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**Journal of Tourism and Services** is an international reviewed scientific research journal, published by the University of Business in Prague since September 17, 2010 that publishes high quality, reviewed essays and analytical papers in English language with focus on tourism and service industry development. Together with scientific part and in order to promote the exchange of current and innovative ideas, the Journal also includes Reviews of Existing Work or Short Essays, Research Notes, and Research and Industry sections to address important topics and advance theoretical knowledge or thinking about key areas of tourism and services. The papers are approved by the Editorial Board and are blind peer reviewed by 2 independent reviewers. Each issue will also seek to include shorter non peer reviewed reviews of existing work or short essays aimed at stimulating debate, research notes to allow researchers to present initial findings and reflections or problems concerning fieldwork and research in general. The Journal is intended for international professionals, academics and students not only for reading but also as a space for publication and source of information for work. The Journal is published twice a year.

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# Editorial

This special issue of the Journal of Tourism and Services is designed to reflect upon a number key emergent issues associated with recent tourism and is partly devoted to the papers presented at the II International Workshop "Tourism in Global World".

The contributions to this special issue are authored by researchers and scholars from Belgium, Czech Republic, Germany, Hungary, Italy, Kazakhstan, Latvia, and Slovenia.

In the first paper Dzintra Atstaja aims to introduce the Latvian rural tourism directions and safety aspects.

Iveta Hamarneh is focusing on Jordan as a tourist destination by evaluating the position of Jordan in the World and the importance of tourism to its economy and social development.

Janez Mekinc and Helena Cvikl focus on causes for security and safety crises with direct or indirect impact on tourist industry using descriptive and causal-no-experimental research methods. They analyse the risks on journeys, but also the basis and consequences of the security crisis in the tourism industry.

Martina Zschocke presents a study based on an empirical research concerning self-organized travelling and identity. To study this, she used an open approach following the principles of grounded theory.

Research notes presented in the second part of the Journal are focusing on Expected, Checked, Spread Image; Immense Changes in Society and Their Impact on Marketing Philosophy; Impact of the Political Transitions on the Tourism of Lake Balaton; Peculiarities of Internal Marketing in the Hospitality Industry in Kazakhstan; The Role of Tourism in the Development of Hotel Business; Tourist Information Centre from the Point of View of the National System of Quality in Tourism of the Czech Republic; and The Layout of Tourism Promotion in and for Belgium.

The industry news covers a period from the last issue of the Journal and newly press releases of UNWTO are published.

Last but not least I would like to thank to the former members of the Editorial Board for their support and collaboration and welcome on board the new members. I express the belief that our cooperation will be successful and will lead to further improvement of the journal.

Alžbeta Királová  
Chair of the Editorial Board

# The Main Aspects of Safety of Rural Tourism in Latvia

Dzintra Atstāja

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## **Abstract**

The development of the local tourism market is an essential part of the Latvian tourism sector and one of the marketing strategy goals of the Latvian tourism. Today priority is given to the aspects like quality, innovations and product compliance with the current market trends and requirements, namely demographic changes and change in consumer behaviour, safety, authentic offers, and environment protection. This trend should also be taken into consideration in Latvia, for the major part of tourists in Europe are experienced travellers with high requirements.

The main purpose of the article is to give an introduction to rural tourism directions and safety aspects.

**Key Words:** safety, clients, rural tourism, countries' tourism, eco-tourism, sustainability, Latvia

*JEL Classification:* L830, Q000

## **1. Introduction**

The most important purpose of tourism development is economic and social development of the tourism areas. Although a minor part of tourism includes rural tourism and plays an important role in economics of rural areas of developed countries, but other advantages and even received harms through these activities in rural areas should not be neglected [6]. Over the decades, tourism has experienced continued growth and deepening diversification to become one of the fastest growing economic sectors in the world. Modern tourism is closely linked to development and encompasses growing number of new destinations. These dynamics have turned tourism into a key driver for socio- economic progress [19].

Tourism has become one of the most prospective alternative businesses in rural areas. It is necessary to summarise what has been done, to set new goals for development and to define opportunities for targeted and co-ordinated rural tourism promotion. This document defines the existing

and eventual clientele of the Baltic rural tourism, channels to reach it, the key components, resources and influencing factors of rural tourism [12]. Tourism today presupposes an integrated quality of facilities and services for its development, as well as the total quality of tourism products offered to consumers [15].

The relationship between security and sustainable development may clearly pose a new agenda for research on tourism and security and the development of a broad range of answers to the questions of “security from what and secure to do what?” Nevertheless, to some extent several of these issues are already being anticipated in the wider tourism literature, although they are subject to substantial contestation. However, traditional ideas of state security, which have been applied to a set of conditions that guarantees the ability of an nation to protect its territorially bounded community of citizens and pursue its national interests free from both real and imagined impediments and threats, have been applied in tourism [13].

In the era of terrorism, global warming, natural disasters and hostilities that govern the world we have to understand that the time of safety and security is the past. Therefore, for the development of tourism in rural destination it is extremely important to envisage all the weaknesses that occur in the field of safety and security [15].

Latvia’s nature is still surprisingly rich and diverse, in spite of rapid economical development in the twentieth century. Many of us don’t even recognize how rich we are if compared to the Europe’s or the worlds average indicators. The importance of environmental protection has entered the spotlight of global attention. Humans, society and nature, have mutually interacted since the dawn of civilization, and it is evident now that economical concerns should never prevail over the environmental protection. Environmental protection deals with the following problems: mitigation of climate change, ozone layer protection, air protection, water protection, waste management, nuclear safety and radiation safety, risk caused by economic activity, control of Chemical substances, introduction of cleaner technologies, environment and energy, nature protection, environment and agriculture, environment and health [14].

Rural tourism in Latvia is a form of tourism taking place in rural areas or settlements, providing employment and income to local population, and offering individualised holiday products to consumers [4]. Rural tourism is based on accommodation service which is complemented by additional services/facilities relying on the local social, cultural and natural resources, which are exploited according to the principles of sustainable development [1].

It is possible that travel and tourism industry is the most important industry in the world. During the twentieth century there were many studies conducted round the world to evaluate the economical effect of tourism within regions, in lieu of studying of social effect and its



environmental influence. The environment plays an essential role for tourism development. From the economical viewpoint, those are the measures that help improving the environment as whole and guarantees that tourism brings environment to the optimum harmony. However it is undeniable that all the tourism industry sectors increasingly respond to eco-tourism problems, or environment-friendly tourism, which can be sustained while the number of tourists continues to increase. Indisputably, tourism and environment constantly interact. Tourism influences environment and environment quality influences tourism [3].

A great number of private and public stakeholders at international, European, national, regional and local level are involved in the development of tourism. Given the complexity of tourism which is not easy to separate from other economic sectors, the stakeholders must develop partnerships if they want to stay ahead of competition [17]. The success of the renewed European Union policy depends therefore on the active involvement of all tourism stakeholders.

The policy focuses on 3 main areas:

- Mainstreaming measures affecting tourism;
- Promoting tourism sustainability;
- Enhancing the understanding and the visibility of tourism.

The globalisation of the markets has opened up new opportunities, with tourists from new markets able to afford high value vacations. Attracting them to Europe would enhance the development potential of the European tourism industry and support the creation of growth and jobs in the EU. The Commission works together with the Member States and other tourism stakeholders on projects such as the European Tourist Destinations Portal and the preparatory action on European Destinations of Excellence and, at the same time, promotes synergies with all stakeholders in order to improve the visibility of tourism [17].

The main purpose of the article is to give an introduction to rural tourism directions and safety aspects. The information about rural tourism in Latvia can be widely found. The customer surveys have made it possible to analyze the purpose of the visit, length of stay and satisfaction with the service.

Security and safety is one of the five proposed global driver forces for tourism development in New Millennium. Beforehand the safety in rural tourism has not been researched. In Latvian the word “drošība” stands for both – safety and security. As a result both fields are served by different professionals; there have been little studies on this mismatch, especially in the area of rural tourism.

Methods of research used in the article: research and analysis of publications, theory, surveys data and statistics.

## **2. Theoretical background**

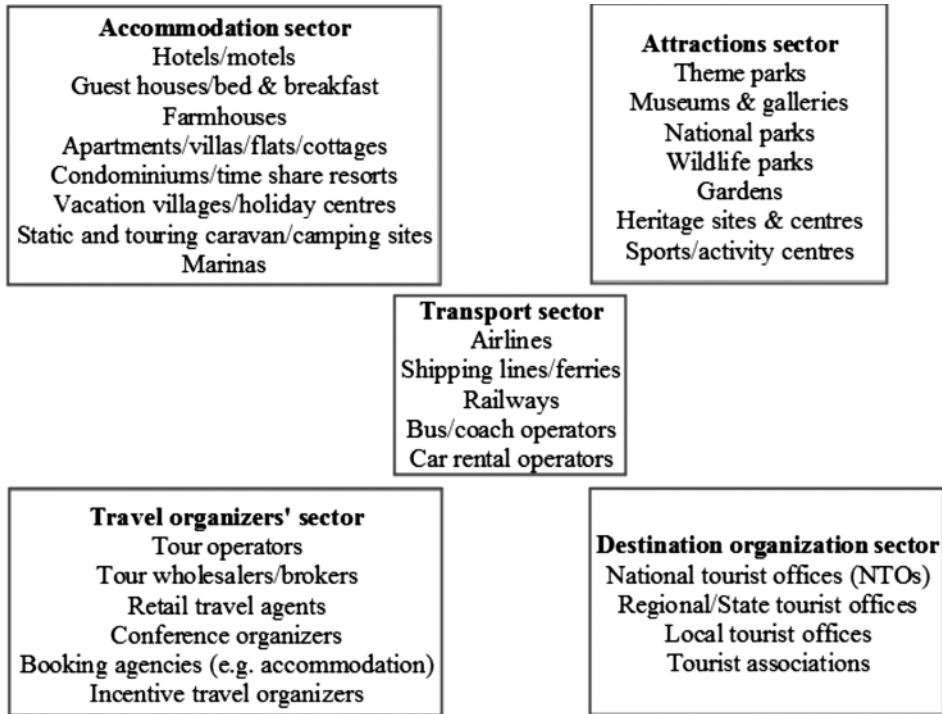
### **2.1. Global environmental issues**

Sometimes it is stressed that the issues in this chapter have reached what many now perceive as crisis proportions only in the last quarter of a last century. Individually the problems and their causes are not new. But the cumulative effects of population growth combined with the universal drive for improved economic conditions and aided by global science and technology, are now pressing against the finite resources and tolerances of the Earth [4]. The atmosphere, fresh water supplies and the capacity of the land and ocean systems to regenerate them are threatened in ways which have no historical parallel. The world is entering uncharted territory and the science available to monitor and predict events, and develop possible solutions, is far from exact, notwithstanding the massive international effort and expenditure that is currently being made. We stress that travel and tourism is *not* a primary cause of global environmental threats, but the industry collectively is a significant contributing factor at the margin, and in some cases more centrally where countries and regions rely on the economic contribution of tourism for, say, a fifth or more of their gross domestic product, see picture 1, the main sectors of the travel and tourism industry [9].

Tourism is already an important economic sector for many countries and regions around the world. In resources terms, many states have little more than attractive, currently unpolluted environments to market internationally in order to sustain their growing populations' increasing demands. It is vital that such destinations understand the ways in which modern tourism can be harnessed to serve their needs without damaging the assets upon which prosperity depends [9].

Today, the business volume of tourism equals or even surpasses that of oil exports, food products or automobiles. Tourism has become one of the major players in international commerce, and represents at the same time one of the main income sources for many developing countries. This growth goes hand in hand with a increasing diversification and competition among destinations. This global spread of tourism in industrialised and developed states has produced economic and employment benefits in many related sectors – from construction to agriculture or telecommunications. The contribution of tourism to economic well-being depends on the quality and the revenues of the tourism offer. United Nations World Tourism Organization (UNWTO) assists destinations in their sustainable positioning in ever more complex national and international markets. As the United Nations agency dedicated to tourism, UNWTO points out that particularly developing countries stand to benefit from sustainable tourism and acts to help make this a reality [19].

**The five main sectors of the travel and tourism industry [8]**



Source: Middleton, Victor T.C.: Marketing in Travel and Tourism. 2nd ed. Butteneorth-Heinemann, 1994. ISBN 0 7506 0973 7 p.4 (393).

## **2.2. The environmental impact of tourism**

Any form of industrial development will bring with it impacts upon the physical environment in which it takes place. In view of the fact that tourists have to visit the place of production in order to consume the output, it is inevitable that tourism activity will be associated with environmental impacts. The identification of the need to follow an environmentally compatible pattern of tourism development is now well into its second decade but little has been achieved in ensuring that future developments are environmentally compatible [5].

Summarizing the marketing role of National tourist offices: one can conclude from this consideration of the three external factors that the marketing effort, measured against international tourism flows to a destination, will always be [7]:

- Partial or even marginal in terms of the range of segments it covers and the products it influences;

- Submerged to a large extent in the greater impact of the determinants and motivations affecting markets of origin;
- Outweighed by the marketing effort of private sector partner interests in tourism.

Paradoxically, the developing tourist destination countries have a far greater *potential* influence over their countries' tourism. They are potentially better able to evaluate the success of their marketing efforts. In practice, however, they mostly have very restricted budgets, lack the professional management skills to exploit their advantages and are often dominated by powerful tour operator influences [9]. The next step is identifying characteristics of elements of the eco-tourism systems.

Demand for eco-tourism: is purposeful; is poorly documented; desires first-hand experience/contact with nature/culture; has the motive to study, admire and/or enjoy nature/culture; is tempered by the need to consume tourism responsibly; can be segmented in many ways including by level of commitment, level of physical effort, motives; comes from those who are more likely to be well-educated, have a higher income and be slightly older than the average tourist [5].

Destinations for eco-tourism:

- are relatively natural areas which are undisturbed and/or uncontaminated;
- have attractions of scenery, flora, fauna and/or indigenous culture;
- allow eco-tourism to deliver economic and conservation benefits to the local people;
- develop eco-tourism with a view to conserving/enhancing/maintaining the natural/cultural system;
- apply integrated planning and management techniques;
- apply environmental impact and auditing procedures to all elements of the tourism destination (such as accommodation, facilities);
- encourage local ownership of facilities [5].

Transport for eco-tourism:

- should be of low impact to the environment in terms of noise, emissions, congestion, fuel consumption and waste;
- should monitor emissions, environmental impact, etc.;
- should promote the conservation ethic;
- should be used as a management tool;
- should encourage use of public transport;
- should encourage the use of locally owned transport companies [5].

The risks that arise in every step of creation, promotion, presentation, marketing and sales of rural products have a constant influence on the growth and development of rural tourism market [15].

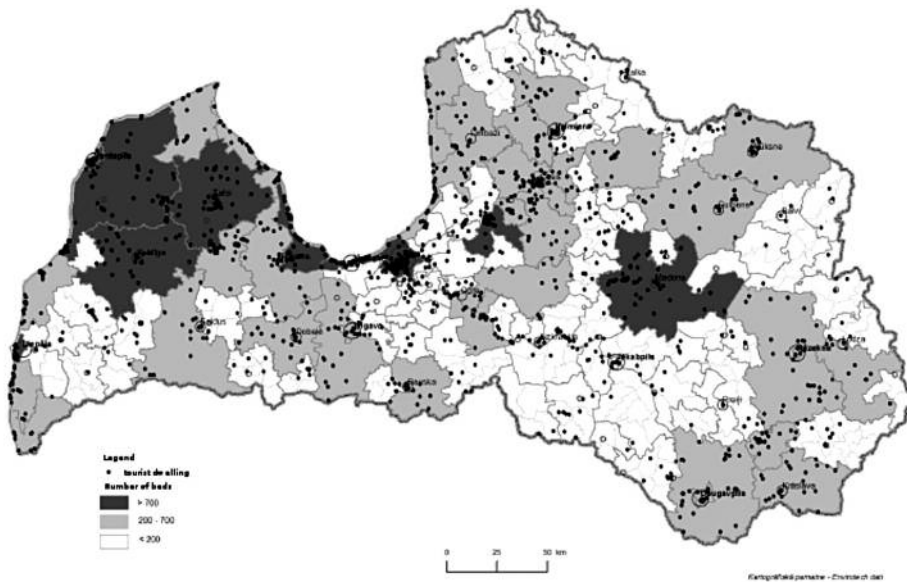
### 3. Results and discussion

#### 3.1. Latvian rural tourism sector

The economic strategy in the regional development requires a small commerce perspective for rural tourism. The supply of rural tourism products corresponds with tourism demands in a region and the demand depends on a good value, services and facilities [6]. In comparison with many other countries, Latvia is a safe place for travelling – there are neither robbers, nor are there are armed clashes. In Latvia, one can rest both in the countryside and in cities without worry or risk. By observing elementary precaution, your trip around Latvia will be safe and worry-free. It is true that largely popular tourist destinations in the world are, unlike Latvia, sometimes even more dangerous Picture 2 shown number of placement of tourist dwellings in Latvia in 2012.

Graph 2

#### Placement of tourist dwellings in Latvia



Source: Central Statistical Bureau of Latvia and annual survey results of Baltic Country Holidays

Rural tourism is based on the social, cultural and natural resources and it offers for the consumer to relax and/or use accommodations for tourist in rural areas except in the cities of the republican significance.

Until recently, rural tourism was not considered a significant expression of economic activities in rural areas. Accordingly the leading journals of tourism did not focus on scientific research articles dedicated to the rural tourism which would provide the information about the evolving role of the rural tourism and its significance to the development of rural areas. Typical characteristics of rural tourism:

- taking place in rural areas;
- based on small businesses, in the direct contact with nature, the environment, culture and traditions;
- traditional buildings;
- related to the family environment, the benefit of the local community.

Several in Latvia services take care of traveller safety and comfort. For example, the capital city of Riga has a Tourism Police and a special tourist information line Tourist Hotline 1188. In any extreme situations, tourists should call the toll-free emergency line 112. This is a universal contact line for rescue and emergency services that connects callers to emergency medical services, the police, fire fighters and gas emergency services. Of course, as in any other country, one should also take care and observe elementary safety in Latvia, such as to avoid conflicts and to keep out of trouble. There are tourism organizations, which are connected with rural tourism:

- state organizations – Latvian Country Tourism Association “Countryside traveler”; Association of Latvian Hotels and Restaurants of Latvia; Latvian Youth Dwelling Association; Latvian Association of Tourism Information Organizations; Association of Latvian Castles, Palaces and Manors;
- regional organizations – regional tourism associations (Kurzeme’s and Zemgale’s tourism board, Latgale’s tourism association, Vidzeme’s tourism association) – public organizations;
- local organizations – tourism information centers.

Monitoring and evaluation of impacts of tourism emerges as a key tool to achieve the sustainability of rural tourism destinations [10]. The development of the local tourism market is an essential part of the Latvian tourism sector and one of the marketing strategy goals of the Latvian tourism. The local market is of great importance in terms of sustainability and in providing a balance to the development of the sector, especially as an investment in the development of regional tourism, which is critical for the regions from a sociological viewpoint (in terms of reduction of unemployment, additional income for farmers, the preservation and protection of cultural objects and in the creation and development of an infrastructure). Support for local tourism within the framework for the Latvian tourist marketing strategy is understood by:

- The development of such Latvian tourism products that have a high export potential;

- Raising of standards and quality for the hospitality industry in tourism sector [16].

The large majority of international travel takes place within the traveller's own region, with about four out of five worldwide arrivals originating from the same region [18].

Sustainability of a tourism offering is characterised by four dimensions of sustainability – social – economic – environmental – cultural. The competitive end result of tourism is characterised by the ability to increase foreign tourist expenditure and by an increase in tourist numbers, ensuring quality service and an unforgettable experience, at the same time raising the income of service providers and improving the living conditions of local residents, taking great care to preserve natural and cultural resources. Therefore, in developing tourism services it is important to make sure that all sustainability factors are balanced and taken into account. In creating a sustainable tourism product the following should be considered:

- Benefit to the local economy;
- Tourism product development provides social benefits for the local community (for example, new jobs, development of a new infrastructure or the improvement of the existing one);
- Values of local nature are preserved;
- Cultural values are preserved and are integrated into the tourism products [16].

“Meteorological risks” are considered to be the main type of risks in rural tourism. Although they are unpredictable, it is possible to undertake various preventive measures (expansion of services, elaboration of different alternatives for avoiding the risks). “Changes in consumers’ behaviour” is also a significant risk. This risk has a high possibility of implementation and bears an extreme potential amount of losses. Fish mitigation measures include the enlargement of potential choice of services and improvement of the existing ones, as well as the expansion of the range of solvent clients (advertising the enterprises abroad) [14]. See Picture 3 characterizing rural tourism lodging in Latvia 2012.

Farmhouse is a powerful symbol of the city residents: it is the handler home ground who knows the secrets of nature and the best fishing and mushroom picking spots. The farm is also home to animals that are known townsman, but the contact with whom they have lost. It is a place where food is used fresh and natural:

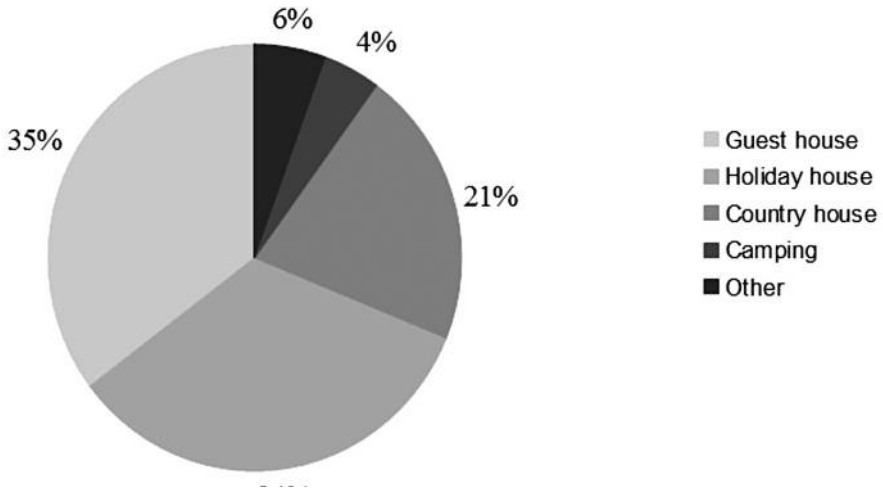
- the rural tourism is the source of cash and profit it is an opportunity for the rational use of free living space and land which is not suitable for agricultural use and to use the landscape for whom no other use is possible;
- This is an opportunity for rural people with different life circumstances – lifestyle which is quite separated to meet people with various



- professions and lifestyles, the rural people need to constantly keep your house in order, to preserve and develop the surrounding landscape;
- opportunity for people who have regained their property and have moved from the city to the countryside, but have not decided to engage in agricultural production.

Graph 3

**Rural tourism lodging characterizing indicators**



Source: Central Statistical Bureau of Latvia and annual survey results of Baltic Country Holidays

Farmhouse is a powerful symbol of the city residents: it is the handler home ground who knows the secrets of nature and the best fishing and mushroom picking spots. The farm is also home to animals that are known townsman, but the contact with whom they have lost. It is a place where food is used fresh and natural:

- the rural tourism is the source of cash and profit it is an opportunity for the rational use of free living space and land witch is not suitable for agricultural use and to use the landscape for whom no other use is possible;
- This is an opportunity for rural people with different life circumstances – lifestyle witch is quite separated to meet people with various professions and lifestyles, the rural people need to constantly keep your house in order, to preserve and develop the surrounding landscape;
- opportunity for people who have regained their property and have moved from the city to the countryside, but have not decided to engage in agricultural production.

The Association of rural tourism in Latvia has prepared information



materials which summarizes the requirements of Latvian legislation for the tourism-dwellings. The owner of the dwelling is responsible for the fulfilling of the requirements. The potential risks are: Responsibility and risks at construction process; Fire security at countryside tourism accommodations; Water supply and sewerage in countryside tourism accommodations; Power supply in countryside tourism accommodations; Gas supply and ventilation in countryside tourism accommodations; Customers feeling of comfort, health and life safety in countryside tourism accommodations; Customers belongings security in countryside tourism accommodations; Insurance in countryside tourism accommodations; Sauna safety; Safety conditions of pools, hot massage baths, fitness units in countryside tourism accommodations; Active holidays safety in countryside tourism accommodations; Movement of food in countryside tourism enterprises etc. In documents – everything is done for safe rest and holidays.

The risks for their own safety mentioned by the tourists are: Fire, Allergy to the animals; Playground, sandpit; Fishing; Bicycle Rental; Horse-riding; Boat trips; Ice skating on the pond; Country sauna.

In reality – the main risk factors are customer's recklessness and ignorance of instructions or safety demands.

### **3.2. Methods and system analysis**

People create the needs not only considering the change in life and learning about other cultural goods, but also the need for isolation in order to achieve better health, psycho-physical state and stability. Regions that attract many tourists are rural areas. Rural areas could be classified in the category, as well as ecological and protected areas and places that can meet cultural and recreational needs of a visitor. As we know, tourism is sensitive to all negative phenomena in the natural environment, as well as in social events [15].

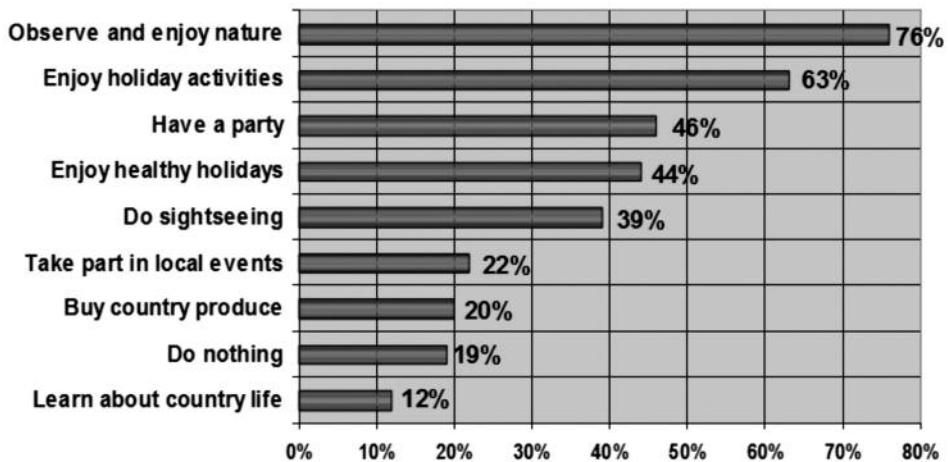
The number of rural tourist accommodations and beds has increased notably: 1.9 and 2.8 times respectively since the 2000. The number of nights spent by foreign tourists in rural areas grew by 30% in 2005. 70% of all tourists stayed in the countryside during the summer months. The average length of stay in rural overnight lodgings was 1.4 days for local tourists and 3.25 days for foreign tourists. Most of respondents or 77% admit that their favourite pastime while staying at the countryside was enjoying nature: walks along nature trails, animal and plant observation, followed by active recreation (63%): bicycle rides, boating, sports games, etc. 20% of respondents state that they like to buy local products (food, articles of craftsmanship etc.) during their rural holidays. 12% of respondents want to learn how the rural people live, see artisans working, see animals at farms and watch manufacturing of food products.

