less dependency on international tourism in small economies.

From this paper we have examine several initiatives that are lessons for the future. These are expressed in the below resilience framework which can inform future research.

Table 2 The Resilience Framework

Supply chain management	<ul style="list-style-type: none"> - Food, equipment & supplies - Travel Agents, tour operators & transport - GDS systems
Cash conservation	<ul style="list-style-type: none"> - Divestment - Furlongs - Capital expenditure delays - Suspension of dividend payments - Insurance - Investments - Contract acquittal - Credit facilities - Vertical and horizontal integration
Government policy and support	<ul style="list-style-type: none"> - Concessions - Loans/grants - Furlongs - Geo-political issues - Country risk - Sponsorship - Regulations and legislation
Technology	<ul style="list-style-type: none"> - Malware - Software - Data protection - Virtual technologies
Media/Public relations	<ul style="list-style-type: none"> - Staff communications - External PR - Fake news - Timely and direct communications - Social media/Website communications - Social communications - SEO and meta search management - Guest, staff and community assistance - Designate spokesperson
Staff – Health and wellness	<ul style="list-style-type: none"> - Ergonomic risks - Safety, security of working at home - Accessibility to equipment, facilities, services - Medical support - Training and re-training - Health insurance - Mental health - Morale - Staff /skill shortages - Talent management

Destination management	<ul style="list-style-type: none"> - Brand management - Market recovery strategies - Innovative packaging - Technological applications - Paradigm shifts
Operational health/safety & hygiene management	<ul style="list-style-type: none"> - Hygiene and cleaning protocols - Communications to customers - Certification - Collaboration with manufacturers/Distributors & stakeholders - Technology & equipment - Staff training and re-training

Concluding Remarks

The sustainability of the events, hospitality and airline industry depends on the industries' willingness to experiment, learn new skills, explore new ideas, solutions, and opportunities, and respond to new customer needs and concerns. New ways of monetising business resources by creating new services and revenue streams will be critical in ensuring a lifeline for the future. Political and financial commitments are also key to ensure that these sectors can lead wider economic and social recovery on the back of the highly resilient nature of the sector and its ability to bounce back strongly. In places like the Caribbean, which is dominated by small hotels and where tourism businesses cater to opulent life-style jobs, there will need to be a shift in paradigm about the marketing of tourism products. While international corporate hotels tend to focus on expansion and growth, the attitudes of the Caribbean's industry professionals and entrepreneurs is totally different. In the Caribbean tourism marketing jobs usually involve the ostentatious consumption of international travel, wining and dining with the travel trade and attending red-carpet events (Pattulo, 2006). In the past, tourism operators have usually responded to different approaches, ideas, or concepts in tourism marketing with subtle but often aggressive rebuttal if these ideas threatened their lifestyles. Overall, much will depend on how governments handle this encounter with nature. It could become an economic crisis of global dimensions and a threat to globalisation, or it could be a moment when policymakers manage to rebuild trust and bring about sustainable change. It can also be a time for reflection, innovation and invention that can combat the virus and bring about a new and sustainable future.

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