Farmsteads also lack inventory for active recreational activities: boats, bikes, angling gear, aquatics, winter sports (cross country skiing, skating)

gear, biking tracks, trails, places for swimming etc. Availability of active recreation services and other services in rural overnight lodgings as well as well-facilitated neighbouring areas could prolong the length of stay and the tourist season. The existing tourist infrastructure does not meet the quality demands of tourists. It is increasingly more difficult to let out a room without proper amenities. More than a half of rural tourists prefer overnight lodgings offering catering services and most of them think that the best quality and most reliable products are those directly bought from a farmer. Unfortunately, the old country kitchen facilities no longer meet the new demands; therefore, it is impossible to provide catering services to visitors [11] see picture 4 about aim of visit in Latvia.

Graph 4

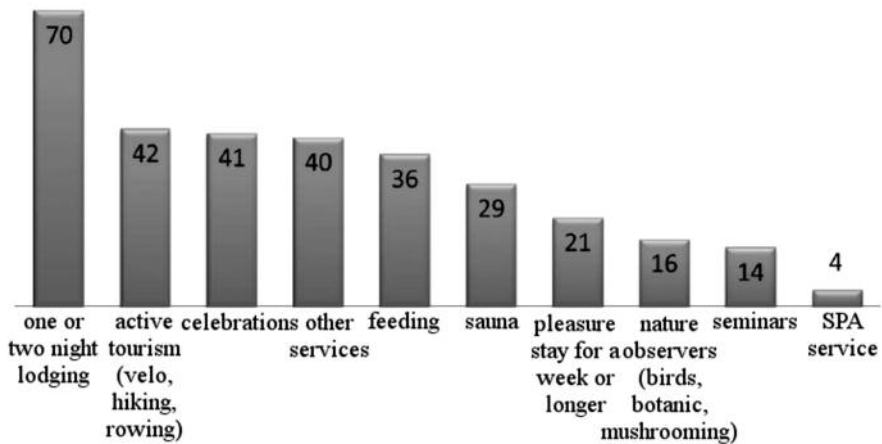
**Customer review results about aim, visit Latvia [11]**



Source: Central Statistical Bureau of Latvia and annual survey results of Lauku Ceļotājs

The start-ups of rural tourism business activities encounter bigger risk due to a lack of sufficient experience for proper practical business operation. Since there are a lot of different types of risks in rural tourism, it is important to define them and consequently their management methods [14]. We are responsible for the safety of their employees and visitors to the workplace and led to a reappraisal of the legislation by the tourism industry. In the Picture 5 is shown which service tourists demand most, but other services, which did not reach 4% level, are rest near the sea, sightseeing, tourism information, excursion, camps, cultural history tourism and cultural heritage etc.

**Respondents answers "Which service tourists demand most?"(%) [20]**



Source: Central Statistical Bureau of Latvia and annual survey results of Baltic Country Holidays

The potential risks are discussed and their exposure of the guest's safety and comfort is significant. Unfortunately, the practical situations in life are not analyzed and learning how to handle real accidents is not held. Emergency service's call is referred to be most important of the preventive measures. Perhaps it would be useful to record and analyze not only the incidents that have happened but also those who almost happened, this is necessary for the development of better understanding and solution making for the risky situations.

#### 4. Conclusion

- The types of rural tourism in Latvia are seasonal character and everything is done for safe holidays. The main risk factors are customer's recklessness and ignorance of instructions or safety demands.
- In Latvia rural tourism develops: the number of rural tourism dwellings, diversity of services and number of lodgings and guests raise.
- Many tourism enterprises offer risky entertainment activities like using water motorcycles, jeeps, snow motorcycles and other modern vehicles. Lack of legal regulations of these activities can endanger personnel and clients' lives.
- Activity of rural tourism is connected with environmental pollution, caused by waste and sewage, because many tourism dwellings do not correspond to quality requirements and requirements of environment supervision.

- Rural tourism is connected with large wasting of natural, social and cultural resources, but the main problems are financial and economical – unpredicted growth of prices for services and resources, changes in clients' behaviour, hardships with credit liabilities, insufficient salaries, etc.).
- The owners of tourist – accommodations must be obligated to inform the tourists about the security measures in their accommodation and the activities it provides.
- The owners of the tourism accommodations should consider the seasonal nature of the rural tourism because the rural tourism accommodations have a significant influx of the tourist only in summer but it is possible to offer seasonal services in the winter.
- It is necessary to continue further studies to identify and record types of risk and to develop preventive measures to prevent the occurrence of these risks.

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# Jordan as a Tourist Destination

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*„Through tourism, we're able to open people's eyes to what a magnificent land and nation we have here, and the tremendous surprises and treasures that Jordan holds.“*

*His Majesty King Abdullah II*

## **Abstract**

This article is focused on Jordan as a tourist destination overall, to Europe and also as a tourist destination to the Czech Republic. There is evaluated the position of Jordan in the World and the importance of tourism to the economy and social development of Jordan. Article also includes a research among Czech citizens and their awareness about Jordan as a tourist destination.

**Key words:** Jordan, Middle East, National Tourism Strategy, Tourism in Jordan,

*JEL Classification:* L830

## **1. Introduction**

Tourism is one of the fastest-growing industries of the 21st century in terms of global GDP contribution, foreign exchange earnings and job creation. According to the UN World Tourism Organization (UNWTO), in spite of occasional shocks, international tourist arrivals have shown virtually uninterrupted growth from 438 million in 1990, to 983 million in 2011. International tourism receipts reached US\$ 1,030 billion in 2011. UNWTO retains confidence in its long-term forecasts for international growth, which projects that international arrivals will reach about 1,8 billion by the year 2030.

Tourism is and will continue to be a long-term driver of economic growth in Jordan, accounting for the largest slice of GDP in Jordan's productive economy. This strategy builds on this solid foundation by improving Jordan's overall competitiveness as a tourism destination and positioning the country as a distinctive and culturally enriching experience for visitors.

The aim of the paper is to present Jordan as a tourist destination overall, to Europe and to the Czech Republic. The British television network BBC has made a list of 50 places to visit before you die. One of the places is in Jordan – Petra. The city, first established around 600 B.C., is hewn into pink and red rock-faces. An archological and historical wonder, Petra is Jordan's most visited tourist attraction and a UNESCO World Heritage Site.

And another interesting fact is that the city Aqaba is strategically located at the crossroads of the three continents of Asia, Europe and Africa.

Jordan celebrated two significant anniversaries in 2012, including the 200th anniversary of the rediscovery of the ancient city of Petra and the 50th anniversary of the release of Lawrence of Arabia, a film largely shot in Jordan's Wadi Rum.

## **2. Position of Jordan in the World**

Jordan, officially Hashemite Kingdom of Jordan is an Arab kingdom in the Middle East<sup>1</sup>, on the East Bank of the River Jordan.

Jordan has enjoyed „advanced status“ with the European Union (EU) since December 2010 and it is also a member of the Euro-Mediterranean Free Trade Area.

Jordan has become an increasingly significant player, a regional actor and a key interlocutor for the European Union in the Middle East. The „advanced status“ partnership is based on the overarching objective of promoting peace, stability and prosperity in the EU neighborhood. The advanced status is building on the core values Jordan and the EU share, i.e. the rule of law, good governance and the respect for human rights.[1]

The key objective of the trade partnership is the creation of a deep Euro-Mediterranean Free Trade Area, which aims at removing barriers to trade and investment between both the EU and Southern Mediterranean countries<sup>2</sup> (MED 11) and between the Southern Mediterranean countries themselves. Euro-Mediterranean Association Agreements are in force with most of the partners (with the exception of Syria and Libya). For the past two decades, MED 11 have recorded the highest growth rates of inbound world tourism. Since 2008, different crisis (political, financial and economic) had no major impact on this growth, which confirmed the

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<sup>1</sup>Middle East = Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Oman, Palestina, Qatar, Saudi Arabia, Syria, United Arab Emirates, Yemen (presented by UNWTO); Middle East and North Afrika = Algeria, Bahrain, Egypt, Iran, Israel, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Qatar, Saudi Arabia, Syria, Tunisia, United Arab Emirates (presented by World Economic Forum, The Travel and Tourism Competitiveness Index).

<sup>2</sup>Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine, Syria, Tunisia and Turkey.



resilience of tourism and the huge potential of the MED 11 countries in tourism sector. This trend was interrupted in early 2011 during the Arab Spring with a loss of more than ten millions tourist arrivals, but is likely to resume after 2013 with the ongoing democratic process, except if the economic slowdown of Europe, its main market, fails to reverse itself.

Jordan is a small country (89 342 km<sup>2</sup>, 112 place out of 252 countries) with few natural resources, but it has played a pivotal role in the struggle for power in the Middle East. Jordan's significance results partly from its strategic location at the crossroads of what Christians, Jews and Muslims call the Holy Land. It is a key ally of the US and, together with Egypt, one of only two Arab nations to have made peace with Israel. The desert kingdom emerged out of the post-World War I division of the Middle East by Britain and France.

Unlike Arab states to the south and east, Jordan has no oil of its own. Its resources are limited to phosphates and agricultural produce. The economy depends largely on services, tourism and foreign aid, of which the US is the main provider. Jordan prides itself on its health service, one of the best in the region. It can be a reason why medical tourism is recording strong grows in Jordan. Especially to European and US tourists who have found Jordan as a very cost effective for medical treatments.

The region Middle East<sup>3</sup> that has been the fastest growing in the world over the past decade, lost an estimated 5 million international tourist arrivals in 2011 (- 0,8 %), totaling 55 million. As the table 1 shows, international tourism receipts amounted to US\$ 46 billion. Most destinations in the Middle East suffered, directly and indirectly, from the impact of the social and political development and changes in the region (so-called Arab Spring). Syria (- 41 %), Egypt (- 32 %), Lebanon (- 24 %), Palestine (- 15 %) and Jordan (- 6 %) saw significant decrease in tourist arrivals. Nevertheless, some destinations sustained steady growth. Saudi Arabia recorded an impressive 60% growth in international arrivals (reaching a total of 17 million) in a major rebound from 2009 and 2010 thanks to important efforts by the authorities to increase the role of tourism in the country's economy. The emirate Dubai reported an increase of 9% over 2010.

Tourism in the Middle East is forecast to grow at 4,6 % per year up to 2030, compared to the world average of 3,3 %. According to the UNWTO Tourism Towards 2030, the number of international tourist arrivals to the Middle East is expected to achieve 149 million by the year 2030.

As the Table 1 shows, the top destinations in the region are Saudi Arabia, Egypt and Dubai. The positive trend of the past years of Jordan, Lebanon and Syria was stopped by the Arab Spring. Jordan's share of tourist arrivals to the Middle East is around 7 %.

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<sup>3</sup>In this paper is the Middle East evaluated by the same way as UNWTO.



Table 1

## International Tourist Arrivals and International Tourism Receipts in the Middle East

|                                    | International Tourist Arrivals<br>(million) |               |               | International Tourism Receipts<br>(billion) |               |               |
|------------------------------------|---|---------------|---------------|---|---------------|---------------|
|                                    | 2009  | 2010          | 2011          | 2009  | 2010          | 2011          |
| <b>Middle East</b>                 | <b>57,755</b>                               | <b>60,271</b> | <b>55,436</b> | <b>42,184</b>                               | <b>51,658</b> | <b>45,874</b> |
| Bahrain                            | ...   | ...           | ...           | 1,118                                       | 1,362         | ...           |
| Egypt                              | 11,914                                      | 14,051        | 9,497         | 10,755                                      | 12,528        | 8,707         |
| Iraq                               | 1,262                                       | 1,518         | ...           | ...   | ...           | ...           |
| <b>Jordan</b>                      | <b>3,789</b>                                | <b>4,557</b>  | <b>3,975</b>  | <b>2,911</b>                                | <b>3,585</b>  | <b>3,000</b>  |
| Kuwait                             | 0,297                                       | 0,207         | ...           | 0,354                                       | 0,241         | 0,199         |
| Lebanon                            | 1,844                                       | 2,168         | 1,655         | 6,774                                       | 8,012         | ...           |
| Libya                              | ...   | ...           | ...           | 0,050                                       | 0,060         | ...           |
| Oman                               | 1,524                                       | ...           | ...           | 0,698                                       | 0,775         | ...           |
| Palestine                          | 0,396                                       | 0,522         | 0,446         | 0,410                                       | 0,667         | ...           |
| Qatar                              | 1,659                                       | 1,866         | ...           | 0,179                                       | 0,584         | 1,170         |
| Saudi Arabia                       | 10,897                                      | 10,850        | 17,336        | 5,995                                       | 6,712         | 8,459         |
| Syria                              | 6,092                                       | 8,546         | 5,070         | 3,757                                       | 6,190         | ...           |
| Untd Arab Emirates<br>(Dubai only) | 6,812                                       | 7,432         | 8,129         | 7,352                                       | 8,577         | 9,204         |
| Yemen                              | 0,434                                       | 0,536         | ...           | 0,486                                       | 0,622         | ...           |

Source: *UNWTO Tourism Highlights, 2012 Edition* [online]. [last accessed 2012-07-04]. Downloaded from: <http://mkt.unwto.org/en/publication/unwto-tourism-highlights-2012-edition>.

### 3. The Importance of tourism to the economy and social development of Jordan

The World Travel and Tourism Council's (WTTC) 2012 „Economic Impact Report“ for Jordan is a largely enumerative study of the current and long-term contribution of tourism to Jordan's economy and how it is performing in comparison both with other countries in the region and throughout the world.

According to the WTTC's latest annual research (see graph 1 – 2), the direct contribution of Travel & Tourism to GDP in 2011 was JOD 1,533 billion (7, 7 % of GDP) and JOD 1,630 billion in 2012 (forecast). The direct contribution of Travel & Tourism to GDP is expected to grow by 4, 2 % pa to JOD 2,469 billion (7,6 % of GDP) by the year 2022.

Graph 1 – 2

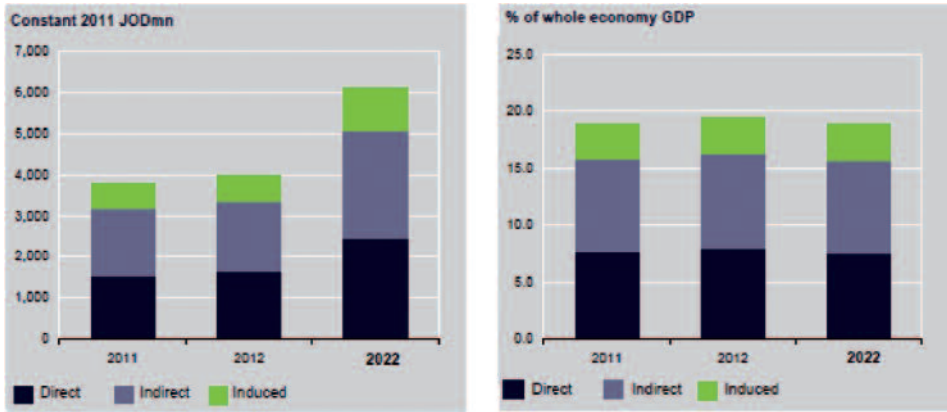
#### Direct Contribution of Travel & Tourism to GDP



Source: *Travel & Tourism Economic Impact 2012. Jordan*. World Travel & Tourism Council, 2012. [online]. [last accessed 2012-01-22]. Downloaded from: [http://www.wttc.org/site\\_media/uploads/downloads/jordan2012.pdf](http://www.wttc.org/site_media/uploads/downloads/jordan2012.pdf)

The total contribution (including wider effects from investment, the supply chain and induced income impact) was JOD 3,772 billion in 2011 (18,9 % of GDP) and JOD 3,978 billion in 2012 (forecast). It is forecast to rise by 4,4 % pa to JOD 6,129 billion by the year 2022 (18,8 % of GDP).

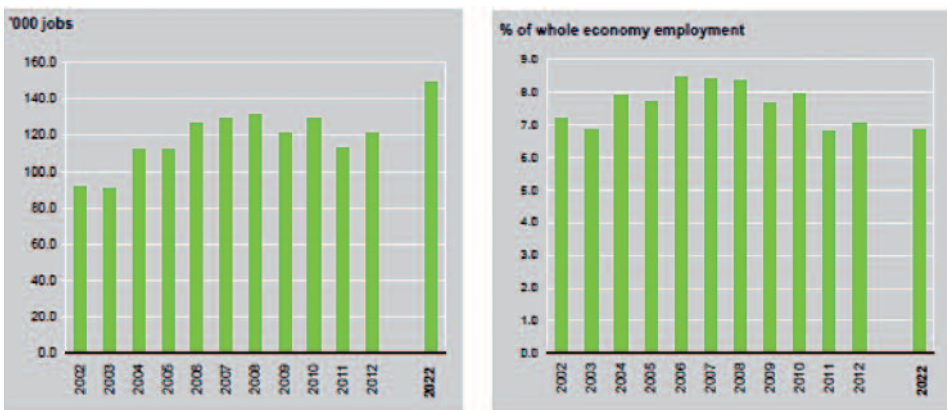
**Total Contribution of Travel & Tourism to GDP**



Source: *Travel & Tourism Economic Impact 2012. Jordan. World Travel & Tourism Council, 2012.* [online]. [last accessed 2012-01-22]. Downloaded from: [http://www.wttc.org/site\\_media/uploads/downloads/jordan2012.pdf](http://www.wttc.org/site_media/uploads/downloads/jordan2012.pdf).

Travel & Tourism generated 113 500 jobs directly in 2011 (6,8 % of total employment) and 121 000 in 2012 (forecast). By 2022, Travel & Tourism will account for 149 000 jobs directly, an increase of 2,1 % pa over the next ten years.

**Direct Contribution of Travel & Tourism to Employment**

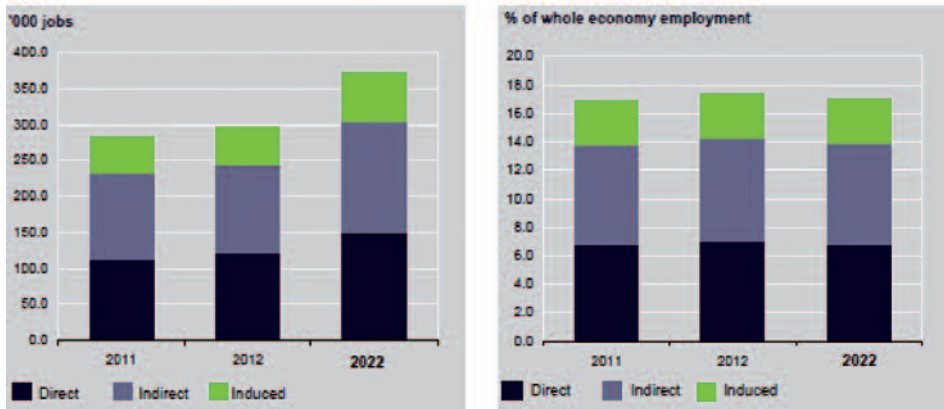


Source: *Travel & Tourism Economic Impact 2012. Jordan. World Travel & Tourism Council, 2012.* [online]. [last accessed 2012-01-22]. Downloaded from: [http://www.wttc.org/site\\_media/uploads/downloads/jordan2012.pdf](http://www.wttc.org/site_media/uploads/downloads/jordan2012.pdf).

The total contribution of Travel & Tourism to Employment was 282 000 jobs in 2011 (16,9 % of total employment) and 297 000 in 2012 (forecast). By 2022, Travel & Tourism forecast to support 372 000 jobs (17,0 % of total employment), an increase of 2,3 pa over the period.

Graph 7 – 8

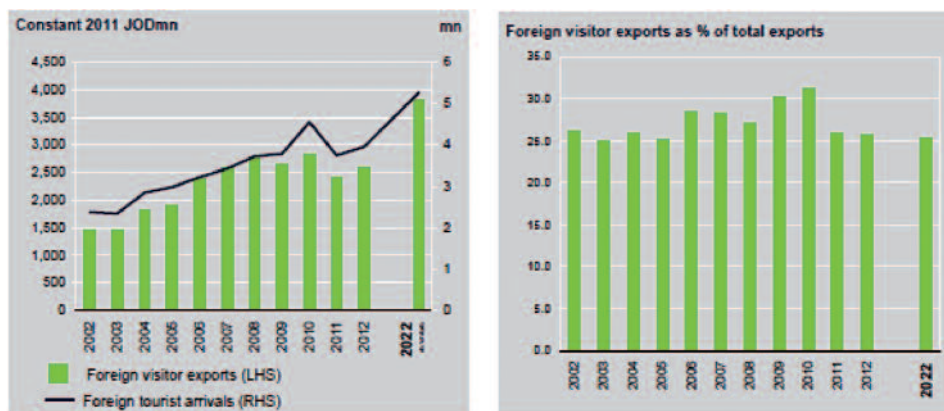
### Total Contribution of Travel & Tourism to Employment



Source: *Travel & Tourism Economic Impact 2012. Jordan. World Travel & Tourism Council, 2012.* [online]. [last accessed 2012-01-22]. Downloaded from: [http://www.wttc.org/site\\_media/uploads/downloads/jordan2012.pdf](http://www.wttc.org/site_media/uploads/downloads/jordan2012.pdf).

Graph 9 – 10

### Visitor Exports and International Tourist Arrivals



Source: *Travel & Tourism Economic Impact 2012. Jordan. World Travel & Tourism Council, 2012.* [online]. [last accessed 2012-01-22]. Downloaded from: [http://www.wttc.org/site\\_media/uploads/downloads/jordan2012.pdf](http://www.wttc.org/site_media/uploads/downloads/jordan2012.pdf).

Table 2

**Number of Arrivals and Tourism Receipts 2004 – 2010**

|   | 2004      | 2005      | 2006      | 2007      | 2008      | 2009      | 2010      |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| <b>Arrivals of nonresident visitors</b> | 5 586 659 | 5 817 370 | 6 573 357 | 6 528 625 | 7 100 478 | 7 084 552 | 8 078 380 |
| <b>Tourism receipts (JOD, bn)</b>       | 943       | 1 021,6   | 1 460,8   | 1 638,3   | 2 088,9   | 2 066,9   | 2 423     |

Source: *Jordan National Tourism Strategy 2011 – 2015*, [online]. Last accessed 2012-01-22]. Downloaded from: [http://www.siyaha.org/sites/default/files/Documents/NTS%202011-2015\\_English.pdf](http://www.siyaha.org/sites/default/files/Documents/NTS%202011-2015_English.pdf).

Visitor exports are a key component of the direct contribution of Travel & Tourism. In 2011, Jordan generated JOD 2,430 billion in visitor exports. In 2012, this was expected to grow by 6,7 %, and the country was expected to attract 3 965 000 international tourist arrivals. By 2022, international tourist arrivals are forecast to total 5 276 000, generating expenditure of JOD 3,822 billion, an increase of 4,0 % pa.

Given the importance of the tourism sector to the economy, the Government of Jordan, through the Ministry of Tourism and Antiquities, has focused considerable attention in recent years on developing a coherent strategy.

The first National Tourism Strategy was developed through a public-private partnership and covered the period 2004 – 2010 (NTS 2004 – 2010). The strategy was based on four main pillars – Marketing & Promotion, Product Development, Strengthen Human Resources, Provide Effective Institutional & Regulatory Framework – with specific objectives and actions defined under each. [3] Significant achievements were seen in each of these areas, as the NTS 2004 – 2010 made a positive impact on tourism development in Jordan to the extent that tourism now totally accounts for 18,9 % of GDP (see graph 3 – 4). The National Tourism Strategy 2011 – 2015 (NTS 2011 – 2015) builds upon the significant achievements made since the launch of the original strategy NTS 2004 – 2010, during which Jordan firmly strengthened its reputation as a destination of choice for both visitors and investors. [3]

Among the achievements in previous strategy period we can put the following statements in connection to the new strategy.

The number of overseas Jordan Tourism Board offices has increased from 8 to 11 and the general improvement seen in marketing and promotion effectiveness between 2004 and 2010 has resulted in an increase in visitor numbers, which grew by 44,6 %, with overall receipts showing a 157% growth (see table 2).

Also, receipts from domestic tourists as well as those generated from Gulf and Arab visitors have all increased substantially since 2007.

Between 2011 and 2015 the focus of all marketing and promotion activities will be to grow international and domestic tourism numbers and revenue by expanding the range, and improving the effectiveness, of marketing activities. According to NTS 2011 – 2015, the 12 market segments that present significant opportunities for Jordan are:

1. Cultural heritage (archeology)
2. Religious tourism
3. Eco-tourism
4. Health and wellness
5. Cruises
6. Meetings, incentives, conference and events (MICE)
7. Adventure and activity tourism
8. Scientific, academic, volunteer and educational (SAVE)
9. Filming and photography
10. Festivals and cultural events
11. Summer and family holidays
12. Sports and recreation

Marketing and promotion of Jordan as a destination will be improved by exploiting new distribution channels, with a priority on e-marketing, social networking and web-based platforms. These efforts will be geared towards growing overall tourism revenue by increasing the number of international visitors, particularly higher spend tourists, extending average length of stay (4,50 nights in 2010) and stimulating the domestic tourism market.

In addition, an important goal will be to further reduce the impact of seasonality and achieve greater year-round spread. Jordan's tourism spread is traditionally clustered around two peak periods that total around six month (winter/spring and fall/winter). These patterns are in stark contrast to tourism activity figures globally with travel activity peaking during the summer month of July and August. Jordan's market-share during these months is un-competitively low. With a significant increase in demand for travel during these months the potential to increase visitor number and shift seasonality is high. Extending the existing tourist season and developing new markets and market segments for periods that have traditionally seen low number of tourist arrivals is imperative for a robust tourism economy and business success. For example, the northern European markets present the most immediate potential in terms of propensity to seek holiday destinations with a warm weather, however due to limited schedule air links emphasis must be placed on charter-based traffic and the evolution of a risk-sharing proposition to encourage tour operators, along with industry and Jordan Tourism Board (JTB), to engage and co-develop new markets. Jordan can also reduce tourism seasonality by developing Ramadan-based activities and campaigns – develop and market events, attractions and packages

around the holy month of Ramadan (the night month of the Islamic calendar, Muslims worldwide observe this as a month of fasting. While fasting from dawn until sunset Muslims refrain from consuming food, drinking liquids, smoking and sexual relations; and in some interpretations from swearing–), targeting Arab and Gulf tourists in particular, in order to capitalize on this highly lucrative market segment. As regards European tourists they can profit from low prices of accommodation services and festive evening atmosphere during the holy month of Ramadan.

The number of hotel rooms in Jordan increased by 32, 7 % from 18 127 in 2004 to 24 009 in 2010. In addition, as a result of the NTS 2004 – 2010, a significant expansion was seen in the wider tourism enterprise infrastructure in the following areas: tourists’ restaurants, tourists’ shops, tourists’ guides, diving centers etc. The concept of the „Jordanian Experience“ will play an important role in creating a distinctive brand for the country and this must be delivered in reality on the ground by providing a memorable visitor experience.

The NTS 2004 – 2010 supported an increase of almost 85 % in direct and indirect employment through tourism. The National Tourism Manpower Strategy will be updated, standards in education and training will be further enhanced, and supports for enterprises to implement best practice human resource practices will be strengthened.

While 2010 saw a great recovery of tourism, 2011 starts with the uprisings extending from Tunisia, to Egypt and now Syria. Political instability is having a definite impact on the region, creating a shift in tourism flows away from affected markets, and potentially across the region as a whole. While Jordan seems to be performing rather well considering the conditions, some of the longer haul visitors are likely to stay away for some time, especially those who would visit the region on combined packages to Syria and Jordan; Egypt and Jordan or Lebanon and Jordan. This creates some significant missed opportunities which the government aims to balance out by a growth in arrivals from the Middle East region, especially during the month of Ramadan.

#### **4. Jordan as a destination to Europe**

As the table 3 shows, Jordan’s largest source market is the Middle East, on the 2nd place is the Europe and the most dynamic region is the Asia and the Pacific.

The main source markets from Europe are Israel, France and United Kingdom. The most dynamic European source markets are Italy, France, Netherlands and Spain. [8]

Italy has deeply-rooted cultural and historical ties with Jordan. No other nation has as many ancient Roman remains or a similar historical, architectonic and cultural heritage. One of the capitals of the Roman



Table 3

**Arrivals of Nonresident Tourists by Region**

|                             | <b>2006<br/>(tourists)</b> | <b>2010<br/>(tourists)</b> | <b>% Change<br/>2010/<br/>2006</b> | <b>Market<br/>share<br/>2010</b> |
|-----------------------------|----------------------------|----------------------------|------------------------------------|----------------------------------|
| <b>Afrika</b>               | 50 670                     | 50 702                     | 0,06                               | 1,11                             |
| <b>Americas</b>             | 163 918                    | 212 478                    | 30,00                              | 4,66                             |
| <b>Asia and the Pacifik</b> | 124 827                    | 275 800                    | 121,00                             | 6,05                             |
| <b>Europe</b>               | 424 583                    | 736 870                    | 74,00                              | 16,17                            |
| <b>Middle East</b>          | 1 879 541                  | 2 093 205                  | 11,00                              | 45,93                            |
| <b>Not specified</b>        | 581 870                    | 1 187 967                  | 104,00                             | 26,07                            |

Source: *Yearbook of Tourism Statistics. Data 2006-2010*. UNWTO: Madrid, 2012. ISBN 978-92-844-1431-4.

Empire, Arabia Petra, was in Jordan and Classical Antiquity has its heart in Petra. The Italian government supports the conservation, care and cataloging of Jordan's architectonic heritage.

Arab destinations with strong cultural heritage like Jordan are always attractive to the Spanish traveler. Perhaps because of the cultural affinity after centuries of Moorish rule in Al Andalusia, perhaps because of its geographical position of buffer zone between Europe and North Africa the fact is there has always been a fascination for the region by Spanish tourists. The Spanish travel market was shown to have strong growth potential with the greatest opportunities, at least in the medium term, to be among older Spaniards eager for new and memorable cultural experiences. However, it also appeared that young people are enthusiastic outbound travelers – and all are easy to reach through social media – although they are very price-conscious and the trend is very much towards late booking.

Russia is one of the most important emerging tourism markets for Jordan, because Russians spend more than other travelers on their trips. One of Jordan's main competitor for the Russian market, Israel, is among the top 25 destinations and showed a 15 % increase in 2010. Israel became a visa-free destination for Russians in 2008. Russian visitors are predominately same-day visitors (around 65 % in last year's), more than any other foreign market traveling to Jordan. They primarily visit Petra an excursion of less than 24 hours from neighboring Israel and Egypt. The favorite Russian period for travel is traditionally October through February, with a peak during the New Year's period. It is worth noting that Russian travelers hardly visit Madaba and the Baptism Site, which are both in close proximity to the Dead Sea and would represent a site of interest for Russians. [5]

In order to help travel and tourism industry professionals in Jordan develop successful marketing programs, the USAID Jordan Tourism



## Arrivals of European Tourists to Jordan

| Region/Country                   | 2006           | 2007           | 2008           | 2009           | 2010           | Change<br>2010/2006<br>(%) | Market<br>share<br>2010 (%) |
|----------------------------------|----------------|----------------|----------------|----------------|----------------|----------------------------|-----------------------------|
| <b>Europe</b>                    | <b>424 583</b> | <b>570 859</b> | <b>657 628</b> | <b>602 394</b> | <b>736 870</b> |                            | <b>16,17</b>                |
| <b>Central/Eastern Europe</b>    | <b>27 366</b>  | <b>42 858</b>  | <b>65 433</b>  | <b>48 230</b>  | <b>57 949</b>  | <b>111</b>                 | <b>1,27</b>                 |
| Russian Federation               | 19 564         | 18 758         | 24 833         | 20 777         | 23 751         | 21                         | 0,52                        |
| Czech Republic                   | 2 141          | 2 393          | 3 798          | 2 802          | 2 726          | 27                         | 0,06                        |
| <b>Northern Europe</b>           | <b>69 827</b>  | <b>88 219</b>  | <b>90 871</b>  | <b>101 601</b> | <b>118 086</b> | <b>69</b>                  | <b>2,59</b>                 |
| United Kingdom                   | 54 295         | 64 966         | 61 324         | 63 171         | 73 474         | 35                         | 1,61                        |
| Sweden                           | 6 648          | 8 763          | 11 062         | 14 902         | 16 520         | 148                        | 0,36                        |
| <b>Southern Europe</b>           | <b>42 982</b>  | <b>70 058</b>  | <b>99 827</b>  | <b>84 909</b>  | <b>117 482</b> | <b>173</b>                 | <b>2,58</b>                 |
| Italy                            | 17 507         | 26 320         | 41 832         | 43 529         | 58 723         | 235                        | 1,29                        |
| Spain                            | 17 734         | 31 911         | 39 762         | 29 256         | 43 415         | 145                        | 0,95                        |
| <b>Western Europe</b>            | <b>83 309</b>  | <b>104 413</b> | <b>129 457</b> | <b>141 501</b> | <b>197 030</b> | <b>137</b>                 | <b>4,32</b>                 |
| France                           | 29 369         | 34 410         | 46 501         | 53 637         | 85 298         | 190                        | 1,87                        |
| Germany                          | 30 456         | 34 115         | 39 555         | 41 622         | 52 596         | 73                         | 1,15                        |
| Netherlands                      | 9 521          | 14 630         | 18 278         | 18 545         | 24 510         | 157                        | 0,54                        |
| <b>East Mediterranean Europe</b> | <b>185 544</b> | <b>260 104</b> | <b>262 676</b> | <b>220 704</b> | <b>239 965</b> | <b>29</b>                  | <b>5,27</b>                 |
| Israel                           | 153 076        | 226 277        | 228 601        | 185 489        | 200 272        | 31                         | 4,39                        |
| Turkey                           | 31 188         | 31 886 32      | 196 33         | 652 37         | 713            | 21                         | 0,83                        |

Source: UNWTO *Tourism Highlights, 2012 Edition* [online]. [last accessed 2012-01-22]. Downloaded from: <http://mkt.unwto.org/en/publication/unwto-tourism-highlights-2012-edition>.

Development Project and the Jordan Tourism Board (JTB) gave several workshops that examined market demands, trends and opportunities in key European markets (UK, Italy, Spain, and Germany).

## 5. Jordan as a destination to the Czech Republic

In order to support traveling between Jordan and the Czech Republic were signed the Agreement on Cooperation in the Field of Tourism between Jordan and the Czech Republic in 2008.

As the table 4 shows, 2 726 Czech tourists visited Jordan in 2010. Unfortunately, we could record decline around 1 000 Czech tourists from 2008. Currently Jordan is still rather attended through short-term excursions from Egypt, where Czechs spend their long-term holidays.

Jordan as a potential destination to the Czech Republic is the title of the research which was carried out in January and February 2013, and the purpose of it was to determine awareness of the Czech citizens about Jordan as a destination and if the Czech citizens are interested in traveling to Jordan. Part of the research was also the questions related to travel such as. Research was carried out on the website server [vyplnto.cz](http://jordansko-potencialni-destin.vyplnto.cz) between January and February, 2013. The entire survey was anonymous. Complete results of the research are publicly available at: <http://jordansko-potencialni-destin.vyplnto.cz>.

Purpose of the research was especially to answer the following questions:

- Q1:** Which world region are you going to visit in the future?
- Q2:** Have you already visited Muslim countries?
- Q3:** Do you plan to repeat the visit of Muslim countries?
- Q4:** Have you already visited Jordan?
- Q5:** In what area would you like to see improvements to increase the attractiveness of the destination?
- Q6:** Do you see Jordan as a safe destination?

Table 5

### Question 1 – results

| <b>Q1</b>        | <b>%</b> |
|------------------|----------|
| America          | 41,14    |
| Europe           | 35,12    |
| Asia and Pacific | 30,43    |
| Middle East      | 21,07    |
| Africa           | 13,04    |

Source: Own processing on questionnaire research

To the questionnaire responded 299 respondents. The main results of the survey are as follows:

The results presented in table 5 show that the most respondents would like to visit America in the future, only 21, 07% Middle East.

Table 6

**Question 2 – results**

| <b>q2</b> | %     |
|-----------|-------|
| NO        | 54,85 |
| YES       | 45,15 |

Source: Own processing on questionnaire research

The most respondents (54, 85%) have not visited Muslim countries. But the number of respondents who have visited Muslim countries was quite high (45, 15%). This result corresponds to the fact that Czech tourists like to visit Muslim countries (for example Egypt, Turkey and Tunisia) and the most of respondents would like to repeat their visit of Muslim countries (see table 7).

Table 7

**Question 3 – results**

| <b>q3</b>    | %     |
|--------------|-------|
| YES          | 64,64 |
| I DON'T KNOW | 28,79 |
| NO           | 7,58  |

Source: Own processing on questionnaire research

Table 8

**Question 4 – results**

| <b>q4</b> | %     |
|-----------|-------|
| NO        | 88,29 |
| YES       | 11,71 |

Source: Own processing on questionnaire research

Only 35 respondents (11, 71%) have already visited Jordan and the main reason was visiting friends and relatives (which is in connection to the fact that Jordanian students could study at the universities during communist period in the Czechoslovakia).

Table 9

**Question 5 – results**

| <b>q5</b>                | %     |
|--------------------------|-------|
| Promotion of destination | 44,83 |
| Order and purity         | 41,38 |
| Transport services       | 34,48 |

Source: Own processing on questionnaire research

The most of respondents would like to see improvements to increase the attractiveness of the destination in 3 points – promotion of destination, order and purity and transport services. These results more or less correspond to the Tourism and Travel Competitiveness Index, 2013.

Table 10

**Question 6 – results**

| <b>q6</b>      | %     |
|----------------|-------|
| rather YES     | 34,78 |
| I don't know   | 33,11 |
| rather NO      | 23,08 |
| definitely YES | 7,69  |
| definitely NO  | 1,34  |

Source: Own processing on questionnaire research

The most of respondents perceives Jordan as a safe destination (42, 47%), as a positive result we can take also 33,11% of respondents who don't know. Jordan is one of the safest countries in the Middle East (according to Global Peace Index, Tourism and Travel Competitiveness Index and Terrorism and Political Violence Map).

The most of respondents knows Petra, Dead Sea, River Jordan and the main destination in Jordan is Dead Sea, Red Sea and sights of Greco-Roman Period. Complete results were presented at the International Workshop on „Tourism in Global World“.

**6. Conclusion**

Jordan's geo-strategic location, its interaction and close proximity with the rest of the countries in the region, its good relations with the world community at large, the West and the United States in particular, the very close coordination that Jordan has with all Arab countries, means that

Jordan can play an important role as is needed especially in advancing peace efforts in the Middle East.

Jordan is a tourism destination that is competing heavily with other destinations in the Middle East such as Egypt, Dubai, Syria and Israel (which is a part of Mediterranean Europe by UNWTO). Its image is affected by external factors such as the political and security situation in the Middle East as a whole.

Jordan experienced a steady increase in tourism during the first decade of the 21st century. But we can state that the global financial crisis negatively affected the tourism in 2009 and the Arab Spring negatively affected the tourism industry in 2011.

As a result of the National Tourism Strategy 2004 – 2010, marketing and promotion efforts have been strengthened, the quality and variety of tourism products and services have improved, professional human resource practices have been more widely adopted across the industry, and important step have been taken in creating a regulatory environment that is more conducive to tourism development.

The National Tourism Strategy was updated in 2011 by the Jordan Tourism Board (JTB) and a Tourism Competitiveness Team (TCT) and the USAID's Jordan Tourism Development Project II with new ambitions to develop the market along different variables and dimensions. The NTS aims to promote tourism by creating a holistic tourist experience rather than focusing on individual products and services. Key objectives include improving the quality of services, increasing capacity in the travel accommodation category and diversifying the tourism offering by focusing on new areas such as medical tourism, ecotourism, adventure tourism and MICE.

Italy, Spain, France, United Kingdom, Israel and Russia are the key emerging tourism markets for Jordan. And I believe that Jordan could be a potential destination for the Czech citizens according to the research.

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# The Structure of Security and Safety Crises in Tourism

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## **Abstract**

The paper analyse causes for security and safety crises with direct or indirect impact on tourist industry. Using descriptive and causal-no-experimental research methods we analyse the risks on journeys, but also the basis and consequences of the security crisis in the tourism industry. We used the internet to collect data in the analysis of case studies of the different causes of crises. The causes and consequences of the crises in the tourist industry are generically being repeated and have ever increasing global consequences for the tourist industry at the international level. Aside from the financial and economic elements, security issues are an ever increasing cause for the co-dependency of tourism in the international, global environment. The generality of the causes and consequences of the crises is the condition to predict the probability and causality of specific risks at specific tourist destinations based on the analyses of security situations. The cumulative value of probability and causality represents the threat level upon which we can determine curative, and preventive measures to prevent or decrease the consequences of the crisis. Based on these findings a refined structure of the generic causes for the crises in the tourist sector has been designed and interpreted.

**Key words:** tourism, crisis, security, safety, destination, globalisation, environment

*JEL Classification: L830*

## 1. Introduction

The meaning of the terms security and safety varies considerably from one context to another, leading to potential ambiguities. The scientific and normative literature offers a surprising diversity in the use of the terms security and safety. Dozens of explicit, but distinct, definitions can be found [1, 2], ranging from slightly different to completely incompatible definitions. In this situation, searching for absolute, universal definitions is bound to fail. We should focus on what distinguishes the two terms in the various definitions can provide considerable insight [3]. Linguistics and translation are responsible for some of the ambiguity regarding the terms safety and security. Some languages have a single word for both safety and security [2, 3].<sup>1</sup> English distinguishes between the two words as does French (sécurité and sécurité). Unfortunately, the association of the English terms can vary or even be inverted from one domain to another. The ISO/IEC standards are harmonized in several industrial disciplines around the definition of safety as »freedom from unacceptable risk«, whereas it defines safety as the »absence of catastrophic consequences on the user(s) and the environment« [4]. For the purpose of the paper we understand safety as protection against accidental events and security as protection against intentional damages.<sup>2</sup>

Crisis management is a relatively new discipline which started to develop in the 1990's, after the occurrence of the Asian financial crisis. The US terrorist attacks on 9/11 changed our understanding of safety in the international tourism forever [5]. Many new realizations were brought after the attacks on other places and countries (Casablanca, Riyadh, Jakarta, especially Madrid and London), after the threats of new health dangers (SARS, bird flu, A/H1N1), after the increased number of natural disasters (tsunamis, earthquakes, volcanic eruptions) and finally the obvious signs of climate change and global financial crisis. The majority of crisis occurrences, from natural disasters to intentionally caused interferences, in the first decade of this century appeared in Asia. Let us mention the two terrorist attacks on Bali, the bird flu and tsunami in the Indian Ocean. Moreover we faced with the accident of the ascending railway car in Kaprun, Austria, British concerns with the mad cow disease (BSE), Anders Breivik's terrorist attack in Norway, the eruption of Icelandic volcano Eyjafjallajökull and outbreaks of violence in many European cities because of the economic recession. Only some of these cases were direct »tourist crises« but all of the occurrences negatively contributed to the tourist industry. The international tourism which reached an incredible rise in the past twenty years cannot solve its specific

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<sup>1</sup>Spanish (seguridad), Slovenian (varnost), Portuguese (segurança), Swedish (sakerhet),

<sup>2</sup>Danish (sikkerhed) in the case of a hurricane a destination is safe because nothing can happen to you there; in the case of a hotel parking the place is secure because it is protected against unauthorized access



difficulties only with basic economic theories of crisis management. Tourism is a multidisciplinary field. The basic structure of international tourism [6] shows that companies (tour operators and travel agencies, hotels, hotel chains, airlines, bus companies, theme parks etc.), as well as local, regional and national tourism organizations, many professional associations, as well as companies whose success or survival is only indirectly dependent from tourism (taxi drivers, florists, agro-industry) are all included in the tourist industry. This means that if tourism is in crisis all of the previously mentioned factors are in it as well.

The crisis management in tourism presents the activities before the occurrence of crisis situations, activities during the crisis (acute) period and the activities after the crisis; and that the crisis management means a holistic approach to complex global risks, dangers and problems [7]. When reacting to crisis, the collaboration of different subjects (interdependence) is essential. The crises differ in cause, duration and consequences. It is no longer a case 'if' a business will face a crisis; it is rather a question of 'when', 'what type' and 'how prepared' the company will be when dealing with it [8]. Both statements illustrate that although organisations are able to design pre-crisis strategies to help with the crisis management they are often unable to prevent a crisis from occurring. However, the real challenge is not to recognise crises, but to recognise them in a timely fashion [9]. The decisions undertaken before a crisis occurs will enable more effective management of the crisis, rather than organisations being managed by the crisis itself [10, 8]. Proactive planning through the use of strategic planning for crises will help reduce risk, time wastage, and poor resource management, and will reduce the impacts of crises that do arise [11].

## **2. The types of crisis in tourism**

There are many different kinds of definitions for the word crisis. However, the word crisis comes from the Greek word "krisis", which means decision or differentiation. A crisis can be described as an undesired, extraordinary, often unexpected and timely limited process with uncertain possibilities to develop. The crisis are situations where the core values are threatened, the time for measures is limited, the conditions are uncertain and stressful [12]. While some authors define the crisis as a state, others understands it as a time limited process which starts when conditions for decreasing of the existing state appear or when limitations for reaching the given system appear and these conditions continuously decrease or deviate from a desired situation [13]. After reaching the peak of the decreasing or deviating state by building suitable measures, the system is returning to a new or a desired state; at that time the process of crisis ends«. The crisis is a triggering event which causes or has the potential to cause significant change. Every crisis is unique

and unexpected; urgency and danger are characteristic for them. Crises reach a crucial point when change is inevitable [14]. The facts show that the number of crisis situations which directly affect tourism is rising and this is the reason why the countries, where an important share of the GDP comes from tourism, try to limit or prevent the causes for the crisis occurrence. Direct and measurable damages caused by different forms of crises in tourist industry are great. With the first terrorist attack oriented directly on tourists in Luxor in 1997, when under the shootings of Islamic extremists 62 people died, the uncertainty settled in international tourism. In the industry which was always considered an industry that was kind to humanity (a sort of a “smokeless industry” which connected people of different cultures), it became clear (especially after the 9/11 attacks in the U.S. in 2001) that the crises (in tourism) are not only the concern of the cyclical movements of global economy but are also becoming a part of a so-called “new reality” [15]. Another example of this, the Bali bombings in 2002 were a terrorist attack where tourists were targeted. 202 people, mostly British and Australian citizens, were killed. The 2002 bombings had a huge impact on Bali’s tourism, which is shown on the decline in the hotel occupancy rate from 69 % to 19 % [16]. Terrorism is strongly influenced by politics. Terrorists use tourists as targets for tactical reasons, to gather more publicity and therefore terrorists have a strong bond with tourists. The second type of crisis is natural catastrophes, which are usually unstoppable and unpredictable. However, both tourism and climate change have effect on natural catastrophes. The last type of crisis included in this thesis is a health crises, especially pandemics. Health crises are more avoidable and controllable than other crises. Pandemics spread easily among humans, which is why tourism is one of the reason for them to spread around the world [17]. After a terrorist attack, planned vacations are likely to be cancelled and tourists might substitute locations with those they believe to be safer [18]. We must not forget that the travel and tourist industry is one of the biggest industries in the world and that in most of the countries it is between the top three industries [19] and this is the reason why the consequences are more significant.

To better understand the scale of the possible causes for crises in tourism, which in a geographical category can be local, regional, interstate or global, we are going to look at the structure of the generic causes for the crises in tourism (Chart 1). Safety crises are primarily the crises brought by potential causes. This is especially important from the viewpoint of preventive and curative measures for preventing the crises occurrence as well as eliminating their causes and consequences. We divided the causes between socio-political and natural-technological on the x-axis. On the y-axis we divided the causes into regular and irregular. This is how we got four quadrants in which we inserted six groups of causes for crises where one of the groups of causes was set at the intersection of the x-axis and y-axis, and the other at the zero point of the

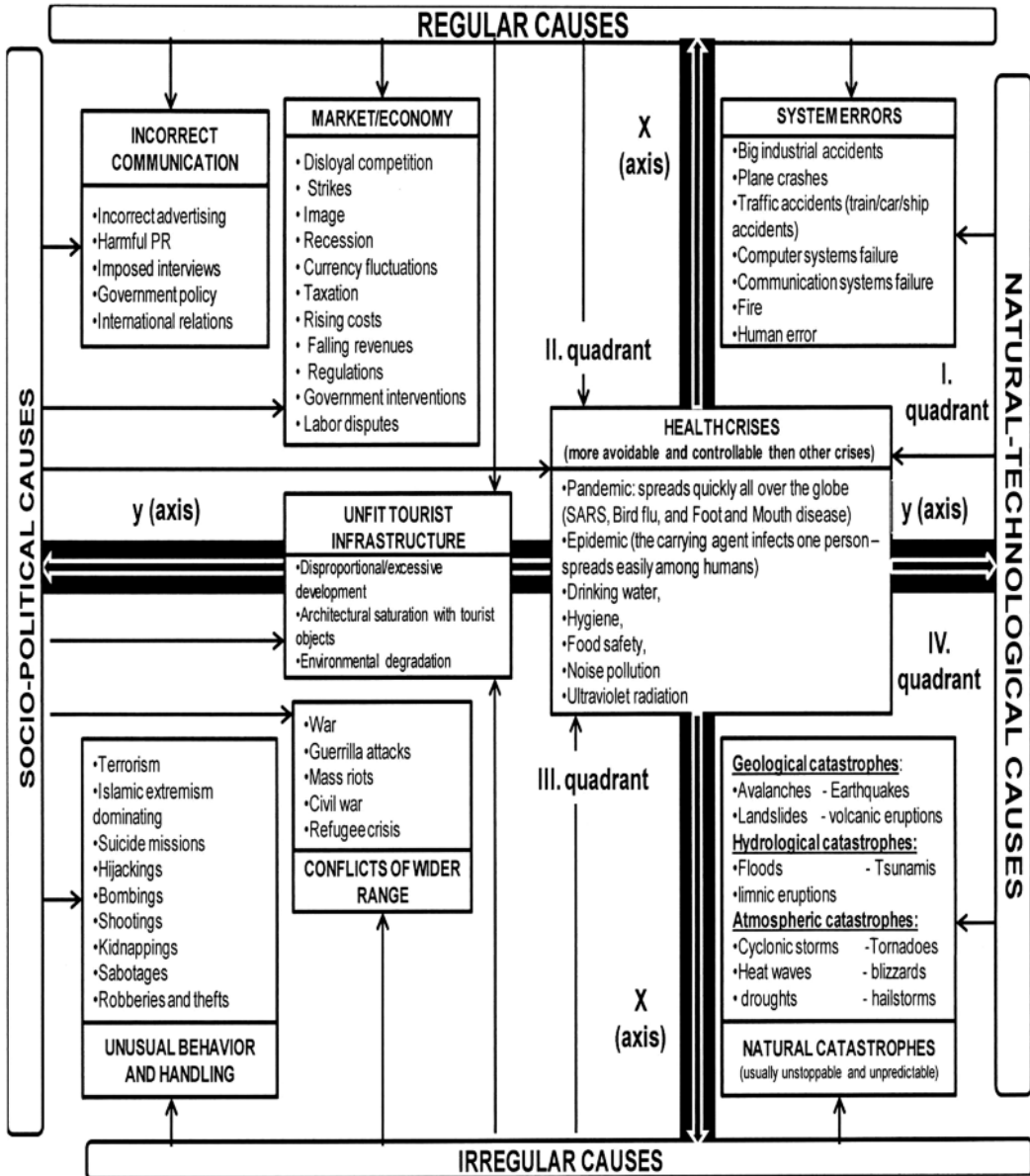
x-axis. In quadrant I we set the symmetric of natural-technical and regular causes as System Errors as a group of causes for crises in tourism. In quadrant II., we set a »group« describing socio-political and regular causes for where next groups were described: Incorrect Communication and Market/Economy. At the zero point of the x-axis, between quadrants II. and III. (with the same influence of regular and irregular causes and under the influence of socio-political causes) we put the group of causes that we named Unfit Tourist Infrastructure. In quadrant III., we inserted, as a »group«, the socio-political and irregular for causes the next groups: Unusual Behavior and Handling and Conflicts of Wider Range.

In the quadrant IV., we inserted, as a »group«, natural/technological and irregular causes in the group Natural Catastrophes where we can find geological catastrophes, hydrological catastrophes and atmospheric catastrophes. At the intersection of x-axis and y-axis we set group of crises related to health because they are under the influence of all four causes for crises. The term generic causes of crises in tourist industry was used because equal or similar (generic) causes for crises appear at different tourist destinations. By dividing the groups of safety crises to four quadrants we can discover their occurrence, level of risk and measures for more efficient consequence prevention or elimination. In quadrants I. and II. we can see crises which are more common and predictable, therefore we can easily prepare efficient preventive measures to eliminate them or decrease their impact. In quadrants III. and IV. we see uncommon or irregular crises. Their occurrence is more difficult to predict and define and preventive measures for elimination of this type of crises are more difficult to prepare and perform. Crises from quadrant III. and IV. need to be accompanied by planning and careful preparation of curative measures which are performed at the time of the crisis occurrence. The purpose of these measures is to reduce the damage caused by the crisis. The crises in quadrants II. and III. which occur because of the socio-political causes are usually limited to specific tourist destination or geographically connected destinations. The crises occurring because of natural-technological causes have consequences that affect wider geographical areas. The consequences of the crises from quadrants I. and IV. mostly affect more tourist destinations. Because of the characteristics of specific groups of crises we placed the health crises in the crossing of all causes. The reason for our placement is the fact that efficient preventive measures for certain health crises can be prepared, while for some health crises this is not possible. At the same time certain health crises are limited to specific areas while others can spread to very large areas and affect more states/countries/tourist destinations.

The people responsible for the preventive or curative measures at crisis occurrence can, in the process of planning, take experience from similar or equal (generic) crisis situations from the past as a basis. The fact is that certain causes for crises can appear anywhere across the world, while

Chart 1

**The structure of generic causes for the security crises in the tourist industry**



Source: Authors

certain causes for crises can appear only in certain destinations because of their social, political, natural (geographic) or technological characteristics. This means that some destinations are more receptive to certain causes and sorts of crises (because of their geographical position some destinations are more threatened by tsunamis, hurricanes and earthquakes. Other destinations are, because of their socio-political factors, more receptive to conflicts of greater dimensions, terrorism or crime). Regardless of the type of the crisis that affects a particular destination, each and every phenomenon causes problems if not a total blackout at work and development of a tourist service.

### **3. The impact of security crises on tourist destination**

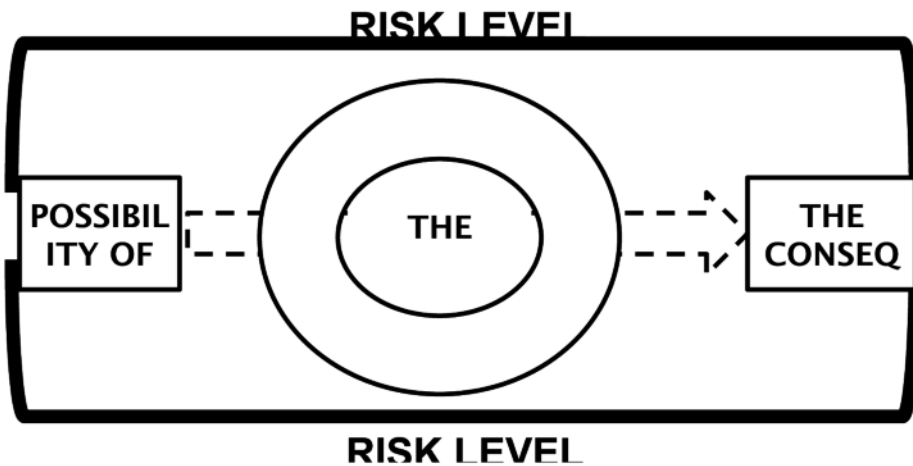
The traditional idea of national security was entered in to the concept of safety in tourism [20]. It includes sufficient number of measures with which the country can successfully assure the safety of its territory, the safety of society and the safety of its citizens in cases of real and unreal threats. This means that the safety of tourism at different destinations is regulated by the country and its institutions where concrete destinations and its tourist subjects (transport, hotels, spas, restaurants) are located. The traditional idea of national security is applied to the idea of certain destination safety. The forms and ways of ensuring national security on one hand and the chosen standard of safety on the other, have a direct impact on tourist flow and the tourist and traveler visits within the country.

Because of the massive flow of information and data on the World Wide Web we can choose destinations which are most fitting to our personal needs and preferences. The success and quality of certain tourist destination is therefore dependent on safety. When at tourist destinations or in their vicinity threats of safety appear, they always leave a track in tourism [21]. The analysis of the risk level at different safety events at a certain destination can give us the security evaluation of danger at a tourist destination.. The listed negative safety threats and crises slowed down the development of tourist destinations for a shorter or a longer time, depending on the response of all the people and sectors involved in the tourist industry at a specific destination. The diagnosis of risks in the tourist industry is directly linked to the formation of safety evaluations of specific tourist destinations. In the safety evaluation the safety risk is analysed and defined. The level of possibility of a safety risk occurrence and the level of consequences are defined. The level of risk is the product of possibility of risk occurrence and its consequences for tourism at a destination. The risks and threats must be recognized, defined and afterwards managed [22]. The safety zone and its sources of risks and threats directly affect tourism, global tourist flows and popularity of tourist destinations. If countries wish to reach and maintain the positive

trends of tourist industry growth, the safety risks and threats must be maintained [21]. These findings are further justified by article 1, line 4 of the UNWTO [23] code which exactly defines the competences and responsibilities of countries and local government in the field of tourism safety: »It is the task of the public authorities to provide protection for tourists and visitors and their belongings; they must pay particular attention to the safety of foreign tourists owing to the particular vulnerability they may have; they should facilitate the introduction of specific means of information, prevention, security, insurance and assistance consistent with their needs; any attacks, assaults, kidnappings or threats against tourists or workers in the tourism industry, as well as the wilful destruction of tourism facilities or of elements of cultural or natural heritage should be severely condemned and punished in accordance with their respective national laws«.

Chart 2

**Vulnerability of a tourist destination**



Source: Authors

The possible cause of an unwanted damaging event [24] represents the possibility of risk – the threat. The influence of the threat (crisis), the vulnerability of the destination (Chart 2) can come from the geographical position, political or social state, the climate, technological (under)development and similar. The vulnerability of a certain destination is a characteristics or a weakness of a source because of the level of risk – crisis and its consequences are smaller or bigger. The possibility of a risk occurrence is also determined by the vulnerability of a destination. The level of vulnerability is set by the level of preparedness of all subjects of a specific destination to deal with the risks preventively as well as



curatively. The possibility for the occurrence of the potential risk and the consequences brought by the potential occurrence represent the level of a specific risk. The analysis of risks covers the possibility that the cause for the crisis will activate, the possible consequences and their size.

The consequences of crises can be categorized by the time of their escalation. According to the time of escalation we can find sudden (rapid) and longer lasting crises. Some types of crises (natural disasters) have a typically rapid transition to a state of crisis while some transitions are slow and need several years to return to the normal state (floods in New Orleans, tsunamis in Indonesia, earthquakes in Haiti and Japan). The crises with complex long-term consequences mostly highlight the critical views and questions with different dimensions (nuclear disaster in Japan in 2011). A case of a rapid or sudden transition to a state of crisis is a terrorist attack where usually their return to normal state is much faster (Sharm el Sheikh in 2005). Some of the crises transit slower (epidemics, pandemics of infectious diseases and other infections) but return to normal state fast. There are also crises where the transit to a state of crisis is long lasting (the influence of organized crime at a certain destination) and the resolution of crisis is slower and takes a longer time.

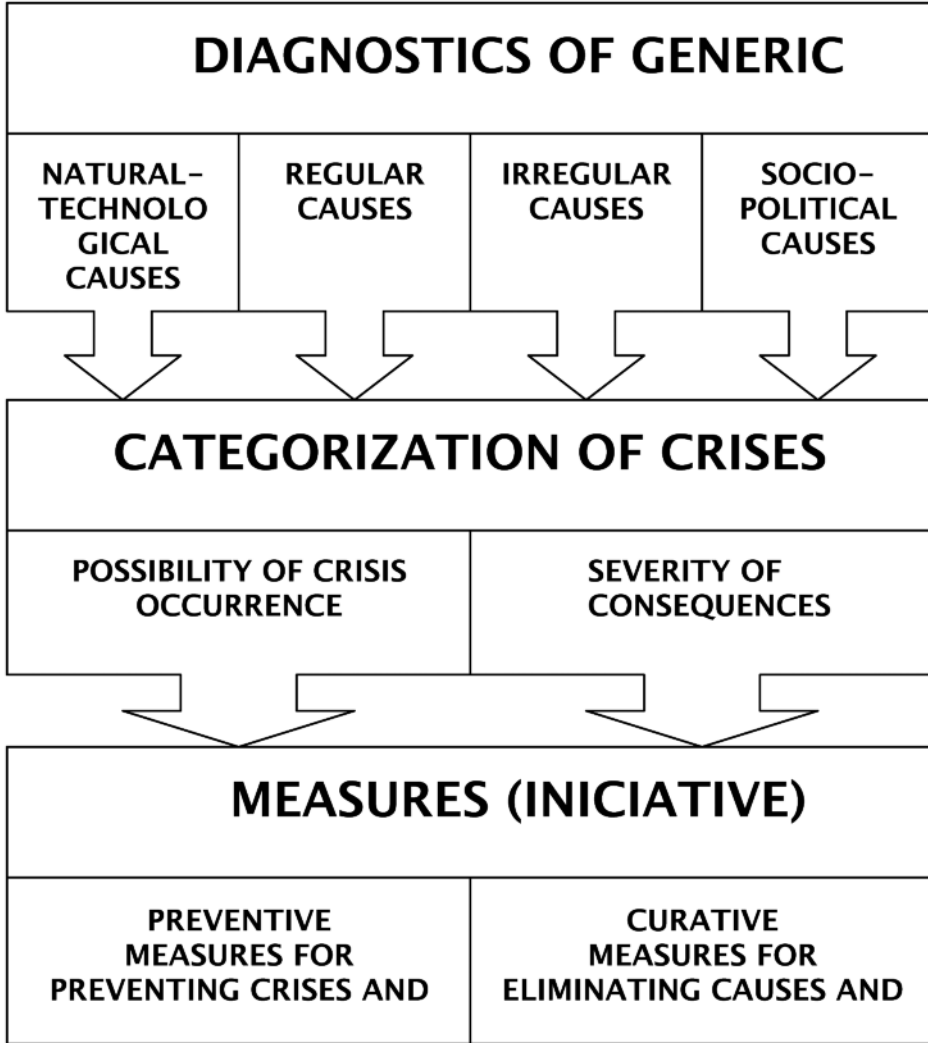
#### **4. Conclusion**

Because of the »massive« flow of information and data on the World Wide Web we can choose the destinations which fit us the most, according to our preferences and needs. The growth and development of tourist travels can be stopped by unpleasant safety conditions on a global and on a local level. The key element of all planned travels, either for business or pleasure, is surely safety. The specter of factors that have an impact on safety in tourism is presented as generic causes for the crises in tourism in Chart 1. In the article we wanted to answer some important questions that deal with causes for the crises which have a direct or an indirect impact on tourism. At first we wanted to answer the question if we can make an overview of all the causes for crises. For this purpose we analyzed the causes for crises and on the basis of our findings formed a matrix into which we inserted the generic causes for crises (Chart 1) and defined the connections and relations between them. We must emphasise that all the crises that have an impact on tourism are at the same time safety crises, which is important from the viewpoint of preventive and curative measures.

The next question to be answered was connected to the evaluation of each crisis. The crises were evaluated and categorized by defining the level of risk they bring. Only then could we create the model of the level of risk for each crisis cause, into which we added the potential preventive measures to prevent crisis or to eliminate the cause, and the curative measures for eliminating the consequences and the cause for crisis. With these tools we can, for each tourist destination, define the levels of risks for specific areas



**The model for diagnostication and categorization of generic causes for crises in Tourism**



Source: Authors

of causes for crises. The result is the model for diagnostication and categorization of generic causes for crises in tourism (Chart 3).

In the last fifteen years the safety, for various reasons and occurrences, has been under the spotlight, and this is the reason a reduction of negative feelings and fears about the security situation at a particular destination is becoming the key to a successful tourism industry. Given the fact the travel

and tourism activity for the entire international economy is extremely important, the safety of the country as a tourist destination is a competitive advantage for both, the travel and tourism industry as well as for all other entities of the economic development. The importance of safety in the travel industry (the range of tourist destinations and transportation offered by the tourist agencies - tour operators) needs to be highlighted. The travel industry as a tourist industry has a strong and direct impact on all other sectors of tourist activities, such as accommodation, catering, conference tourism, and also on other sectors of the economy that depend on business trips and visits. If in a particular country or a destination a security crisis occurs, it has a great impact on tourism. The desire of every tourist industry is to restore the confidence of tourists and safety in their country or destination as soon as possible after such crisis. The tourists generally have a short-term memory in terms of security situations at some destinations because they will take a trip to the same destination as soon as the immediate danger disappears [25]. History teaches us that security disasters have a devastating effect on the flow of tourists, but the fact is that tourist destinations react differently to the impact of security crises. There is a significant difference between the origin/cause of the crises (Chart 1). If the cause is man-made (war, terrorism, civil riots), the consequences of distrust of the specific destination is much larger than in the case where the cause is natural (earthquakes, tsunamis, volcanoes). It should be emphasized that natural disasters (e.g. Haiti) in fragile states also have long-term consequences, as they will cause the collapse of the rule of law, which consequently means less security. In stable countries natural disasters (hurricanes in the U.S.) have a smaller effect. These examples show that the response of a specific destination to the generic causes of crises depends on their development, stability and order. The more the destination's (country, region) administrative, technical, social and political environment is regulated and stable, the easier it will be to cope with preventive measures for safety crises or counter the consequences of the crises and create the original state.

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# Perspectives on Travelling and Identity: Activating Self-Concepts According to Different Cultural Contexts

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## **Abstract**

The presented study aims to approach the complex topic of travelling and identity. Being a traveler in a certain country and its cultural context is always influencing the general and situative identity. Certain parts of the own identity can be reinforced or neglected. Greve [27] showed that there is an activation of different self-concepts according to different cultural contexts. This paper is based on an empirical research in order to investigate these aspects. It is the first empirical study done concerning self-organized travelling and identity. To study this, an open approach was used following the principles of grounded theory [26]. The method applied was a half-structured interview. 110 face to face were carried out with persons from 11 countries and therefore different cultural backgrounds. The data was analyzed using the methods of content analysis [39]. Travelling and longer and stays abroad update both the dynamic as well as the static aspect. Travelling interestingly resulted in context related identity modifications as well as in the stabilization / consolidation of certain other areas of identity. Values and criteria for values had been changed as well as tendencies to act, habits and expectations of self-efficacy. More than 40% of the interviewees considered travelling as a phase of self-positioning, similar to the moratorium. Identity changes had been proved especially in 3 areas: self and personality, values and behaviour. In the area of self & personality had been evidence especially for processes of self-updating, self-expansion (in adding new features and nuances to the self). The qualitative research revealed a clear connection of travel motivation, place, cultural context and identity. There is evidence that searching for certain different contextual variables systematically help to add new facets to identity. Travel motivation and behavior is quite often connected to certain biographical stages and values with respect to cultural settings. It implies various cognitive and behavioral consequences which can last for a long time according to the duration and personal value of the travel or special travel phases. Most of the empirical data showed phases of 2-4 years with a certain preference for one or more countries with similar features.

**Key words:** Self-organized travelling, identity, situative identity, self-concepts, topographical identity, content analysis, grounded theory, initiation, moratorium, self, social psychology

*JEL Classification:* Z130, L830

# **1. Theoretical Background**

## **1.1 Identity and Identity Theories**

Often self and identity are considered to be more or less the same. But the self-concept of a person comprises different identities which are organized in a specific hierarchy according to their importance of the self. There are different concepts of identity used, e.g. social, individual, cultural, national, motivational, and functional or role-identity.

Considering all theories of identity we can separate two different types of theories: Static and dynamic theories. The former considering identity as more or less solid, the latter as more or less flexible in accordance to context. An important static identity theory is for instance the one of Erikson [20]. In contrast Krappmann [34] is not accepting any primordial identity but is describing identity as conditioned by circumstance. A dynamic concept of identity is also represented by Simon & Mummendey [47]. They are pinpointing identity as a relational construct which is developed, represented and modified in social contexts. Thus, it is always dynamic ally related to differing social contexts [47; pp. 13].

Straub [50] tries to combine both models of identity: the one which considers identity as solid and the one which prefers to consider identity in terms of change. Identity is therefore an entity of integrity which is represented by a subject based on its feeling and understanding of itself under changing circumstances and according to a certain set of space and time variables.

Keupp [32] prefers a more postmodern concept of “patchwork identity”. This means a less stable, more provisional and temporary concept of identity which consists of certain different fragments. This means an exploration of different life scripts, life styles, conditions and ways to be and to act.

Not to fix or establish a fixed inflexible identity can be an adaptive model in times of social changes.

## **1.2 Travelling and Identity**

Eric J. Leed [36] describes in his book “The mind of the traveler” self and identity of the traveler. He interprets self-organized travelling as a trial which can result in winning more personal profile and self assurance.

According to Leed [36] travelling reduces the self to the essential. This implies the possibility to recognize what is essential about the self. He describes the stripping off of certain not any more functional components of the self which reveals the non-reducible core of the self. Bereswill et al, [5; pp. 61] agrees. She argues that departure is a moral experiment, which reveals which aspects of the self can be left behind in the context left and which ones are necessary parts of the self. Exactly this is meant when stating that departure is the revelation of the conformist self. It helps to

sharpen and enlighten the real contours. Departure objectifies the traveler. The traveler becomes an object outside its defining relationships. The Traveler becomes more of an autonomous individual. While traveling, the individual becomes autonomous as the self is released from its familiar and at the same time confined environment.

In contrast to Leed, Bereswill et al. are pinpointing that the real alienation of the individual lies in everyday life. "The everyday distraction leads to a constant alienation from the true self which can be rediscovered abroad or at least away from its usual context. Life at home appears as a stimulus overflow." [5; pp. 14].

Leed [36] emphasizes that self-organized travelling can be helpful to develop the very own potentials and skills but more important it helps to reveal already existing features which are more or less hidden in the backyards of the self. Unfortunately, his interesting notions are not based on a systematic empirical research. But nevertheless, he uses an approach resulting from his background in the cultural sciences and interprets data such as reports, stories, autobiographies and travel literature. The results of his analysis are similar to the ones of other studies. Similar results can be found in a study of Bereswill [5]. Bereswill describes in a similar way that travelling reveals parts of the self the individual is not yet aware of but which are already there (undercover). Besides this unfolding of already existing or potential skills intense travelling also quite often reduces the personal identity and self-concept to its fundamental and essential part.

Travelling tends to stimulate self-awareness and makes one sensible for what is important and meaningful for oneself. Coiseneau [11] describes some self-organized travels as a form of pilgrimage – in that we are looking for something which is meaningful for us or makes sense for our lives.

Travelling implies a freedom of obligations and patterns of everyday life and therefore has a potential of clarifying the own embeddedness in the world if one is open for it. Huston Smith [48] postulates that the things of life do have such a strong gravity to swallow us up. Conscious travelling helps us to recognize this fact: the constant change of scenery helps us to recognize the expectations of the world to the individual and to recognize which they are and how important and current they are for the own self [49]. Crucial for it are the same factors which make travelling full of meaning and experience openness, consciousness / awareness and easy reactivity / sensitivity (cit.)

At the same time, Leed emphasizes that "self" and "location / space" are related entities – and that self can be changed by changing places. He describes the consequences of being abroad on the mind: the ability to observe, the self and the world. Leed locates the travelling self between the splitting of ego and self awareness. At this point both is possible: winning and losing. An environment of the self as a concentration of essential parts of the self is potentially possible as well as self alienation.



## 2. Research Questions

The problems investigated are:

- How is identity influenced by travelling and changing context and how is the own self and identity perceived in terms of flexibility or consolidation and in terms of reduction to the essential or extension / broadening of identity features?
- In which way does context influence identity?  
How do people perceive themselves in relation to other contexts and how is the situative identity influenced by certain cultural contexts?  
How and in which ways are self-concepts activated according to different cultural contexts and which destinations are preferred at a certain time and biographical stage?  
Are there certain biographical stages for travelling to certain places?
- Is there empirical evidence to the notions of Bereswill and Leed and Huston Smith?

## 3. Methods

To identify how identity is changed by travelling in a foreign context a qualitative approach was used. 110 semi-structured face to face interviews were carried out asking about subjective experiences concerning identity and the possible changes of identities. The interviewees included 48 men and 62 women between the ages of 21 and 82, all of whom had been travelling and the travellers ranged from usual to unusual traveller, backpackers, cultural and topic travellers, excursionists, tour travellers, off-beat tourists to world travellers and the walking-tour of craftsmen. The interviews were limited to self-organized travel. Travelling times lasted from 2-3 weeks up to 3-5 years. The study is partially intercultural and included interviewees from 11 different nations (e.g. from Germany, Switzerland, Australia, the Netherlands, Czech Republic, Russia and the US).

There were no charter tourists and business travellers included because the decision making and motivational process as well as travel experiences and the amount and intensity of contact to the context are very different to self-organized travellers. Furthermore the area of organized travelling has been already extensively studied. The interviewees had been selected using the principles of theoretical sampling.

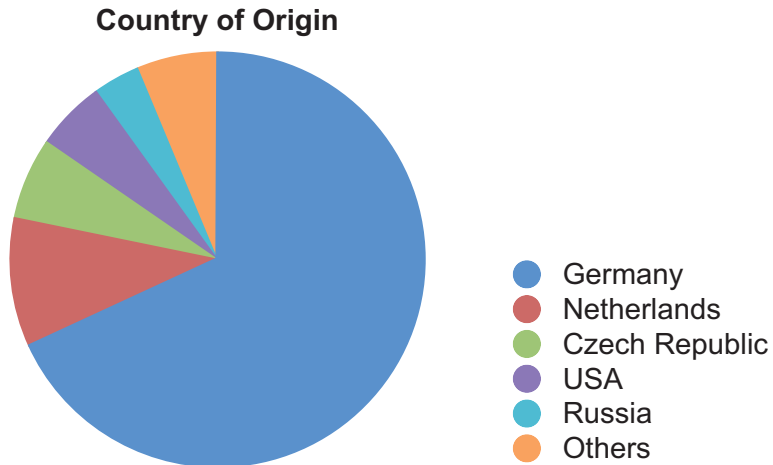
The problems under investigation were, how identity is changed while or after travelling and how people perceive themselves in relation to other contexts; how the situative identity is influenced by certain cultural contexts, how and in which way are self-concepts activated according to different cultural contexts? Which destinations are preferred at a certain time and how is travel motivation and behaviour connected to certain biographical stages and values with respect to cultural settings?

To study this, an open approach was used following the principles of grounded theory [26]. The data was analysed using the methods of content analysis [39] and frequency measures. To achieve the highest-possible objectivity in analysing the data, the interpretation of the interviews and construction of categories were done in cooperation with two other ratters. This was in order to increase validity and to ensure the highest possible reliability. The whole process of collecting and interpreting the data followed the principles of data- and analysis-triangulation.

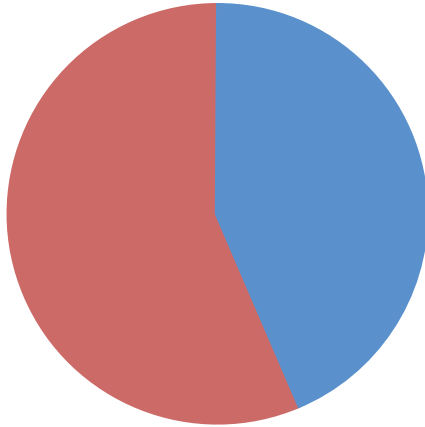
This study is the first empirical study done concerning self-organized travelling (in different forms) and identity. The method applied (a qualitative research based on semi-structured interviews) is a typical method used in the social and human sciences especially in sociology and social psychology. The methods used are described as very suitable for basic research on rather new topics [39; 24; 26] in order to get a large number of features of each case to extrapolate codes and categories from the qualitative data (the transcript of the interviews). The formed categories based on the codes and concepts are the empirical basis for the creation of a theory. A key feature of grounded theory is it provides for inductive enquiry a systematic means of generating new theory.

Graphs 1 – 4

**Overview over All Interviewed Travellers (n=110)**

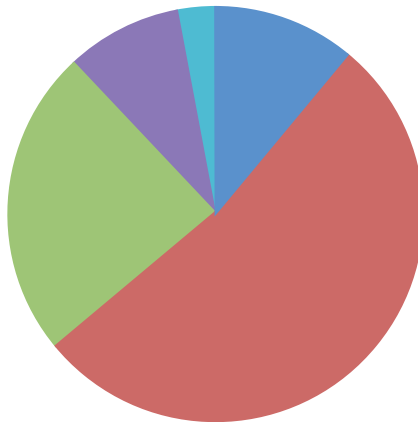


### Sex



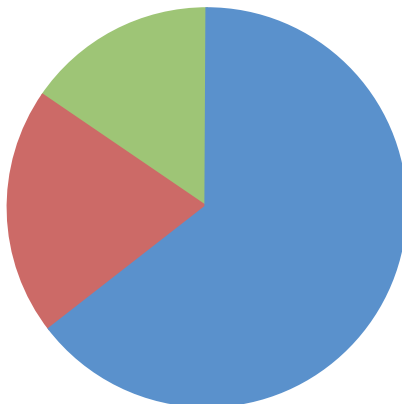
- Male
- Female

### Age



- 19-25
- 20-36
- 37-48
- 49-60
- 60-82

### Educational Level



- Higher Education
- Medium
- Low

Source: own research

## 4. Results

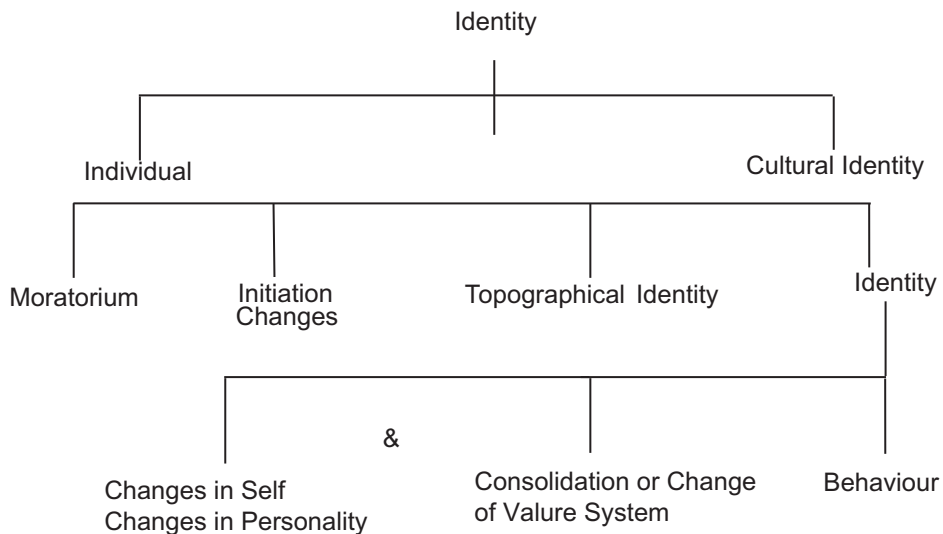
“Identity is a journey. Not a place.” (Sten Nadolny: A god of insolence)

No question: being abroad is influencing identity. There have been plenty of proofs that identity is influenced by travelling and change of context. How identity is influenced and in which features will be explained in the following passages.

The following scheme gives an overview about all modifications in identity the study revealed:

Graph 5

### Possibilities of Modifications of Identity and Self by Travelling (Based on the Results of the Research and Theoretical Considerations)



Source: own research

### 4. 1 Construction of Identity Abroad

In the course of the study, the interrelationship between the static and dynamic identity becomes evident. Travelling and stays abroad update both the dynamic as well as the static aspect. Interestingly, travelling can lead to both a context-dependent change, as well as to a stabilisation / consolidation of certain particular areas of one’s own individual identity. More than anything else one’s own values and how one assesses and evaluates things can change, as well as the criteria they are based on. Actions, the scope of these actions, habits and self-efficacy also tend to be influenced.

Most notably, it comes surprisingly often to a stabilisation of one's own individual cultural identity. For many, it is because of the travel or time spent living abroad that they recognise and accept their own cultural roots. It is a paradoxical twist that an appreciation of one's own cultural identity quite often originates from being detached from it. Interestingly, confronted with the pattern of a foreign culture, the identification with one's own is reinforced.

Travelling not only influences one's own biography, but in certain cases something akin to individual-travel geography and therefore as well a travel-based biography seems to develop and emerge. Apart from the individual biography having an influence on travelling (travel behaviour, preferred destinations, travelling style), the countries that are travelled to also have an influence – and under certain conditions and circumstances, introduce new nuances into the personality or lead to a specific change in values, habits and behaviour and, as a result, the identity.

However, there are also general effects on the identity which cannot be assigned to the influence of any specific country. In many interviews, those interviewed described how travelling enabled them to see their own lives from a distance and from a different perspective, that in certain cases, new insights were gained or a shifting of emphasis took place as to what is important - as a result of taking in another perspective. A state of clarity was gained which would have been impossible to arrive at in a habitualized life at home.

A number of those interviewed described how travelling helped them to put distance between them and factors that were burdening them. The necessity to orientate themselves in a foreign environment is connected with a sharpening of the senses which leads to a state of increased alertness and vitality that can have almost psychotherapeutic characteristics. Though travelling can often have a positive and energising effect, it also can have the opposite effect. One gets the chance to step back from everything, gain courage and confidence as well as to instil intensity into one's life, but at the same time, one can become uncertain because of so many new and constantly changing features and surroundings. Through learning to understand what is different, one can begin to understand oneself: the contrast gives contour to the perception.

#### **4.2 Travelling as a Phase of Moratorium and Determination of Position**

Travelling can be regarded as a phase of self-positioning. It represents a form of moratorium in the sense of the model of the ego identity status by Marcia [38], a socio-cultural and temporally limited freedom which makes transitions in life more likely and decisions easier. In the moratorium phase alternatives are examined. Though an inner commitment does exist, it is however vague in this transit phase. Travelling implies a distance to one's established life and normal context,

as well as time for reflection, the making of plans, new scripts for life and decisions. Travelling for a longer time invariably leads to one confronting oneself and the question who one indeed is.

The foreign environment acts like a mirror and puts opportunities and possibilities for comparison at the traveller's disposal. This allows the traveller to take a step back and consider the role which they fulfil in everyday life. In consequence it often came to processes of self-reflection and the questioning of the way one is living one's life. This often led to the re-emergence of old conflicts and a break-down of identity. This contrast gives contour to the perception. This can strengthen certain parts of one's own identity and mean a weakening of other parts, however this almost always leads to a self-actualisation: elaborated self-concepts are adapted or changed.

"At first I had imagined that when you're travelling that there are lots of stimuli, that you are constantly experiencing new things and that you are always busy with these external things. But then I realised that it was actually the opposite... I realised that this was lacking distractions and that as a result I have been confronted with my inner thoughts and feelings. Things I never had time for at home and was able to think a lot of things to the end. That was very hard to deal with at the beginning, but after three months I felt that I had been released from these things. I think I had carried around a lot of emotional baggage and there I had the time to think these things through to the end and then they were done and they didn't bother me anymore." (R98, doctor, 33)

That definitely makes one more conscious of things that have become an uncontrollable habit when staying in familiar surroundings and allows one to question, examine and modify them. Like Bereswill and Leed postulated (as mentioned before) the distraction lies in everyday life. It makes one more conscious of one's role in life, of one's own values and one's own behaviour. This often leads to an astonishing acceptance of one's own background, in which one's own living standard is recognised from a far. At the same time it results in a more differentiated perspective of the positive and the negative aspects of the own culture and individual identity, which represent not only the base for one's self-positioning, but also the modifications of the Self.

Periods of extended travel or a journey of particular meaning can show traits of a Self-enacted Initiation. In order to test this hypothesis, more light must first be shed on the term Initiation and its features and then relate them to a number of those interviews in this study who showed aspects of this features. The term Initiation was even used by some of the interviewees themselves describing the similarities of long periods of travelling or long journeys to the myth of probation and trial in a foreign surrounding and in consequence the transition to an new phase in life.

But first of all defining the term Initiation: The French Ethnologist Arnold von Gennep described in his classic work "Les rites de passage" [52] – that ritual behaviour has similar functions and forms in all cultures and it usually represents the transition from one phase of life to another and the adjustments which need to be made to one's own identity as part of this, so as to meet the new challenges. His book is now regarded as standard reference material. In many of the interviews forms of self-updating had been described when making reference to identity, which could only be accomplished in the distance and the transition phase of travelling. Gennep also saw the importance of the Initiation in being detached from the old surrounding and in putting some distance between oneself and the previous state.

It can therefore be said that Initiation rituals accompany biographical status changes and shifts in identity. Furthermore extended periods of travelling and important journeys often take place at breaking or turning points in one's own life and biography. The questioning of identity is commonly, though certainly not always, a conscious or unconscious trigger for extended periods of travelling or important changes in the personal context. And modifications of identity are often the result of these experiences. Many extended periods of travel were conducted during periods in life which had a strong influence on identity anyway, as for example, after studies had been finished, after completion of an apprenticeship (as in the case of Walz) or following the break-down of a relationship or the start of a new one. Quite often these long journeys had been done at the end of specific chapter in life and in some cases started new ones in the consequence. It is also often during phases of transition when decisions are to be made: the decision for or against a profession or a partner, also the first independent long journey without one's family is crucial and part of the detachment process from the parental home and the transition to adult life and many others.

"So Latin America ... a lot changed while I was there. That was also a bit of motivation in a way. It was a year after finishing school. I didn't want to let the chance to travel go before I started studying or something else came along. And it was also a time to consider such things as job and career – what do I want to do and so on. That was important and that had certainly changed quite heavily my plans - due to the extreme poverty. It was the reason why I decided against studying theology, although I had already been offered a place." (R 51, Works for an NGO in Brussels, 35)

"I travelled for an entire year. I travelled right across Europe, to the Balkans, Italy, Belgium, the Netherlands and Britain. The largest part of the time I spent with my sister in Italy. It had been planned for a long time. I had just finished all of my exams. I then travelled to the Netherlands and lived there then for the next nine years." (R 40, Researcher on women's issues and photographer, 46)



Travelling resembles quite often the transition rituals as described clearly by Gennep:

the departure (separation), the travelling itself (transit, transition) and the arrival (integration).

The research results at hand allow the assumption that extended periods of travel and time spent living abroad can be regarded as being comparable to modern Initiation rituals. This of course does not apply in each and every case, but it does for those who undertake these journeys or spend time living abroad at critical points in their lives or these journeys and times living abroad lasted long enough that a massive influence of the identity could take place. In modern European culture there are very few set Initiation rituals which mark the transition from one phase of life to another and adaption of the identity to the new challenges (with the exception of the social Initiations such as weddings or christenings, though these are to be regarded far more as religious in character). Travelling seems to fill this gap, and in the fullest classical Renaissance sense: as rebirth of self-actualisation. Travelling to a foreign environment represents an Initiation ritual during which the traveller very consciously challenges themselves and creates their own transition situation within a non-institutionalised framework.

“That has little or nothing to do with the country as such, but more with the self-reliance to go and to allow yourself to be drawn into the adventure. Or in another way: I read about the Greek heroic legends in which foreign lands have a special meaning and that is that one is raised within a family and one’s own culture but that one only becomes initiated in a foreign country. That means going out into the world and overcoming the challenges met there before one can return having truly matured.”(R7, Postgraduate student, 28)

With respect to the question about the change of her identity, this interviewee made explicit reference to the classic Greek heroic legend and its components: the socialisation at home, in order to then seek the challenge and probation afar. The Odyssey is a classic tale that describes the Initiation in foreign lands. Joseph Campbell also described the myth model in the heroic journey in the phases „separation, initiation and return“ [11]. The fundamental principle behind these descriptions is that everything that one learned proves its worth in the wider world and if it is of use or not.

The first step is always the departure and the separation from the normal context, the courage to go and seek new challenges is needed (at least when one embarks on a long journey that has not been organised as was the case with all those interviewed).

“...this self-reliance – I am departing now to a totally new context, where other rules and norms apply and which I don’t know. To go always

requires some courage and one needs to take this courage to make this leap of faith.”(R7, 28, postgraduate student)

“The first was very intense. Latin America. I was twenty. To see the world, to travel, to go away, not a thirst for adventure, but more just to get out, to experience something completely different. To do that with twenty is something very special [...]. It is something that naturally leaves a lasting impression. It was just myself and a friend with our backpacks and the experience of sitting in a plane and realising, oh now I have three months before me and no return.” (R 51, works for an NGO in Brussels, 35)

Initiation is an existential experience. In archaic Initiation rituals, young people need to learn to handle and come to terms with feelings of fear, uncertainty and with pain so as to better be able to deal with these in later life. This happens by going through a process involving various steps: isolation – the transition – the reintegration [52]. The goal of the entire process is to come back with a matured and strengthened identity.

“Yeah, it definitely had a very strong effect on my identity. A little bit of reassurance. Afterwards I knew that I no longer had to be so completely uncertain about myself.” (R 26, urban planner, Dutch 25)

#### **4.3 Topographic Identity. The Context-Dependent Activation of Self-Concepts**

„That you can be a bit different somewhere else, I think that is true.“  
(Cees Nooteboom)

To be a traveller in a particular country always also has an influence on the situational identity. When travelling in specific cultures certain parts of one’s own personality are developed and others may be neglected. An extended period of time spent in a certain location can result in the incorporation of certain new aspects into one’s own self. Leed [36; pp. 86] emphasized that “self” and the “location” are related factors, and that the self can be altered by changing the location. Greve [27] demonstrated that a context-dependent activation of self-concepts exists and Markus & Wurf (1987) described the self as a dynamic system which is related to structured conviction and memory contents and the processes which operate them. All of these notions could be proved in this study. Part of this dynamic system of the self is also the preference for certain languages, cultures and destinations at certain times. There could be found plenty of evidence for this context-dependant activation of self-concepts as described by Filipp in the interviews. According to Filipp, the self possesses not only a temporal and spatial dimension, but also a topographic structure. Various environments are providing different interaction forms as well as a different symbolization of identities [30].

“I have lived differently in these countries, almost always a different kind of lifestyle. It was always still me, just always different aspects of myself.” (R35, Lecturer, 29)

“Every place has its own specific character. [...] It’s not that I’d say that there is paradise and here is somehow the bad or deficient place, but instead, travelling gives me the opportunity to experience different types of quality which are part of each specific place.” (R6, Gema Philosopher and Cultural Scientist, 31)

It is a matter of fact that parts of one’s own identity can be acted out and updated much better in some cultures than in others. To a certain extent, different identities develop when in different cultures.

In a number of those interviewed, the expansion of identity took place in phases, during which something akin to a travel biography could be seen to take on a definite form. These phases which were specific to each person were partially connected with the languages which were learned at the respective points in time, (but the decision to learn a specific language is also connected in a certain way to one’s own identity due to the fact that the fascination with a specific language is also connected with the preference for a certain culture and its way of life) or the feeling of needing to compensate for certain underdeveloped sides of one’s own personality by staying in the country of choice. In the course of the stay and the learning of a language, it often came to the sacralisation of certain places, which in their own way again demonstrated Initiation characteristics in terms of a certain identity, role and the development of new lifestyles and behaviour. In the following, one of those interviewed describes in detail the phases of his travel biography:

“I suppose I’d say that there were various phases. In the phase when I wasn’t yet 18, travelling meant – I suppose you could say – trips organised on a group base; more or less trips within Germany, also between East and West. Then when I started to study, I had a Francophile phase where travelling meant to France and Paris, in loose sense. There was always something different that was happening at the same time, it also had a bit to do with the languages that I was learning. There was a period when Belgium and the Netherlands were interesting because I was learning the language. Then there was definitely a IN US phase. Oh, and there was an Italian intermezzo, when I thought that Italy was the saviour and there was an enthusiasm for Rome and for Italy. I was in Rome twice and then visited other cities such as Venice and Bologna as well ... You could say that the French phase was replaced by the Italian phase and the Italian then by the American. Yeah, and that’s the state of affairs as it stands now: the American phase.” (R6, Philosopher and Cultural Scientist, 31)

The phases were clearly shaped and characterised by the desire for a change of identity and to compensate for certain deficiencies in the Self and the personality that – as described in more detail in the following paragraph – was to a great extent fulfilled.

“For the Italian phase, that was definitely a break-out phase, motivated by a weariness of my somewhat wooden lifestyle. And the French phase, that was a kind of practice in urbanity and elegance and style and a journey to the big city, a city in which culture was of extreme importance. And the East-West journeys were definitely serious trips, particularly against the backdrop of the global political constellation, which didn’t make it much easier it has to be said.” (R6, Philosopher and Cultural Scientist, 31)

For others, it meant, that certain suppressed sides of their own personalities came to life and to the fore.

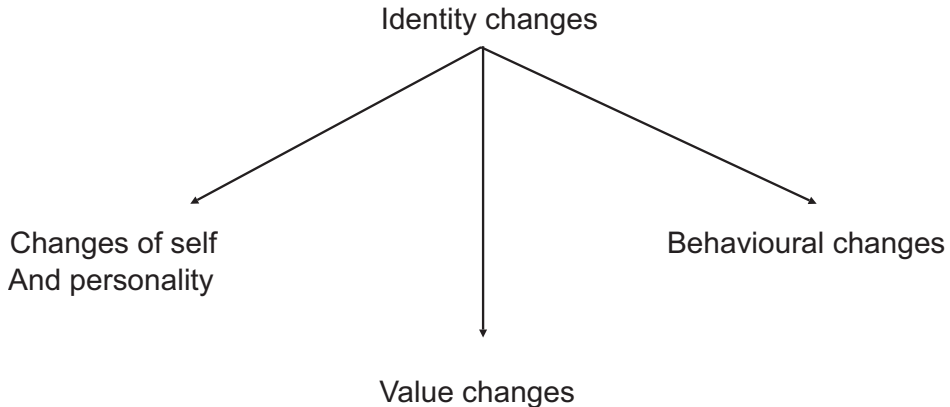
“Spain has had a strong influence on me in terms of the behaviour and the temperament of the people. It really appealed to me. And I kept a lot of it things, I think, such as the conviction that certain things are not right, especially when it comes to being cool. This coldness of Germans in other words. I found it stupid before, but then already after having travelled to southern Europe for the first time, I felt it even more. It gave me the feeling that it doesn’t have to be that way. That it can be better.” (R 20, Film maker, 33)

Interestingly, almost all of the people interviewed described some kind of travel biographies (in response to the question about how their travel behaviour had changed), which happened in phases. Though the way of travelling barely changed at all, the geographical preferences for their chosen destinations lasted for a period of 2 to 4 years and then successively changed. If a preference for a certain travel destination lasted for more than 5 years or more, then it remained for a lifetime or at least for a very long period of time, as the interviews with older persons revealed.

#### **4. 4 Identity Changes on Long Journeys**

Eric J. Leed [36] interprets travelling as a test and application that leads to a gain in personal profile and self-security.

**Components of identity change when travelling and staying abroad for longer periods**



Source: own research

Therefore mentioned exposure and development of long-standing aspects as well as the development of new aspects were observed in the interviews. Changes were established predominantly in self-positioning, self-schemata and one's own personality, as well as in general values and behaviour. The following illustration provides an overview of the areas in which changes predominantly occurred.

**4. 4. 1 Change of the Self and the Personality**

**4. 4. 1. 1 Social Freedom: Release from the Expectations of Others**

“Why do we travel?”

So that we meet people that don't pretend to have known us for ever; so that we get to know once again what is possible for us in this life – our possibilities are limited enough as it is.” Max Frisch The freedom of travelling is not just about distance in terms of time and space, but also social distance. In order to reinvent oneself, one must be free from the determinations and expectations of others.

“But I also travel to get away from the image that others have of me.”  
(R12, translator, 22)

A release from the expectations of others and from culturally mediated standards, which makes it even more possible to find one's real Self or to accept one's own individuality, is specified as a key aspect. From a sociological perspective, Cooley [10] and Mead [40], for example,

demonstrated that the consciousness of the Self is achieved by reflecting on others' reaction to one's self. Freedom from specific expectations of roles that exist in one's personal sphere, and equally the acknowledgement of one's own identity from an external perspective can lead to identity-founding change of one's self-image.

"Yes, my identity has changed 100%. Because you really get a feeling of yourself. Especially when you travel alone. Here you are always defined by your clique, by your job. One way or another you're always part of something on the basis of which you are judged. When you travel, you arrive in a new country and you are acknowledged. Being in Italy made me feel like a woman. Here I have always seen myself as a little grey mouse. The impartiality is great. You're not immediately burdened with bias, dictated by how you dress or what clique you are belonging to. People probably find all this strange. And in order to understand you, they have to get to know you and then you receive acknowledgement. You also have to be alone. It doesn't work if you travel in a group because you're still being pigeonholed." (R13, doctor, 27, lived in Italy for 1 year)

#### **4. 4. 1. 2 Self-Actualisation : Updating one's Self by Travelling**

"We do not necessarily encounter our true Self at home, where the furniture asserts stiffly and firmly that we cannot change ourselves because we won't get anywhere. Our home environment binds us to the person that we are in everyday life and this can differ from what really makes us, us." (Alain de Botton : The Art of Travel)

Long periods of travel and time spent abroad often result in processes of self-actualisation. Here one's Ideal Self and Real Self are compared and adapted. Thus the self-concept changes, e.g. on a temporal level: prospects of identity change, life choices in particular are updated or expanded. But the self-concept is also modified at described, evaluative level, and there are often expansions of self-image and increased expectations of self-efficacy.

But first and foremost it's about casting off unnecessary aspects of one's own Self (e.g. adopted values and long out-dated self-perception) and a release from culturally mediated standards that do not tally with one's own values. This focus on essential aspects and the simplification of practical life (while travelling) and a clear grasp of one's one desires and values (after travelling) was described by almost a third of all travellers, which, in contrast to many other identity-changing factors, depended little on the length of time spent travelling.

"That's part of the key issue. You've grown up in a particular society, and that's a framework that you find yourself in. If you step out of this

framework and into a new context, this can cause a lot of things to shift because these old things no longer work, these old templates. The things that you have learned simply don't work. You rely much more on grasping or reacting to a situation intuitively or relying on basal signals, because indeed you don't understand a language, which, for example, is much more primal and also partly more intense. When you're in another situation, you're also a lot more vulnerable. You can be disturbed much more quickly or be confronted with uncertain situations where you are unaware of how to react. At home there are simply habitual mechanisms. I find it much more dynamic in this respect. It's like purification and casting off an outer layer, like a snake shedding its skin. This old skin (not to say that it's bad or that it should be lost forever) has taken on a shape and stiffness that is simply no longer useful, and should be cast off. I find this far more realistic than being stuck in a daily routine." (R7, doctoral student, German 28)

"Well, for me it's got a lot to do with life choices, and concerns this question – to come back to identity – of what is acceptable and what deviates from the norm, because I'm also rather adjusted or allow myself to be influenced easily: that's allowed, and that's not allowed, having grown up with this typical Christian view of the world, without it having necessarily been imparted as a Christian view of the world, but with these roots. To see things that are quite different but just as well has always been a release for me. There are other benchmarks, other standards and other taboos." (R7, doctoral student, 28)

"I'm myself when I travel. You don't flee from yourself. You flee from others who are constantly calling you and want something. Something that has little at best or even nothing to do with what's important to me." (R36, writer, American, 52)

#### **4. 4. 1. 3 Self-Expansion: Integration of New Parts**

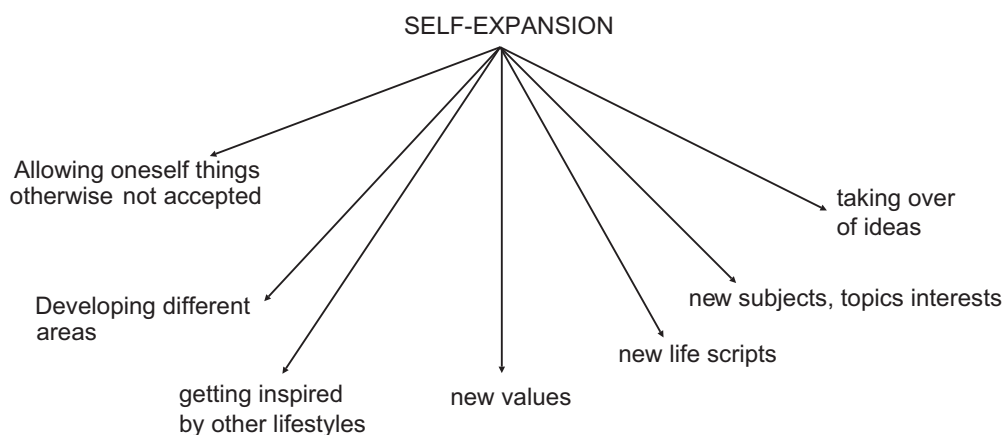
Many of those interviewed also reported an enrichment of their own identity through new aspects or hitherto un-lived facets of their own Self, which relates both to the value level and the interaction level, by comparing the new environment, new suggestions and ideas, changes to the self-image, new life plans and expansions to their own field of vision. Many reported that new life themes, interests, values, ideas and behaviour patterns were triggered by travelling or staying abroad. Only seldom did this lead to a complete change to their identity or values, but it did lead to a clear expansion of the same. The point was reached where they "played" with various aspects and parts of their personality, trying out new things and examining which of these can be integrated into their own identity. Trying out new things is made easier when staying abroad as

immediate judgment by the usual social environment disappears and foreigners are subject to different standards anyway.

The Self gets to know itself in the other environment and under changed requirements in another area, which is accompanied by an expansion of the self-schemata. The expanded self-image not only includes the actual person but also their identity perspectives and life plans. Overall, the Self with its behaviour patterns and options becomes more holistic and more rounded. Many described this process as a development or, to use the words of those interviewed, as “a feeling of having arrived at a new stage”.

Graph 7

### **Selected Aspects of Self-Expansion when Travelling or Staying Abroad**



Source: own research

“I don’t think that you become a completely different person. But I do think that the things that are there but have not yet come out, that are blanketed by ordinary life, simply have the chance to creep out.” (R7, PhD student, 28)

“I think that a stay abroad gives you the opportunity to develop other things, other sides of your personality that perhaps are not so strongly developed or supported in your own environment or perhaps are judged differently, negatively, for example, or critically, or coated with certain sanctions, which does not happen at all in other places. You have that perhaps more intensely when staying abroad, I think you also have it if you are in other surroundings or in different places in your own country. And then you have the opportunity to experience things perhaps also because you don’t belong there.” (R 51, 35, employee at an NGO in Brussels)



“I think comparison is always positive. For me at least. At the same time I can imagine that some people prefer not to compare themselves with anything at all because it is always some kind of, how should I say this, it always has intrinsically some kind of uncertainty somehow. But that is exactly what is interesting, so I think that this is how I always arrive at a new stage and then somehow have new convictions and different views that I didn't have before. And you consider things differently and I actually find that positive. I mean, it is not so that you are completely changed and say: “yes, that is all wrong now” if it is new, but rather you play with it. Somehow you absorb it and integrate it and see how it goes together and somehow try something better. This then always fits in with the idea of how you want to change the world and in this respect it is indeed beneficial. I therefore like doing it so I also ‘collect’ ideas, I have already done that once. Just asking people how they do it, why they do it and what is here and what is there, simply taking on these ideas and advancing, progressing.” (R43, social scientist, 30)

When travelling and living abroad, one often ends up exploring identity (e.g. thinking about future life plans, trying out options) which lead to the development, expansion and rounding of one's own Self.

## **5. Conclusions**

- The empirical data showed that travelling is influencing identity. The analysis of the data proved lots of features of identity modifications and value changes.
- Travelling interestingly resulted in context related identity modifications as well as in the stabilization / consolidation of certain other areas of identity. Values and criteria for values had been changed as well as tendencies to act, habits and expectations of self-efficacy.
- More than 40% of the interviewees considered travelling as a phase of self-positioning. It is similar to the moratorium, a phase of identity status, which Marcia [38] explained in his ego-identity status model as a phase of temporarily limited, socio-cultural leeway which enables to go a step ahead and which makes transitions in life easier and more likely. Many interviewees (more than 1/3) reported processes of self-actualization in which elaborated self-concepts had been adjusted, modified or changed. Often these processes had been preceded by a transitional period of uncertainty about their own identity. The interviewed persons had become more aware of their own lives and habits and these habits as well as roles, values and behavioural stereotypes had been questioned and in consequence modified, maintained or updated. This clearly hints to a process of self-positioning or moratorium as described by Marcia. More than 40% of all interviewees showed traits of such a behaviour. Though the strongest

traits of such processes as well as the most important transitions while or more likely after travelling had been made by travellers who had been on a long or meaningful journey or by world travellers.

- Identity changes had been proved especially in 3 areas: self and personality, values and behaviour. In the area of self & personality had been evidence especially for processes of self-updating, self-expansion (in adding new features and nuances to the self). Quite a lot of the interviewees also reported feelings of being released from the expectations of others. Long journeys or longer periods of staying abroad also resulted in a better awareness of one's own limitations and possibilities, as well as an increase in self-efficacy and self-confidence. Though it was obvious that this increase in self-efficacy and self-confidence only occurred during long journeys and kind of a successful integration into the cultures abroad. 2/3 of all interviewees also reported changes in their value system. Totally emerged 7 main groups of value changes: an increase in tolerance and openness, an altered activity orientation, a decrease in material orientation (for instance due to realizing the own living standard from afar). An increased uncertainty tolerance and sometimes as well a change in timing and pace of life (listed in order of frequency).
- The results from analyzing the interviews suggest that longer trips and periods abroad can show features of self-initiated initiation. This was especially true for those travels which had been made at critical points of their own biography or lasted long enough to allow massive influence on the identity. Sometimes it resulted in huge identity changes which are referred to in analytical biography research as conversions, whereas conversion is defined as an intentional change in direction. Especially singular, extraordinary travels (as world travels or the Walz) and extended stays abroad had the potential to be conversion points in the biography. In the interviews, there were about 9 % of such conversions after which life changed in a totally different direction. All remaining interviewees reported only updating or modifications to their identity.
- The cultural context of a country is always influencing the situative identity of the traveller.

“Self” and “place” are interrelated variables. The interviews showed repeatedly notes for context-dependent activation processes of selves. Often emerged something that could be called topographic identity. The culture in which the interviewee was staying a longer or intense time had a significant impact on one's identity. In the course of this was obvious that certain parts of identity and the self could be much better realized, updated or acted out in some cultures than in others. Partially emerged different identities in different cultures. As for some interviewees these expansion of identity proceeded in phases in which something like a travel biography developed. This person-specific phases were partially connected to the languages learned at a time (whereas the decision to learn a particular language is in some ways

always connected to one's present identity, as the fascination for a language has often been associated with the preference of a special culture and its inherent ways of life). These phases of being attracted to certain destinations and cultures had also been reported to be connected to the desire to unfold or strengthen certain yet underdeveloped aspects of the self and the personality or to get rid of others. These phases seem to support compensation or self-enhancement processes. Though the way of travelling barely changed at all, the geographical preferences for their chosen destinations (if there had been some) lasted for a period of 2-4 years. If a travel destination lasted for more than 5 years, then it remained for a long time, even for life time (as the older interviewees demonstrated).

## Summary

The presented study aims to approach the complex topic of travelling and identity. It focuses on self-organized travelling. The questions investigated was how identity is influenced by travelling and changing context and in which way context influences identity. This study is the first empirical study done concerning self-organized travelling (in different forms) and identity. The method applied was a semi-structured interview. The sample consists of 110 persons from 11 countries and therefore different cultural backgrounds, so cross cultural perspective can be taken concerning the results. The qualitative approach has been applied in order to get an overview about all aspects possibly related to the topic and because of its character as a basic research. The study is based on the principles of grounded theory [26] and the data were analysed using the method of content analysis [39] as well as frequency measures.

The data support the notions of Leed and Bereswill. The data also extend the current discussions as to the facts of topographical identity and the findings that extensive travelling can in certain cases be similar to initiation and moratorium.

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# **Expected, Checked, Spread Image**

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## **Abstract**

There are many destination image models: all of them involve market, personal and social elements and have a quantitative approach. There is not any qualitative research which apply ies neither a Semiotics nor a Sociology of Architecture perspective to destination image, so far. Applying these disciplines, we propose a three components model. It includes: Expected Image (market side), built by tourism industry, throughout a design project; Checked Image (personal needs), deriving from real tourist's experience into a built architecture; Spread Image (social issues), dealing with audience which has real or mediatic fruition of a space. Image is strictly connected to space and its interpretation. It's the result of a creative process called place-making.

**Key Words:** expected, checked, spread image, space, place-making

*JEL Classification:* M31, L830

## **1. Introduction: Literature Review**

Many studies [45; 68; 61; 58; 76] demonstrate that image-perceptions-managing influences decisions dealing with travel [45; 61], so there should be a correlation between positive image and intent to visit: “consumers decision of a destination starts on information collected prior to consumption and purchase and their ability to make sense of the vast quantities of information” [47, 75]. If destinations have a positive image, they can be considered and chosen in travel decision process [37, 76]. According to several authors [25; 8; 40; 64; 4], a collaboration among destination marketing organizations, local governments and private sector could have positive effects on destination growth.

In order to be successfully promoted in targeted markets, “a destination must be favourably differentiated from its competitors, or positively positioned, in the minds of the consumers” [22, 38]. A key component of effective positioning process is the creation and management of distinctive and appealing destination-image [11] whose core values – the uniqueness of the product [1] – would be fundamental to create competitive advantage [56].



Researchers have now a great amount of destination image research at their disposal, but an exact definition of it is often eluded, “quite vague, and in several cases, not even explicitly stated” [22, 41].

Earlier studies investigate the relationship between destination image and visitation intentions [37; 54; 45; 57; 69]. Other research highlights the impact of familiarity on destination image [2; 12; 19; 23; 24; 43; 57; 61; 62]. Some studies consider the relationship between tourists’ geographical location (in term of distance) and image [2; 14; 23; 45; 69]. Others focus on the measurement of destination image [22; 21], its components [19; 51], or factors influencing it [6; 74]. Other streams of research examine: time influence on image change [28; 29] differences between tourist image (demand) and what is planned by destinations [71] variations by purpose [46] relationship between sociodemographic variables and destination image [5; 74].

According to Chon [12], who reviews 23 destination image studies, the most popular themes are “the role and influence of destination image in traveller buyer behaviour and satisfaction” [12, p. 3].

Echtner and Ritchie [22], after a review of 15 previous studies, point out that researchers have not yet been successful in operationalising destination image. They also found that “researchers held a strong preference for quantitative techniques, with few involving consumers in unstructured methods” [63, p. 541].

Pike [63] reviews 142 destination image papers, published in the literature during the period 1973–2000, and makes a synthesis of key characteristics. He argues that destination image studies have two main focus: “destination image’s crucial role in individual’s travel purchase related to decision making” and “individual traveler’s satisfaction/dissatisfaction with a travel purchase largely depends on a comparison of his expectation about the destination, or a previously held destination image, and his perceived performance of the destination” [63, p. 541].

Little empirical research has focused on how image is actually formed. García et al. [27] consider only stakeholders’ interests to build an empirical index that is supposed to evaluate “the destination brand’s degree of success and confirms the existence of differences among stakeholders” [27, p. 646]. Many other studies point out that “people are involved in an ongoing search for information” [27, p. 23]; according to this view, people can build images of what the experience of a place could be. “As place experiences are intangible, images become more important than reality” [26, p. 57], so that “place images projected in information space will have a great influence on the place images as perceived by consumers” [32, p. 180]. This suggests that “most studies have been largely focused on its static structure by examining the relationship between image and behavior, but not on its dynamic nature by investigating the influences on its structure and formation in the absence of actual visitation” [6, p. 869]. Lee and Ganesh [49] argue that if



consumers aren't familiar with a country, they rely more on country of origin information, which affects destination-perception: "dominant meanings or understandings take on the appearance of truths" [41, p. 5].

There is also a cognitive approach to image. Reynolds [66] describes the image-formation as the development of a mental construct based upon few impressions chosen from a flood of information. Image "implies a search of the long term memory for scenes and symbols, panoramas and people" [61, p. 163]. Hailin Qu (et al.) point out that "there is still paucity in understanding brand associations and image of a destination brand" [38, p. 465]. They seek "to understand the nature of a relationship between these concepts": cognitive and affective image components. The purpose of their study is "to develop and test a theoretical model of destination branding through adopting both destination image studies and traditional branding concepts and practices" [38, p. 466]. Specifically, they study the relationships among "brand associations (i.e., cognitive, affective, and unique image components), brand image (i.e., overall image of a destination), and tourists' future behaviors". This can be interesting for our study if applied to image, and not only to brand.

To sum up, earlier research considers company as an autonomus entity "which operates relatively independently of other actors in the communities, without assistance from or co-operation with others" [73, p. 429]. Tourism marketers are now facing with "The influencing consumer decision making in an increasingly complex and competitive global marketplace" [22, p. 37], so traditional marketing theory is of limited value when studying images built by tourism companies "as these theories are based on the assumption that a company has full control over the marketing and image-creation of its product".

Chronis recently tries to investigate tourism imaginary as a whole, which is considered "as a social construct that envelops and shapes an otherwise unassuming physical space into an evocative tourism destination" [13, p. 1798]. Chronis also asks some basilar question: "Through what processes certain places are associated with significant collective narratives and become tourism destinations worth visiting? What are tourism imaginaries anyway?".

Social processes, relationships, interactions and networks had not been considered, but new marketing theories [36] include these qualitative concepts [73].

This paper considers one image dealing with company expectations (expected image) and two dealing with relation and society (checked and spread images). These concepts derives from Semiotics and Sociology of Architecture analyses, both lacking in literature, so far.

Architecture tries to put an idea (how a space should be used) "into a shape" [10, p. 56]. This shape can be analysed as a text [10]. Semiotics could give us a good methodology to investigate destination image because its very main purpose is to understand how sense and communication are set up by any kind of text: even if the text is an architectural artifact

[10, p. 56]. So, the question should not be Semiotics: why?, but Semiotics: why not?

## **2. Problem Formulation**

Every tourism destination is first of all a piece of architecture “deeply organised to be better visited” [50, p. 20]. Every space can be interpreted through a mutual negotiation among: a mediatic image of the place, the direct experience of the place and all the narratives dealing with it [10; 13].

Afterwards, it becomes something that is supposed to be communicated [10] to many audiences, because place perception can “influence place positioning and ultimately location choice behaviour” [32, p.180]. It can be argued that “tourist carries with him a certain image of tourism spaces” [50, p. 19; cfr. also 3]. In other words, “a place always calls up a resumptive image for tourist, even if this doesn’t match up to reality. Tourism advertising builds idyllic tourism-places [...] that seems to answer to tourist expectations” [50, p. 20].

As emerged in the previous paragraph, destination image is strategic for tourism business, so it seems to be relevant to understand how it is composed and what elements are involved.

However, less than half of the papers analysed by Pike, used “qualitative methods, involving consumers, at any stage of the research” [63, p. 542]. These studies [26; 72; 44] only focuses on “measuring destination image, positioning, satisfaction or attribute importance” [22, p. 38].

Perceptions and interpretations of a place are considered of great importance [42], but a semiotic approach has never been applied, even if it allows to examine how image produces signs, meanings and communication.

Our hypothesis is that there are three different images (expected, checked and spread) involved into the image formation process, but none of them is self-sufficient to fully define the whole destination image. These three elements derive from a semiotic model of image, that we strictly connect to Griswold’s model of cultural object [35], applied into architecture: productive moment, completed cultural product, consumption of cultural product.

### **2.1 Objectives and Methodology**

Mauss [53] considers space as a social and communicative fact. Griswold [35] argues that space can be analysed as a cultural object. So, it can be accepted that space is fundamental to build a destination image [50, p. 60]: a *somewhere* should firstly exist in order to be communicated and then *sold*. So architecture deeply affects any destination image [16].

A qualitative three-components-model could explain the production, use and perception of any destination image. On the contrary, according

to Pike, most of the studies deal mainly with North America and UK/Europe and over half of the papers “measured the perceptions of only one destination, without a frame of reference to any competing destinations” [63, p. 541].

There would be two different ways to get a new destination image model:

- A sociological approach, applied to architecture: Umberto Eco points out that “we use the architecture as a communication fact, even if we do not exclude the functionality” [10, p. 192; our translation].
- A semiotic approach to discover how the sense is generated by tourism market and, then, perceived and interpreted by tourists and society. In fact, architects conceived a space, but it can be used in many unexpected ways [67]

As emerged in the previous literary review, there are several approaches focused on several elements of image. This new model is supposed to work as a general frame in order to explain: who builds what, to whom, through what channel and with what effects [48]. In other words, this model must define different image formation processes (place-making) for every different subject (market, consumer, society) which decides to deliver their images to different targets. Every different subject is supposed to have a different aim and acts to manipulate its target to get a different objective.

### **3. Problem Solution: Architecture, Semiotics and Image**

Boni and Poggi point out that any architecture “can be considered as a text” [10, p. 43; our translation], so it can also be interpreted. Dal Lago and De Biasi [17] assert that any architecture can have many different meanings: builder’s, consumer’s and admirer’s meaning. According to Griswold [35], architecture can be defined as a process composed by:

- Productive moment (here, builder/designer/architect’s sense is the most relevant);
- Completed cultural product (consumer/customer’s sense);
- Consumption of this cultural product (admirer, society as a whole) in different social frames: globalization, media, rituals, identity, inclusion/exclusion [30].

It can be argued that through this approach, human being is fundamental “in order to build the meaning or the content, not only as a addressee/interpreter [...], but also as part of the expression system [39, p. 12].

So, architecture is “a shared meaning, embodied into a shape” [35, p. 26]. It can be regarded as a text (and image is a text), so its meaning derives from “a conglomerate of beings and things” [34, p. 137; our translation] where “the sense is mutually built” [52, p. 319] among different actors.

Greimas' model [34] is composed by three basic corsivo:

- Subject;
- Valuable Object;
- Addressee.

The actants can act in four different ways:

- manipulation;
- competence;
- performance;
- sanction.

We can now apply this semiotic model to the architecture, so we get:

- A Designer defines an expected image through his/her project to manipulate audience. Designer has a competence and can act a performance: to build a valuable object (a space and its image), supposed to be addressed to a consumer.
- A Consumer builds a checked image through his/her direct experience. According to Hammad, "space gets its own sense because of its fruition" [37, p. 171]. So, consumer is one of the addressees of the Valuable Object. He/she has competence, he/she can act a performance with the Valuable Object. He/she finally gives a sanction, based on his/her experience.
- Society as a whole, who puts a label on every space: the spread image. It is the second addressee, and can give a sanction even if most of the people just have a mediatic experience (performance) of the space and the image.

Semiotic approach allows to analyse both individual (designer and consumer of the space) and social perception, that are both important because "while each individual can have a somewhat unique mental picture of a destination, there also exists a publicly held common mental picture of that destination, or stereotype" [22, p. 42]. Images can "contain functional, or more tangible, and psychological, or more abstract, characteristics", but "can also range from those based on common functional and psychological traits to those based on more distinctive or even unique features, events, feelings or auras".

It can be so argued that there are "many aspects involved in formulating the total place image in the mind of the (potential) visitor" [32, p.180]. His perceived image can be regarded "as if it were a single concept, keeping in mind that it is in fact an individualized construct, which incorporates many variations and interpretations".

Every tourist can so use a space in a not-expected (by the designer) way and therefore can build also a not-expected image. It can be so asserted that there is a strictly connection between fruition of a space and image construction.

## 3.2 Three-Image Model

Image is composed at the same time by three elements tightly linked together [33, p. 140-141]. These could be mutually in-consistent: expected, checked and spread image. To better clarify the differences among the three images, Lasswell's postulate [48] could be here applied: "who says what to whom in what channel with what effect" [33].

- Who is referred to control analysis.
- What to content analysis.
- To whom to audience analysis.
- What channel to media analysis.
- With what effect to effect analysis.

### 3.2.1 Expected Image

Expected image is how a marketing-organization wants a destination to be considered. This is a marketing image, built by a company independent from society. In architecture, it is the result of designer's Productive Moment.

- **Who-** Travel Agent, Tour Operator, National Tourist Office, but also potential tourists who read or watch informations set by destination marketing organizations. Builder, designer and architect that planned the space.
- **What-** In mediatic world, "flood of information has many sources including promotional literature (travel brochures, posters), the opinions of others (family/friends, travel agents) and the general media (newspapers, magazines, television, books, movies)" [22, p. 41]. In real world, the project decides what is allowed and what is not allowed to do in space.
- **To whom-** All the potential tourists.
- **What channel-** Mass media, advertising.
- **With What effect-** To build a positive perception to attract tourists. It could be defined "as not only the perceptions of individual destination attributes, but also the holistic impression made by the destination" [22, p. 43]. Destination marketing organizations can build images with both destination attributes and holistic impression or just one of them. All the performances acted by audience into this planned space are supposed to be expected.

### 3.2.2 Checked Image

Checked image is how a destination-image is actually considered by tourists. It is a personal perception that can be influenced by expected and spread images, but also by individual experiences and way of life. It is "a comparison of expectations based on previously held images and the actual reality encountered at the destination" [22, p. 38]. The Addressee is here a single person.

It deals also with effective performances acted by real tourists into the real space.

- **Who-** Mainly, tourists who had an experience of the real space, but people “can have an image of a destination even if they have never visited it or even been exposed to more commercial forms of information” [22, p. 40].
- **What-** Photos, videos and verbal/written accounts. In architecture, this corresponds to the completed cultural product (consumer/customer meaning).
- **To whom-** Friends and family.
- **What channel-** Words of mouth, self-produced images, videos, blog.
- **With What effect-** It could confirm or disconfirm expected images and the expected use of the space. Some people are more concerned by functional characteristics as “perceptions of benefits, physical justifications, and beliefs about value for the money and the availability [4, p. 5]. Functional components are connected to practical needs and rational evaluation of benefits [9; 75; 20; 59]. They are also associated with tangible parts or physical attributes which form advantages of the destination [59]. Others are more driven by psychological and symbolic components when purchasing a destination. Symbolic characteristics are psychological and thus cannot be directly observed [4, p. 5] and the meaning is normally formed through the socialization process [20]. Psychological and symbolic components “fit with customer lifestyle, self-expression and identity” [4, p. 5]. All this is connected with sanction: different performances can trigger different opinion about a place, so that the checked image can be inconsistent with expected image.

### 3.2.3 Spread Image

Spread Image deals with all the discussions about a destination. This is the “publicly held common mental picture” [22, p. 38]. Society as a whole defines it. The Addressee is here glective, provided with a huge amount of different competences and can provoke different kinds of performance: the mediatic one. In other words, most of the people never visit a certain space, but they know it because of the mediatic experiences [3; 50].

- **Who-** All the audiences with an opinion concerning a destination. Admirers of the architecture, or society as a whole, which can have an opinion about a space even if they don't really visit the place.
- **What-** Journalism, advertising, cinema, books, discussions. Consumption (real or mediatic) of architecture as a cultural product.
- **To whom-** Every possible audience. In architecture, this means that space is not only used in reality, but also consumed through mediatic images.
- **What channel-** Words of mouth, journalism, cinema, TV, radio.
- **With What effect-** It is relevant for the sanction. In fact, it could confirm expected images, enhancing them and building a distinctive feature. It could disconfirm them, destroying the uniqueness and the

competitive advantage. According to some research [65], it's the most powerful, because it's a product of the whole society.

### 3.2.4 Three Image Model

Several studies [70; 59; 4] consider only two dimensions in every destination-image: a functional/practical (tangible attributes) and a symbolic/emotional (intangible attributes). Actually, there is an overlap in these dimensions: souvenirs are tangible, but for certain tourists they may assume a symbolic association with the image [4]. According to Hankinson [40], the practical and symbolic are merged into a personal view when "image attributes like history, heritage and culture [are] associated with tangibles like buildings and architectural environment" [4, p. 6]. Everybody can individually build his own destination-image through a personal, creative act that merge both functional and symbolic elements. This personal manipulation leads to sanctions that can be different for every different subject considered into a research.

Gunn's seven phases model (1988) describes the influence of several sources of information (market and society) and their role in personal-image definition:

- Accumulation of mental images dealing with travel experience: spread image is built here because "is based primarily upon information assimilated from non-touristic, non-commercial sources, such as the general media (news reports, magazines, books, movies), education (school courses), and the opinions of family/friends" [22, p. 38]. This phase also affects checked images and can be controversial with expected images, the more commercial ones. It can be argued that people often have a destination-image even if they have never visited it.
- Modification of those images by further information: expected image arises here, because "more commercial sources of information, such as travel brochures, travel agents and travel guidebooks, are used" (**ibidem**). If spread image isn't so strong, it can be altered by commercial information. If expected image' is weak, spread image can alter it.
- Decision: a destination is chosen.
- Travel to the destination.
- Participation at the destination.
- Return home.
- Modification of images based on personal experience: much research [61; 60; 62] indicates that checked image is strongly influenced by experience and, after visiting the destination, images are more realistic, complex and differentiated.

According to this view, image wouldn't be static, because it must adapt to market trends, customers changing needs, social perceptions of the destination. Every single perception is the result of an individual creative process that merges market elements (expected images), personal experience (checked images), social issues (spread images).



## 4. Conclusions: Place-Making

Architecture of tourism spaces is more and more affected by media logic, which is grounded on the so called newsmaking: a piece of news is socially built, through a network of social actors who negotiate what is worth to be communicated [55]. According to this view, the imaginative perception-formation of any destination image can be defined as place-making process, in order to get all the “multiple acts of remembering and imagining which inform each other in complex ways” [7, p. 5]. It can be argued that “anyone can be a place-maker [...] place-making is a universal tool of the historical imagination”: what we read, watch, listen, remember or feel about a place (our performances and our competences) “guides and constrains how it will be imagined by delimiting a field of workable possibilities” (i.e. manipulate and sanction) and by choosing attributes or holistic elements, functional or psychological characteristics, common or unique features. This selection of different element has a strong influence on the final sanction of an image.

Through the place-making process, “these possibilities are then exploited by acts of conjecture and speculation which build upon them and go beyond them to create possibilities of a new and original sort, thus producing a fresh and expanded picture”.

At the end of this process, a new image is arisen: “place-making is a way of constructing [and] whenever these constructions are accepted by other people as credible and convincing”, they can be sold to tourists that can “interpret their significance and imagine them anew”.

Place-making, or image formation process is into real world, so it deals with real Architecture. It is also into several people minds, who can interpret in many different ways the same place, generating different images. So it deals with Semiotics, as well.

According to many authors [22; 4], destination image formation is not only a marketing process, but also a social and individual one, strictly connected to space design and fruition (architecture). So, if we semiotically consider any architecture dealing with tourism, we can conclude that “what people make of their places is closely connected to what they make of themselves as member of society and inhabitants of the Earth. [...] We are, in a sense, the place-world we imagine” [7, p. 7].

Building a destination image is a process which “is not just something that people know and feel, it is something people *do*” [7, p. 143; emphasis added].

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# Immense Changes in Society and Their Impact on Marketing Philosophy

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## **Abstract**

Marketing as a specifically applied terminology can be found in expressions and collocations not really associated with the discipline itself, but even with its philosophy limitations, or corporate environment. Taking into consideration, how corporate entities establish their interactions with customers, and are unable to sense them as a source of their corporate prosperity, thus marketing is recognized as a continuous process of cognition and expanding the value for the customer. Furthermore, marketing philosophy is solely the one specified irrespective of its final application.

**Key words:** marketing, marketing conception, modern and new marketing, relationship marketing, sticky marketing

*JEL Classification: M31*

## **1. Introduction**

The term Marketing has become a winged term at present as being applied in assorted conjunctions, and in the most varied sense of the word without any differentiation. In media the following categories of marketing, marketing model and marketing project can be heard in combinations, which do not have comply with marketing at all. Therefore, it is no wonder, that the meaning of the word is not entirely followed by the general public, but in many cases even by the specialists' community. It is frequently considered to be a feature of the corporate life able to sort out most of market problems arising. If discussing marketing, we must take in our consideration the relativity of philosophy limitations, in particular. Maximal conception is able to implicate any common corporate activity in marketing, and thus a degradation of marketing shall be implied. Minimalistic conception forms only a fragment of the conception – advertising, marketing cannot pass for advertising, market research, sale,

and either between communication and marketing the equal sign cannot be made. Marketing as a business concept cannot be matched with activities of corporate bodies dealing with marketing activities and bearing the name of marketing department. Those cannot form an exclusive point of creation of the marketing conception. There is no exclusion to see a company, which does not have its marketing body and behaves in a pro-marketing approach managed in a typical marketing way. And companies exist, which boast of their marketing body existence, and its management does not have anything in common with marketing philosophy, at all. It is also impossible to “introduce marketing” into the corporate environment, because marketing is a way of thinking.

## **2. Situation of Corporate Prosperity**

If we can have a look at the Czech Republic at the current time, we can see that companies have not learnt to perceive the customer yet, to pay attention to him and monitor his satisfaction. They did not learn their lesson from history of successful Czech companies operating in the market by the end of 19 century till the time prior to the 2 World War, whereas the philosophy of business concentrated on consumers' needs and wishes was the base of success as quoted by Tomáš Baťa in his saying: Customer's Order Is Holy To Us, or the one more famous later on as: Our Customer, Our Master. A variety of companies is oriented on marketing, and people really work with “marketing” there. Above that they are not only companies concentrated on consumer markets. However, others apply the most diversified marketing terminology, speak about marketing principles, introduce marketing as an integral part of the corporate life (it is frequently introduced as an independent company activity), but it faded out of real corporate decision making. It is constantly valid that: marketing thinking must infiltrate company as the whole, every single worker (not in the same way and in the same scale) “interacts” with customers and must sense them as a source of corporate prosperity. Financial fruitfulness of companies derives from their marketing abilities. Marketing activities shall not be implemented only by the marketing department. David Packard (of the Hewlett Packard company) states that: “Marketing exceedingly important to be left only to the discretion of the Marketing Department”.

## **3. Subject Matter of Marketing**

Marketing is not static in the same way as other areas of human knowledge, it is developing. It perceives and respects continually changing conditions of the outside world as well as metamorphoses in the internal corporate environment and developing techniques and technologies. Marketing philosophy is a philosophy acknowledging changes. Therefore,



the current plentiful conceptual marketing vocabulary shall be enhanced with other categories such as contemporary marketing, new marketing, and new marketing model. Not only categories can be found, but new principle statements such as “Changes occur around us, therefore even marketing must change. Customers have changed. Communication has changed. Marketing must change, as well” [4].

How to specify such a new marketing, a new marketing model, or a contemporary marketing?

To receive an answer it is primarily necessary to place side by side marketing categories and confront them with the subject matter of the marketing philosophy, which briefly speaking says: marketing means to satisfy the customer with risk.

If we have a look at the history of theoretical basis of marketing, thereafter it is Adam Smith and his statement of 1776 (the book called *The Wealth of Nations*) in the Czech wording: consumption is supposed to be an exclusive, the only closing and purpose of the production.

Development of marketing as well as marketing conception is closely connected with the market and its development. A complex of activities related to the production and sales of products based on conditions of the market. And there is a need to search for basis of marketing (its practical design) as a complex of activities and functions, which are related to business and business conceptions in the market. “Pre-marketing” conceptions of doing business can be named an entire spectrum, and here again were certain elements of marketing conception hidden, though the complex business philosophy was not formed.

#### **4. Marketing Conceptions**

One of the most original business conceptions is the production conception, which is focused on the most efficient method of production and distribution regardless of the consumer. The one must satisfy with what the market can produce. Marketing moments play a rather subordinate role (contribute partially to a growth of production), they are none, in principle.

Among significant orientations of companies on the market others can be listed, and i.e. the Product Conception. This conception was aimed at producing the product that was supposed to be brought to a maximum possible perfection through the team of experts without consumers would even request that on the market. Neither there can be spoken about marketing.

Other distinctive conception of the company orientation on the market is the Conception of Sale. This conception is targeted to sell what is currently on offer not to produce and sell what is requested and needed by the consumer. The device applied to achieve that was aggressive promotional campaigns and extensive sales actions. If any marketing clue



is searched for then it is understood as a sales function, so again a vague marketing indication.

Above all, marketing conception is a corporate philosophy (Kotler, 1992). It has a long history, its key principles fully crystallized in the half of the 1950s. It represents an opinion that the key to achieve targets of the company shall be based on the definition of needs and requirements of target markets, and in providing their requested satisfaction in the more efficient and effective way than at the competitors.

The whole range of definitions of marketing exist (definitions based on scientific bases). There could be reminded definitions of respected classic institutions such as the AMA – American Marketing Association, CIM – Chartered Institute of Marketing (British Marketing Institute) [6]. Some examples shall follow bellow.

Marketing is a specific field oriented on the market, and therefore related to market as well as to the corporate policy. This policy includes both the production policy, and the business policy (professor Weihold, St. Gallen University, 1970).

Marketing was specified by CIM in 1976 as follows: “The management process responsible for identifying, anticipating and satisfying customer requirements profitably”.

Marketing is a function of management consisting in the organization and controlling all activities concerning the estimation of customers’ bargain power and its conversion to an effective demand for specific products, or services, and in running the products or services to end consumers or end users in order to achieve target profit, or other goals stipulated (CIM, 1980) [6].

CIM replaced the current definition and states in 2007 that marketing needs a bit more explanations compared to the past, and replaced the above mentioned definition by a new one, which was not perceived positively enough by several experts (Mark Ritson, Professor at the Melbourne Business School, Hugh Burkitt, the marketing company CEO. Ritson proposes to learn how to define marketing in the marketing birthplace, i.e. the USA with the American Marketing Association (AMA).

Definition provided by CIM, 2007: The new one is: “The strategic business function that creates value by stimulating, facilitating and fulfilling customer demand. It does this by building brands, nurturing innovation, developing relationships, creating good customer service and communicating benefits. By operating customer – centrically, marketing brings positive return on investment, satisfies shareholders and stakeholders from business and the community, and contributes to positive behavioural change and a sustainable business future” [6].

Marketing is the process of planning and meeting conceptions of assessment, promotion and distribution of ideas, products and services pointed toward an exchange fulfilling an individual and the organization (AMA, 1985).

Marketing is one of activities carried out by organizations and a file of processes to create, announce and provide values to customers, and to manage customer relations in such a way that both the organization and interest groups related to it benefit, as well (AMA, 2004).

Marketing is associated with satisfaction of needs. Marketing conception suggests identification of consumers' needs, and subsequently a proposal of products has to be executed, which shall satisfy the need and assure the company prosperity [5].

Marketing is a social and managerial process by means of which individuals and groups satisfy their wishes and needs within the process of production and exchange of products and values. Marketing conception derives from the suggestion that the company can achieve stated goals if it can recognize wishes and needs of its target markets, and provide a better requested satisfaction than its competitors. Marketing conception stands for management of markets in order to enable conversion and relations aimed at creating value and satisfying wishes and needs [2].

If you concentrate on what your customers want and build up a relationship with them, they will enable you to make profit (Jeff Bezos, founder of Amazon, the Internet Sale of Books, 2007).

There is not any "orthodox" definition of marketing existing here. Nor in the USA where marketing has functioned more than 100 years, the marketing specialists' community has not consolidated their opinions in united characteristics (Professor Bennet, University of Pennsylvania: To define marketing is rather a problem. It depends on a fact who asks about it. The reply corresponds with it). However, a vast majority of marketing definitions has a common subject and that is a customer. The goal is also common, and thus to satisfy customers when achieving economic effects for the company in the market.

## **5. Principles of Marketing Prevailed**

Nowadays, in the period of fast changes, the customer is in the limelight. Marketing is about customers. Strong orientation on customer is a basic feature of companies' success. Market oriented companies are companies with the corporate culture where the customer's satisfaction is considered an essential value. Fundamentals of marketing philosophy and marketing conception have not changed in 21 century – they stay remained [1].

Although, changes in society cannot be ignored, extensive transformations occur here, predominantly economic, political, technological and demographic ones. Activities of every company are affected by the environment, which it operates in and faces large reversions (technological progress and changes in technologies, global market and global standing of companies, highly competitive environment, role of customer and his possibilities to obtain information,

digital revolution, highly directed communication and advertisement). Corporate marketing activities and their execution must correspond with their claims and requests of the current times. And therefore, a principle role shall be played by new forms, ways and methods of communication.

High technology has brought a revolution in the field of communications and their rules within electronics (mobile telephone, video projection, Internet, etc.), which enables not only information transmission, but also to hold a dialog. Thus, to hold a dialog means that it not only transfers information, but is able to receive information, that's why we talk about the bidirectional flow of information, and not only in the verbal form, but also a non-verbal form, which can be held for large distances, as well. There is not a single subject any more, which hands over and discloses its ideas, but the second subject also, which listens to and can respond to anything what is available at hearing and seeing, eventually. The method profoundly changed in how to hand over and disseminate ideas and approach to information. Companies can communicate easily, fast and cheaply both between each other, and with customers and those can immediately respond as well as communicate between each other. New information transmission technology enables new methods in handing over information – in informing, i.e. in unidirectional flow of information. Such a handover of unidirectional flow of information – though without any feedback and reply enable to hand over information to consumers, customers – new methods are applied in informing about new products, the company, and that in the form of an advertisement – in the form of advertising mediums and media, herein. It is about how to let hear general public about news and events which have a significant impact on entrepreneurship.

Thanks to a sufficient amount of information, approach to them, possibilities of their selection and subsequent communication it was possible to overcome the phase of expectations to achieve feedback between subjects in market relationships following information transmission – the advertising implemented in the form of promotional campaign and inducing activities formed as feedback, which led to conclusion of an immediate transaction. It has not been a prevailing possibility to bid anymore – the product of a certain value in a certain period in compliance with agreed conditions – and together with feedback achieved to acquire some counter value. In most cases the customer expects far more than the advertising announcement only as information resource to accept the future bid. A range of companies tries to attract the customer not only for this instant of time and a transactional operation, but wants to build up long-term mutually beneficial and profitable relationships with all relevant partners in the market space. They do not suggest that they will dedicate their attention only to effort how to attract the customer, but how to maintain and enforce relationships with participants of market operations, and thus to sustain long-term relationships with customers. Such a marketing theory is called relationship marketing.

Admittedly, the transaction approach and its operation cannot be limited entirely to a period of insufficient number and selection of information. It still meets a positive reception. Nowadays, a variety of customers search for information obtained in advertising environments (leaflets, promotional materials, catalogues, offering sheets, or offering newspapers) and do not follow the Internet. They alternate their suppliers on basis of best conditions offered. The change can be anticipated, but probably not for hundred-per-cent. Some companies do not enter the market with the aim to establish long-term relationships. They derive benefit from the offer which solves their problem in an instant of time.

Relationship marketing can be understood as a follow-up to the transaction process. After obtaining the customer there will be an effort to care for him and develop such an initiated relationship. It means to gain better insight into the customer, gain more information about his problems, follow him systematically, communicate with him not only at the moment when we are interested in only selling him something, hold a dialog with him and be able to listen to him.

Even deeper concentration on the customer and his individual needs is explained by the holistic conception. "It represents a marketing conception extension, which was enabled by the digital revolution. It is a dynamic conception derived from the possibility of electronic interconnection and cooperation with the company, its customers and cooperative subjects. It integrates activities in the area of research, creation and provision of value for the purpose of establishing long-term and mutually satisfactory relations among these key concerned parties and their common prosperity" (Kotler, 2007). Holistic conception suggests to find out and to satisfy individual requests of customers, to create offer enabling them to cope with such individual customer wishes [1].

Sticky marketing (Leboff, 2011) proposes the Engagement Marketing aiming to "strike potential customers in order to make them arrive themselves to us". Companies must find ways how to engage customers whom they will either attract, and subsequently to enable them to engage themselves in corporate activities by varied ways and on different levels. And that mainly by communicating effectively by using hi-tech technologies targeted to provide exclusivity of experiences, not merely limited to a conclusion of business transactions as a result of identified needs of consumers. The author considers exploitation of so called "tenacious techniques", i.e. "sticky" techniques, to be the only way in communication how to overcome problems allied to current ways of communication, which become unsolicited. He expressed his ideas in the phrase: "Do not ask what marketing can do for you. Ask what marketing can do for your customers" [4].

To engage general public actively in marketing activity – future consumers or customers were joined by Tomáš Baťa in our territory in the first half of the 20 century (approx in 1920s) by for example a competition declared with rules given, and everyone who was interested

could design his footwear that could be manufactured. Then, customers became easily out of those “designers” even with the fellow feeling to the company and so on. Only methods, forms and ways of communications with the consumer were established on a different level.

## **7. Conclusion**

If we have a look at associations with the above-mentioned development stages (with orientation of companies on the market) including marketing philosophy (on a general level), thus changes of rules within the area of communications influenced marketing as well as marked footprints in the marketing philosophy. Communication rules established introduced possibilities to the more exemplary satisfaction of customer needs. Not only the information itself is important, but the bilateral interconnection of subjects pays. The communication process is not bound by the distance. The customer has a possibility to monitor the supply of products by means of the Internet not only from the nearest outskirts, but is able to examine proposals from even the whole world, has a possibility to choose from a large number of alternatives. Yes, the communication changed, the Internet significantly influenced communication process including its rules, but no equal sign can be made between communication and marketing.

Marketing constantly derives from preconditions that the company must recognize (identify) needs of customers (target markets) to achieve stated goals, provide requested satisfaction (to whatever consumer – an individual, organization), and to make profit (a gainful satisfaction to those who come with products into the market) established exactly on the value for customers. “To create values for customers and their satisfaction is a heart of modern marketing“ [1].

Marketing secures the value to customers by satisfying their needs representing the benefit (a package of advantages and favours) given to the customer via the product (tangible and intangible).

Social development together with the human cognition shall not be stopped. Trends of the development shall affect the marketing philosophy, as well. Needs how to examine needs, wishes and requests of consumers, forms and ways of communication with customers, detection and exploitation of market opportunities will definitely change, and further more to win customers including the possibility of their maintaining. We shall assume that the essence of the marketing philosophy is as follows: satisfaction of the customer with profit – has not changed. The development of this change did not confirm the fact. Thereinafter, the reason to speak about a new marketing is not seen. In case of the modern marketing a question shall be arisen: how long shall be current marketing considered modern in respect of changes, which could happen in terms of the market supply, for example, and at expanding the value for the

customer? Problems of the “marketing dictionary” for the area of the marketing philosophy and its principles shall obviously be kept open. The question arises, whether “new” terms do not constantly occur to be searched for though having “old” principles. Therefore, marketing originated from the principles of finding out and satisfying needs, wishes and requests of consumers, and if such an essence is changed, then we will not be able to speak about marketing. This fact, on the other hand, is not excluded by the development of the business philosophy.

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# Impact of the Political Transitions on the Tourism of Lake Balaton

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## **Abstract**

After an overview of the situation of tourism at Lake Balaton and the past and current situation of the region, the problems became evident. The infrastructural factors and the demand that were inherited from the former systems are not in accordance with the European and world trends, neither with the global changes that occurred in tourism. The reasons for the decrease in the demand to visit Lake Balaton could be the disappearance of mass tourism on the beach, the changes in the regime and the reunification of Germany. After the changes of the regimes the tourists from East-Central-Europe turned to other seaside or lakeside destinations. This trend was initiated by the more effective marketing of the countries that stretch along seashores. The private accommodation rented by tourist were designed and meant to reach the tourists on a budget, while in Europe there is a trend for looking for quality. The Internet and the faster means of transport have made it possible to compare the resorts. To get good value for money is an important factor in choosing the destination and in this respect we are at a disadvantage compared to our competitors.

**Keywords:** tourism, Lake Balaton, change of the regime, socialist countries.

*JEL Classification:* P2, L830

## **1. Introduction**

The main aim of my paper is to provide a real picture of how the demand-supply in the tourism at Lake Balaton has transformed due to the change of the regime. I have tried to find the reason why there has been a decrease in the demand for Lake Balaton and why fewer and fewer tourists from the former socialist countries arrive to spend some time at the “Hungarian Sea”.



## 2. Balaton Researches

The Balaton Lake researches started in the 18<sup>th</sup> century with the exploration and display of the fauna of the lake. In 1891 regular, systematic and deep studies were launched, the most significant of which was the succession of researches carried out within the frame of Balaton Board initiated by Lajos Lóczy (1849–1920), the chairman of the Hungarian Geographical Society. (1897–1918: “The Results of the Scientific Research on Lake Balaton”, 35 volumes) [11].

Researches relating to the tourism at Lake Balaton appeared in a greater number from the 1970s on, along with the appearance of mass tourism. These researches include issues concerning economics, geography and psychology, law, marketing and biology. Experts study the phenomena’s in tourism that involve spending leisure time and which have an impact both on society and economy using anthropology and sociology, besides politology and architecture. Some researches that have been carried out so far have mainly examined the significance of tourism from the tourists’ point of view; others have analyzed the social-cultural impact [20; 17].

On being commissioned by the National Tourism Office, EURO CONTOUR Tourism and Consulting Ltd. carried out a public poll research which, by exploring and analyzing the factors that contribute to the demand, was mainly meant to provide support for the design and renewal of the short- and long term marketing strategy of tourism at Lake Balaton. The additional aim of the study was to survey the demand-supply in relation to the expectation of the foreign tourists and the services they actually enjoyed. The participant in the survey were foreign tourists, but unfortunately it was not recorded which nation these tourists belonged to. 70% of the questionnaires were in German, 30% in English, and the questionnaires sent back amounted to 30% (1,191 forms). In most cases (84, 65%) couples spent their holiday at Lake Balaton, only 15% of the answerers arrived alone or with a company of friends. Among professionals since 1992 there has been a recurring opinion that the guests arriving to Hungary are attracted by three “magic” words: Budapest, Lake Balaton and the Puszta.

A list has been compiled of the words that were used more often than forty times and the first ten were the following: water (461), sun (426), bathing (408), Budapest (348), Lake Balaton (309), puszta (303), climate – weather (247), meals (218), relaxation (215), Monarchy (199). The question: “Will you gladly return to Hungary?” was answered with “Yes.” by 92, 4% of the guests.

The impact of tourism on the population receiving the tourists on the southern shore of Lake Balaton was examined by Gábor Halmos in his PhD thesis written in 1993. According to the results of the examination the impacts of tourism concern mainly the economics, which are beneficial to the development of the settlements and local communities. (The most

significant of these are the creation of new jobs and the income.) Negative impacts: noise pollution, the decrease in quality of the water of the lake, poor public safety, increase in the number of crimes, the low standard of infrastructure and the crowded places resulting from the previous fact (Halmos, 1993). The unit of the Secretariat of the European Union dealing with tourism examined separately the tourism of the Eastern and Central European countries, its present situation and its perspectives, and the results were published in 1995. The analysts said the following about the situation before the political changes of 1998-1990:

Many tourists from the western European countries travelled to Eastern and Central Europe even before the political changes. Some were occasional guests; others were attracted by different special events. On the one hand there were VFR tourists (e.g. relations from Eastern and Western Germany met in Hungary), on the other hand overseas immigrants and their descendants, second or third generation guests arrived in Hungary. This fact is true for Hungary and Poland mainly, since emigration from these countries was quite huge [2]. The most important results of Tamara Rátz's PhD dissertation, in which she conducted an empirical research in the Keszthely - Hévíz small region, were the following: the small region depended economically on tourism. Due to the great number of tourists the tourism product had to be mass-produced. The guests did care about the prices; most of them arrived from the nearby countries or Hungary and looked for sunshine and beaches. In 2002 according to the resume of researches of the Lake Balaton Development Coordination Agency, in a chairman's resume Retz Tamás [19] examined the trends in domestic and inbound tourism. The results showed that the socio-cultural determination could be detected on the shores that belong to Zala and Somogy counties. The shores of Zala were mainly visited by the elderly, the pensioners and they were attracted by the medicinal baths. The main attraction all along the southern part is the Lake Balaton itself, consequently it is the favourite destination for the younger generations, of whom the couples with children favour bathing and the services attached to this activity. The research tackled the question of why the foreign guests chose Lake Balaton as their destination, and most of the answers mentioned the favourable prices besides bringing up categories relating to the natural environment.

According to the common research carried out by the Lake Balaton Development Coordination Agency Social-research Group and Western-Balaton Social-research Group (2003) nearly two-thirds (exactly 64,3%) of the real estate owners at Lake Balaton are engaged in renting their property to holidaymakers, which is regarded as an enterprise according to the laws in force in Hungary. The foreign real estate owners continue their economic activity in the so-called "grey-economy" (the estimated rate of which is 35-40%). Not only the income from renting accommodation remains undetectable, but some part of their outgoings, too. Taking into consideration the results of a research carried out by Judit Sulyok in 2005

it can be stated that most of the countries from where the majority of the tourists arrive do not highly appreciate Lake Balaton as a tourist destination, mainly because of a lack of knowledge; nevertheless Lake Balaton is known in Germany, Austria and Holland. Beach holidays might not be attractive in all foreign markets, so the regions of Balaton might be advertised as cultural or gastronomically attractions. The increase of prices was referred to as a negative change by the returning guests [21]. In 2006 Kiss and Sulyok carried out another research in which they surveyed how many the foreign guests know about Hungary, what they think about the region and the services. The tourists from Western-European countries had a few negative remarks in connection with the infrastructure, the economy, and the climate. The tourists from Eastern-European countries had slightly more favourable opinions. Both groups mentioned that they were keen on visiting the Balaton region and the medicinal baths besides the capital city [8]. According to the researches of Lócsei and Németh [12] the characteristic feature of the Balaton region is that it is not a city on which its economy is based, but on a lake. Going further from the lake-shore, the economical power of the background settlements decreases.

### **3. Methodology of the Research**

I have gathered secondary research information mainly from the literature published in Hungary. I have read through those publications that deal with the tourism at Lake Balaton. In the summer of 2009 in my primary research I made structured professional interviews with professionals (22 persons) who were involved in managing the tourism at Lake Balaton before and after the change in the political regime. The group interviewed included the former directors of the three main Balaton travel agencies (SIOTOUR, ZALATOUR, BALATON TOURIST), the former manager of the Balaton Directorate of Hospitality Enterprise and Hotel Pannonia, the owner of the first private travel agency, the restaurant manager of the former Kisfaludy House in Badacsony, as well as current leaders, such as the president of Balaton Regional Tourism Board and I also made an interview with the tourism assistant under-secretary (the complete list can be found under the heading Professional Interviews). I also sent my questions to the heads of the foreign agencies of Hungarian National Tourist Office.

### **4. Before the Changes of the Regime**

#### **4. 1 Why did the Tourists from Former Socialist Countries Arrive in Great Numbers to Hungary?**

Before the year 1990 the tourism at Lake Balaton was characterized by

an induced and exaggerated demand. Why was the demand induced? Because the citizens of the former socialist countries could travel only within the block, the most southern country was Hungary with its most significant tourist attraction, Lake Balaton, which is the biggest freshwater lake of East-Central-Europe. Hungary was not as strict politically as for example the German Democratic Republic. (This might have been an agreement within the socialist block.) In 1968 there was a political opening with the new economical mechanism. After this the citizens of the GDR became interested in Hungary. A massive number of tourists flocked to Hungary and mainly to Lake Balaton from one year to the other. The country was not prepared for this, there was general economic management. Neither the amount of accommodation, nor the infrastructure and nor the retail trade network was appropriate [17; 23].

In the 60s in Tihany there was only one small shop. Then fast developments were carried out. Hotels, camp-sites were built, groceries were open, infrastructural developments started (water-pipe and sewage systems, road-networks were built). In 1960 there was accommodation available for 10 thousand guests, in 1970 for 57 thousand guests at commercial places of accommodation (26 and 55% of the total capacity). The rate of the domestic tourists using commercial accommodation decreased (from 83% to 57%). This was mainly due to the fact that in this period the amount of money that the Hungarians could spend on holiday homes increased and also to the fact that those who did not own a holiday home were less and less likely to be able to afford the prices of the commercial accommodation that were calculated taking into consideration the solvency of the foreign tourists [15]. The turnover that was in relation with socialism has played a significant role in our tourism. In 1980 86% of the total visitors to Hungary and 88% of the tourists arrived from socialist countries. At the beginning of the 80s their rate dropped, but nevertheless, almost three quarter of the arrivals was from socialist countries [4]. In 1985 the capacity of the hotels increased to 316,000 beds (82,000 beds in supported accommodation, 120,000 beds in commercial accommodation and 114,000 beds in private accommodation.) and the number of nights spent exceeded 20 million. The citizens of the former German Federal Republic became interested in Hungary, as well as the Belgians and the Austrians, because they realized that they could meet their long seen relatives and friends here in Hungary. The "Zimmer Frei" period started since the accommodation offered by the hotels was not enough. The number of beds offered by places of accommodation that entered the network of rented accommodation more than quadrupled between 1965 and 1978, reaching the number of 100,000 [7].

Tourists started to rough camp. Companies from Czechoslovakia settled whole camps at Lake Balaton. Polish and German (GDR) trade union resorts were created, private houses were rented for all season. This period was the time of mass tourism supervised by the secret services.

We pampered our guests. We welcomed the tourists with food and drinks and they were our guests several times during their stay. We offered products for a low price. In the shops western-products could be bought, that might have been an attraction for the tourists from the former socialist countries [18].

It was János Kádár's widely-known remark that "If I want to buy my mother French brandy, then it should be available in the shop, even if in limited quantity. I don't drink French brandy every day anyway!" Newsagents sold western publications, too.

There was a freer atmosphere here in Hungary ("The most cheerful barrack") than in the other former socialist countries. The development of tourism started earlier here (1968) than in the other examined countries.

There were bilateral agreements between the socialist countries and these concerned mainly the volume. The balance of tourism was positive. For the tourists from the examined countries Hungary was a relatively cheap country, the private accommodation and the catering was affordable. There was a special factor that motivated the western tourist to visit Lake Balaton. A metal-worker from Eastern-Germany could be a "King" here in Hungary with his currency and car; he could have a few luxurious days with impeccable service just like his German counterpart from Western Germany in Monte Carlo or on the French Riviera. This special motivating factor also disappeared after the changing of the regime. There was a wide range of programs to choose from, which was not available in other resorts.

#### **4. 2 What Kind of Attitude did the Service Providers and the Local People Had Towards the Tourists from the Socialist Countries?**

The Polish tourists were welcomed and treated with friendliness and they did not mix with the German tourists. They chose mainly private accommodation. The local people liked the German tourists, friendships were made, and the majority of the locals even learned German. The locals did not get on well with the tourists from Czechoslovakia because of the Treaty of Trianon and the events of 1968. These tourists preferred the campsites.

The quality of catering was shamefully poor, even the locals had little food. This is why the tourists pilfered the fruits and vegetables from the local people's gardens, which lead to antipathy between the locals who were not directly involved in tourism and the tourists [16]. Due to the fast developments the quality of the services and the catering improved significantly. (Private restaurants and shops were opened, new ferries were put into service and motels were established around the lake.)

The western tourists were more favoured because they were ready to exchange their currency illegally with the help of those who worked in tourism, which meant an additional source of income for them, and those working in tourism were happy to buy the foreign currency they needed

when they travelled to the West. In the area of renting accommodation the situation was the same, namely the Austrian, West-German, Dutch or other tourists were at an advantage. A difference did exist between the tourist paying with western currency and the tourist coming from the East. Especially those people stressed the difference between the two types of tourists who did not work very hard to get money from tourism, they even looked down on the tourists from the East and treated them as second rate guests, including the German tourists from the GDR. It was easy to differentiate them, since at that time they were different in their appearance, clothes, manners, behaviour, speech, etc. The German tourists from the GDR felt this discrimination, humiliation and inferiority. This might have played a role in the decrease in the number of German tourists today.

The tourists from the former socialist countries were preferred because they arrived in the pre-seasons and off-seasons too and they usually spent a period of 10-14 days, but it was not unusual to spend 21 days. Those who rented their houses made friends with their guests from the former socialist countries; later the Hungarian hosts visited their friends in GDR.

There were more “problems” with the Polish tourists, especially during the years before the changing of the regime, which was due to the fact that from the beginning of the 80s (1980-81) the solidarity movements intensified. (Lech Walesa) and some of them could not put up with the more regulated life in Hungary. There were cases when the Polish tourists felt indignant at the standard of the half-board services and they threw the mouldy salami onto the street.

During the business meetings the defencelessness of the East-German partners could be felt (they had no other alternatives but us), they were not allowed to travel to Yugoslavia, so their partners (travel agencies, hotels) could set the conditions.

### **4.3 After the Changing of the Regime**

#### **4.3.1 Why Tourists from the Former Socialist Countries are not Coming to Hungary after the Regime Change?**

Reasons: there were no more restrictions on travelling. “Let’s travel and see the world!” was the slogan and this meant a sharp decrease in the number of guests [10]. The reunification of Germany meant that Hungary was not a meeting place any more. The East-Germans set off to discover the western part of the country and the whole world. Nevertheless, the most important reason was that the foreigners (from the former socialist countries) arriving to our country were not different. The prices went higher, especially in the Balaton region, we were not (are not) cheap for the tourists any more.

The professional leaders made a mistake; they could be blamed for failing to design the new image of Lake Balaton. They also failed to build



up a long-term strategy. After the changing of the regime Lake Balaton was left without marketing [2], the marketing and the innovation were 10 years behind. The SCD group, which among others bought the camps at Lake Balaton, built gated residential communities, which did not encourage camping tourism and this meant a significant loss in the number of arrivals.

There were fewer tourists, but no-one made any attempts to look for new markets. The developments were made at random; they were not guided by the private sector. The moderate increase in the number of arrivals that lasted until 1993 was due to the fact that the former East-German tourists returned to Hungary, but instead of renting accommodation they used the services and facilities offered by hotels, and being registered there they contributed to the increase of the number of tourists.

The only flow of the Széchenyi Development Plan (it has of course undisputable benefits) was that Lake Balaton did not have any priority; the funds for developments were allocated on a national level, too.

The new products that are available at Lake Balaton today are attractive for the Hungarian elite but not for the foreign tourists. For the last few years 28 new four-star-wellness-hotels were built (rebuilt). Nevertheless, this does not mean an attractive offer for the foreign tourists, because there are wellness hotels in their neighbourhood which can offer the same services as the Hungarian ones.

Table 1

**Number of Foreign Tourists Using Commercial Accommodation at Lake Balaton (in thousands)**

| Category                              | 1980        | 1986        | 1990        | 2000        | 2005        | 2008        |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>Number of guests</b>               | <b>825</b>  | <b>1008</b> | <b>725</b>  | <b>823</b>  | <b>976</b>  | <b>1276</b> |
| <b>Foreign guests</b>                 | <b>473</b>  | <b>686</b>  | <b>561</b>  | <b>419</b>  | <b>386</b>  | <b>357</b>  |
| <b>Number of nights</b>               | <b>6188</b> | <b>7897</b> | <b>5341</b> | <b>3735</b> | <b>3941</b> | <b>4507</b> |
| <b>Nights spent by foreign guests</b> | <b>3358</b> | <b>5492</b> | <b>4280</b> | <b>2457</b> | <b>2189</b> | <b>1909</b> |

Source: Central Statistics Office, 2008

Table 2

**Turnover Figures at Commercial Accommodation in Balaton Region**

| Category  | 1980      | 1986      | 1990      | 2000      | 2005      | 2008      |
|---|-----------|-----------|-----------|-----------|-----------|-----------|
| <b>Rate of foreign tourists (%)</b>                   | <b>57</b> | <b>68</b> | <b>77</b> | <b>51</b> | <b>40</b> | <b>28</b> |
| <b>Number of nights spent by foreign tourists (%)</b> | <b>54</b> | <b>70</b> | <b>80</b> | <b>66</b> | <b>56</b> | <b>42</b> |

Source: Central Statistics Office, 2008



Table 3  
**How the Number of Nights Spent by Central-Eastern European Tourists Changed at Lake Balaton between 1998 and 2005**

| Rank | 1998                          |                  |             | 2005                          |                  |             |
|------|-------------------------------|------------------|-------------|-------------------------------|------------------|-------------|
|      | Where the guests arrived from | Number of nights | Share       | Where the guests arrived from | Number of nights | Share       |
| 1.   | Germany                       | 2 267 896        | 96,1%       | Germany                       | 1 387 828        | 95%         |
| 2.   | Poland                        | 51 411           | 2,2%        | Czech Republic                | 33 107           | 2,3%        |
| 3.   | Czech Republic                | 25 830           | 1,1%        | Poland                        | 27 107           | 1,9%        |
| 4.   | Slovakia                      | 15 120           | 0,6%        | Slovakia                      | 12 864           | 0,8%        |
|      | <b>Total</b>                  | <b>2 360257</b>  | <b>100%</b> | <b>Total</b>                  | <b>1 460 906</b> | <b>100%</b> |

Source: CENTRAL STATISTICS OFFICE (2005) my own calculations

The decrease in the number of arrivals was explained by saying that the German tourists disappeared and the big tour operators of the former socialist countries (ORBIS, ČEDOK, JUGENDTOURIST) lost their role and function [1]. Along with all these the natural condition of the lake worsened, which was made clear and visible by the deaths of fish (eel, carp). In chart 1 and 2 we can see the break in the increase of the foreign arrivals after the changing of the regime.

The number of foreign tourists visiting Lake Balaton between 1989 and 2004 decreased from 834,000 to 473,000, the nights spent by tourists dropped from 6.5 million to 2.7 million [13]. In the period between 2004 and 2008 the number of foreign tourist visiting the Hungarian Sea continued to drop, in 2008 it went down to 357,000 and the nights spent by these tourists bottomed 1.9 million. During these 18 years the number of foreign tourists at commercial accommodation decreased by 204,000, which means a drop by 49%. The number of nights spent by foreign tourists decreased significantly, it dropped from 80% to 42%.

Simultaneously, holidays supported by the trade union ceased to exist, supported tourism and domestic tourism decreased in volume. Due to the economic recession following the changing of the regime the population could hardly make ends meet and their standard of living got significantly lower. Similar processes could be seen in the other East-Central-European formerly socialist countries, which all contributed to the decrease in tourism at Lake Balaton. In certainty brought along by the changing of the regime resulted in an

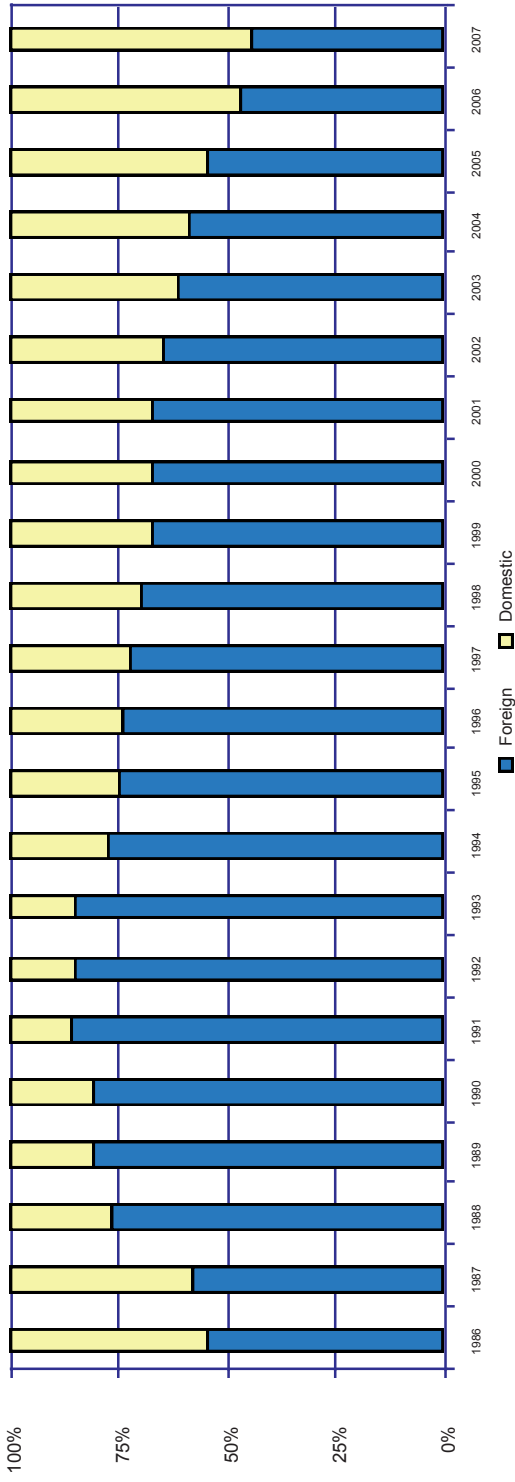
increase in the number of beach thefts, break-ins, car-thefts or car break-ins. All these negative trends that characterized in the 90s the tourism at Lake Balaton discouraged both the domestic and the foreign tourists from going to Lake Balaton. The demand was significantly diminished by the fact that the tourist of the East-Central region taking advantage of the opportunities rather chose to travel to the west or seaside resorts. The reunification of Germany and the drop in the number of foreign tourists coming to Hungary meant a sharp decrease of the demand of foreign tourists for Lake Balaton. The number of nights spent by German tourists at commercial accommodation was 4.2 million in 1989, and this dropped to 2.9 million in 1990, to 2.1 million in 1992. This decrease continued and according to the latest statistics provided by commercial accommodation – these statistics differentiated nationalities and they were published in 2005 – the German tourists spent 1.4 million nights. (CENTRAL STATISTICS OFFICE, 2005).

The presence of the German tourists has been a determining factor in the international tourism at Lake Balaton for decades, in other words Germany is the number 1 sending country considering inbound tourism both at Lake Balaton and in the whole country. (There is one problem with the above figures, namely that we cannot see the rate of the East and West German tourists.) Germany is by far at the top among the countries examined according to the statistics of the commercial accommodation. (96,1%-95%). The second place has seen a change since in 1998 it was Poland and in 2005 it was the Czech Republic. Slovakia's position has remained unchanged, in both the examined years it was on the 4<sup>th</sup> place, although in 2005 there was a slight increase of 0.2% as compared to 1998, but the number of nights spent by Slovakian tourists at registered places of accommodation is very low. Nevertheless, this can be said of Poland, the Czech Republic and Slovakia based on the statistics of the four countries. In 1998 their presence meant 3.9% of the total nights spent, in 2005 this was 5%, which is still very little. In 1998 the average time spent by foreign tourists at Lake Balaton was 5.1 nights, while in 2005 it dropped to 4 nights (in 2008 it was 5.3). The sending market of Lake Balaton has been significantly restructured since the changing of the regime. Domestic tourists have become the most important guests of the region, the number and the rate of the foreign tourists has decreased.

One significant reason why there has been a decrease in the demand for commercial accommodation is the fact that in the Balaton region both the Hungarians and the foreign people own second homes. During the last few years almost 10,000 real estate near the lake have been bought by foreign people. The majority of the foreigners, 60-70% of them bought the real estate with the aim to let it later, so they decided to get involved in renting accommodation [9; 6]. After analyzing the demand we can say that Lake Balaton is not attractive any more to the tourists from the examined countries. After this we will examine what kind of developments were

Graph 1

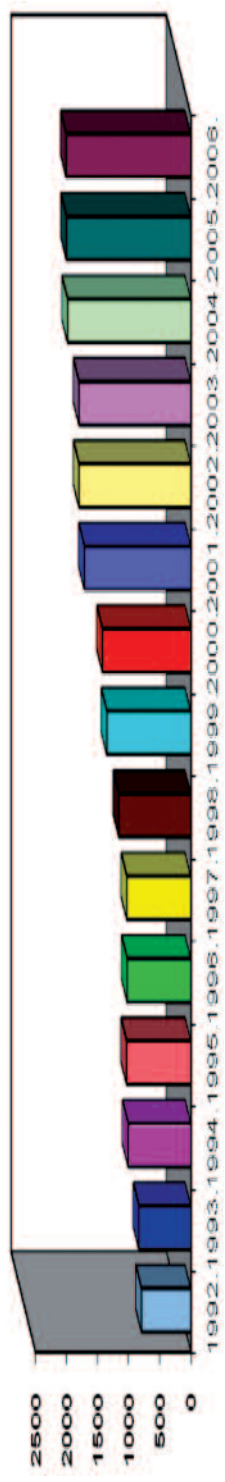
**The number of nights spent by domestic and foreign guests at commercial accommodation**



Source: Central Statistics Office (2007)

Graph 2

**How the Number of Berths Changed at Lake Balaton between 1992 and 2006**



Source: Central Statistics Office (2006)

initiated and carried out during these 19 years at Lake Balaton, what is supposed to divert the negative trends mentioned earlier.

We should mention by all means the international airport in Sármellék, with which the tourism of Southern-Transdanubia and the Balaton Region gained momentum. Fly Balaton Airport manages 400 aircrafts a year, and the number of passengers amounted to 20,000 in the beginnings, and in 2006 it reached 90,000 [14]. In 2007 they finished the whole M7 highway, so the tourist coming to this region can drive on a highway from Budapest to the Croatian border. In 2002 the cycle path around the lake was finished.

The Balaton Shipping Co. has carried out significant infrastructural developments. The Company has been improving the marinas since 1997 (Graph 2), so the marinas can offer berths and storing places for 2,000 sailing boats, and it is important to mention that currently there are 5,000-5,500 boats on Lake Balaton, which is still behind the estimated number (10,000-15,000) which means the maximum capacity of the Hungarian Sea.

25.9 % of the commercial accommodation in Hungary can be found in the Balaton tourist region. During the last few years the number of hotel beds decreased in total by 2%, yet there has been a change in rate towards the units of higher category and quality. While the capacity of the five and four-star-hotels has increased by 5%, the capacity of two and one-star-hotels decreased by 6%. For the last one year the capacity of tourist hostels and resort hostels increased by 17% and 2%, while the other types of accommodation lost in their capacity. The biggest decrease (14%) could be seen with pensions. Camp-sites have played an important role especially in handling the accommodation matters when seasonality is a determination factor. That is why the composition of the types of accommodation was different from the others in the country. But by 2008 due to the different demands – in accordance with the demand prevailing all over the country – the hotel accommodation was number one in the Balaton region, too. Three-tenths of the beds in hotels were found in wellness hotels, where there has been a dynamic increase in the capacity. Thanks to the developments at Lake Balaton that started in 2002 the region was enriched with 28 four-star wellness and conference hotels (Balatonalmádi, Balatonfüred, Balatonkenese, Hévíz, Siófok, Tapolca, Tihany, Zalakaros), as well as a five-star hotel in Hévíz. An aquapark and adventure pools were built in Balatonfüred and Siófok. A conference centre was built in Balatonfüred and Keszthely and a golf course with 18 holes was built in Balatonudvari in 2007.

The tourism at Lake Balaton has significantly changed during the last twenty years following the changing of the regime. The shorter, off-season travels are gaining popularity. The lakeside towns, the settlements with medicinal baths are important. The domestic tourism compensated for the loss caused by the decrease in the number of foreign tourists. The demand has obviously turned to higher quality services.

Buday - Sántha Attila in his book asked an Austrian regional development expert (Sixtus Lanner) and he said the following in connection with the tourism at Lake Balaton: "One supporting column in tourism is the development of the region. The area of Lake Balaton has been taking advantage of the lake for decades; nevertheless those in charge could not keep up with the development. The furnishing of the rooms is not perfect. The hosts got used to allocating guests and the families accept to have common showers of bathrooms. The hosts do not believe that the tourists are not willing to accept such low standards and they are surprised that the tourists from the west are not coming" [3].

We might agree more or less with the Austrian expert who has evaluated the quality of the private accommodation in Hungary and we might deduce that due to the problems mentioned earlier not only the western guests, but the East-Central European tourists will stay away from Hungary, or they will be just transit tourists.

After the statistical data we will look at the opinions of the experts on the current situation of Lake Balaton:

#### **4.3.2 The Shortcomings of Lake Balaton, or Why the Tourists from the Former Socialist Countries are not Coming in Great Numbers to the "Hungarian Sea"?**

There are serious problems with the infrastructure and the traffic, mainly on the northern shore of the lake. The rail transport and the coach transport system are below the European standard [5]. There is a lack in additional programs for families and for rainy days. Not only the tourism at Lake Balaton did suffer from the fact that after the changing of the regime the number of package holidays dropped sharply, but the whole Hungarian tourism was affected by this phenomenon.

There is not enough money spent on advertising and on marketing, and the amount is much less than in the countries those are our competitors (e.g. Croatia). Our competitors are better in using direct marketing. Tourists are very good at comparing prices and our country is not cheap. IBUSZ is no longer a monopolist on the market, but with this the company that had a large scale of international connections disappeared. The numerous small agencies are not able to handle and take care of these international connections.

Renting private accommodation and providing services (wine tasting and selling at private cellars) are limited by unreasonable regulations. Lake Balaton lacks huge entertainment parks (theme parks). The majority of the entrepreneurs are from Budapest and they pay their taxes there. It has not been made clear who the current owner of Lake Balaton is, the Lake Balaton Development Council or the Balaton Regional Tourism Board? It is questionable whether there is a need for so many organizations, with these, only a fraction of the money can be spent on development. There is not a list of events, so nobody knows what should

be developed. The settlements around the lake should not be rivals, but partners, but there is no sign of unity and cooperation. The cycle path has been built around the lake, but there are no places for bikers to rest with roofed lavatories and the bike-service network does not exist.

There are several factors that do not involve money; nevertheless they do influence the tourism at Lake Balaton. These factors include cleanliness, the manners of those who meet the guests (policemen, shop assistants, waiters, etc.), their language skills, and the small incidents that happen, when locals, service providers or those in authority are rude or impolite.

## **5. Conclusion**

After an overview of the situation of tourism at Lake Balaton and the past and current situation of the region the problems become evident. The infrastructural factors and the demand that were inherited from the former systems are not in accordance with the European and world trends, neither with the global changes that occurred in tourism. Reasons for the decrease in the demand to visit Lake Balaton could be the disappearance of mass tourism on the beach, the changes in the regime and the reunification of Germany. After the changes of the regimes the tourists from East-Central-Europe turned to other seaside or lakeside destinations. This trend was initiated by the more effective marketing of the countries that stretch along seashores. The private accommodation rented for tourist were designed and meant to reach the tourists on a budget, while in Europe there is a trend for looking for quality. The Internet and the faster means of transport have made it possible to compare the resorts. To get good value for money is an important factor in choosing the destination and in this respect we are at a disadvantage compared to our competitors.

If the funds from the European Union are spent more effectively, if there is a second Széchenyi Development Plan (in which Lake Balaton would have a high priority), if there are developments that focus on the needs and demands of tourists, the “Hungarian Sea” will surely reach a new developing phase.

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## **Professional interviews:**

Barcza Imre Balatontourist – General Manager (1984 - 1993)  
Dr. Berki Tibor Balatontourist – Assisstant Sales Manager (1980-1990)  
Dr. Borbély Judit SIOTOUR – Marketing Manager BAHAR ZRT  
Dr. Kovács Miklós - former General Manager SIOTOUR.  
Mányai Lóránd – Manager of Kisfaludy House restaurant, Hotel owner  
Mányai Lórándné – Manager of IBUSZ Tour Groups, currently Sales Manager at CLUB Hotel  
Nagy Jenő Hotel Annabella – Director  
Pártényiné. Guzslován Tünde - SIOTOUR from 1973, from 1990 Hotel Manager at  
HOTEL MAGISTERN  
Pásztor Géza – former director of ZALATOUR  
Rosta Sándor – President of Balaton Regional Tourism Board  
Sall Csaba - travel agency owner in Badacsony from 1982  
Tóth Béla former Marketing Director at Balatontourist  
Veiland László Veszprém county Tourist Office, head of the office  
Vida Kocsár – Director of Balaton Directorate of Hospitality Enterprise and Hotel Pannonia from 1976 to 1997.  
Dr. Valkó Miklós Hungarian Tourist Office Co. advisor to the president, former head of IBUSZ Agency in Frankfurt.

## **The questions sent to the foreign agencies of the Hungarian Tourist Office were answered by the following persons**

Sztojanovics Kristóf Ungarisches Tourismusamt Berlin, Director  
Hirling Bozena Hungarian Tourist Office Co., Head of the tourist office in Warsaw  
Godár Ivett tourism fellow-worker Slovakian agency

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# **Peculiarities of Internal Marketing in the Hospitality Industry in Kazakhstan: The Role of Tourism in the Development of Hotel Business**

Nataliya Sokhatskaya

*International Academy of Business*

## **Abstract**

The peculiarity of the hotel industry is constant work with customers considering the staff as an integral part of the service. The effectiveness and focus of the staff of hotels are dealt with internal marketing, which is based on a customer-oriented approach and the concept of meeting consumer expectations. Internal marketing is the basis of the formation of the relationship between the customer and personnel. The paper sequentially reveals the main directions of internal marketing and features of its development in hospitality industry of Kazakhstan. The special accent is made on the challenges of internal marketing of Kazakhstani hospitality business. The first challenge of internal marketing is undeveloped personnel policy that is significantly different from international: a weak educational system, post-Soviet mentality, a little experience in servicing interfere in the creation of a flexible service system and lead to common errors typical for post-Soviet period. There is an evident discrepancy between requirements for hotel personnel and content of educational programs of Kazakhstani universities. The comparative analysis revealed that foreign educational programs include profound courses developing communication skills and knowledge of corporate culture fundamentals. The second challenge of internal marketing is ineffective motivation of personnel that causes a high rate of employee turnover. In common hotels of the Republic of Kazakhstan require from their human resources a foreign languages competence and higher education ignoring the necessity of customer service skills. The special focus is made on issues of human resource training for hospitality industry. Additionally, the comparative analysis of the HR training program for hospitality business of Southeast Asia and Kazakhstan was conducted. The paper concludes the essential character of motivational system improvement in the field of hospitality business basing on advanced international practice.

**Key words:** tourism, hospitality business, internal marketing, customer, client orientation, servicing, service skills, personnel, communication, human resources, staff management, motivation, training professional standards

*JEL Classification:* L830

## 1. Introduction

Tourism entered XXI century as the most steadily growing sector of the economy, becoming one of the most profitable and the most dynamic sector of the international service trade. The tourism industry occupies about 11% of world gross product, 6% of world exports, 7% of global investment. Also every 16th job is in the tourism industry. In recent years, the flows of the geographical distribution of tourism have changed: in European regions demand tends to decrease while the highest average annual growth of 6% is in Asia and the Middle East. According to the forecasts given by the World Tourism Organization, tourism growth will be caused by the discoveries of new places to visit, as the traditional areas of the world tourism market have practically reached the peak of their capacity. In this regard, Kazakhstan has a unique opportunity to find its niche in the global market of tourist services.

Kazakhstan has a number of potential attractions for tourists:

80 attractive landscapes and recreational areas

27 000 monuments of history, culture, archeology

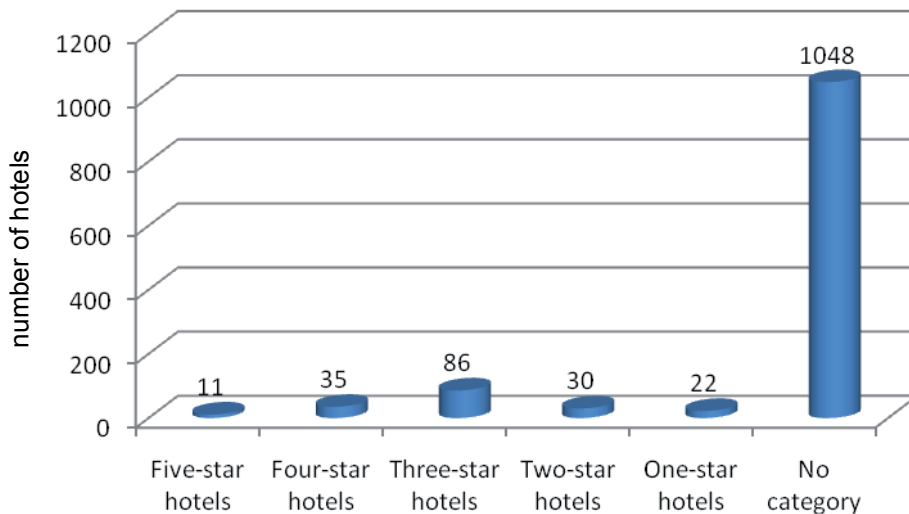
50 worldwide hotel chains

The formation of touristic clusters

The development of tourism leads to the development of tourism infrastructure and hospitality industries. In Kazakhstan, there are 1232 operating hotels, which are categorized in Graph 1.

Graph 1

### Structure of Kazakhstan Hotels by Category in 2010



Source: Statistical Book "Tourism in Kazakhstan in 2009." – Statistical collection. Editor A. A. Smailova. - Almaty: Zheti Zhargy, 2010

More than 82% are not categorized; do not implement international standards or a global management system.

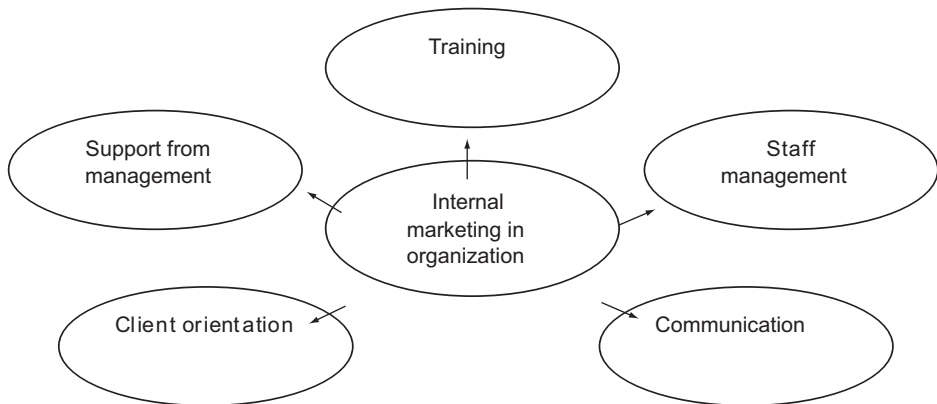
## 2. Features of Internal Marketing in Kazakhstan

Studies have shown that the development of hotel business in Kazakhstan requires professional staff. In this regard, the development of internal marketing, which is based on a customer-oriented approach and the concept of meeting consumer expectations, is becoming more and more popular. Internal marketing is the basis of the formation of the relationship between the customer and personnel.

Internal marketing in the hospitality industry includes recruiting, training, motivating and retaining qualified personnel through the establishment of such working conditions which would satisfy the needs of staff. Internal marketing involves meeting the needs of internal staff in order to create better conditions for them to provide high quality service for clients. The direction of development of internal marketing is presented in Graph 2.

Graph 2

### Areas of Internal Marketing



Source: Yankevich V. S. Marketing in the hotel industry and tourism: Russian and international experience. M.: "Finance and Statistics", 2004.

The advantage of internal marketing is that it provides high standards of quality at all stages of the formation and operation of the product of hospitality industry.

The peculiarity of the hotel industry is constant work with customers considering the staff as an integral part of the service which provides feeling that a customer is not a client but a guest in the hotel. The

effectiveness and focus of the staff of hotels are dealt with internal marketing.

Features of internal marketing in the hospitality industry (which are created by its peculiarities) are:

- The constant fluctuation in consumer demand
- Labor productivity largely depends on employees themselves - their personal abilities, motivation and effort
- The standards are very subjective
- High staff turnover.

As a consequence the speed of work is different; there are seasonal variations in personnels' work load, irregular working hours, part-time or occasional employment, correlation of quality of work and the speed of its implementation. As a result, human resource managers, first and foremost, must have the ability to find skilled professionals who will carry out their duties well. This is particularly important because, unlike other industries, hotel service companies are conglomerates of large number of departments and services, significantly different from each other as for operating conditions and requirements.

High staff turnover in the hotel business, low qualification of employees, the need to maintain high level of quality result in high demand for regulation and formalization of the rules for the hotel staff.

### **3. Problems of Internal Marketing in the Hospitality Industry in Kazakhstan**

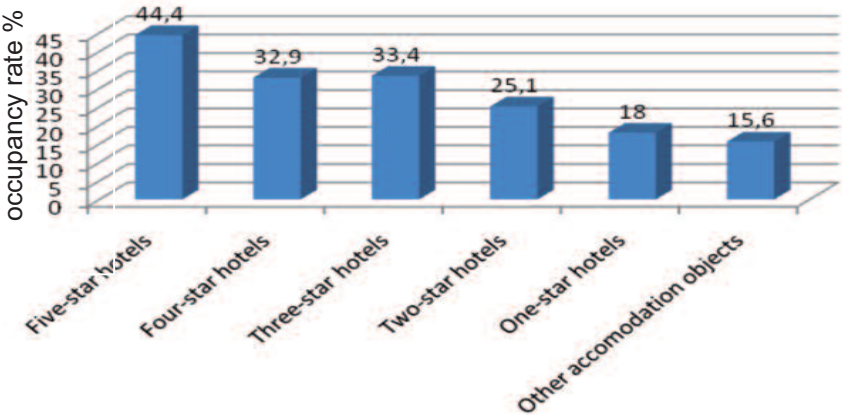
For hotels which operate in the Kazakhstani market, increasing the load depends on the number of permanent and loyal customers, and customer satisfaction. There is a high correlation between the increase in the number of loyal customers and increased its hotel occupancy. In Kazakhstan, occupancy rate of hotels is low. In 2010 the figure was 24.3%, and in the context of ranking hotels by category the following situation occurred: the higher category hotel the greater the occupancy is (see Graph 3).

Each employee of the hotel directly or indirectly influences the degree of customer satisfaction. In connection with this it is critical for the enterprise of the hotel industry to attract professional workers. For hotels it is important to determine the reasons behind lost customers. In this regard, the results of conducted studies are presented in Graph 4.

In analyzing the reasons of lost customers from the hotel it is revealed that clients go to the competitors mainly due to the lack of attention (72%), second reason is inefficient work with the complaints (34%), the third reason is level of service (21%) and less important one is the price and competitors' activeness. Result of the study confirms that the quality of employees' work determines the success of the hotels and tourist companies.

Graph 3

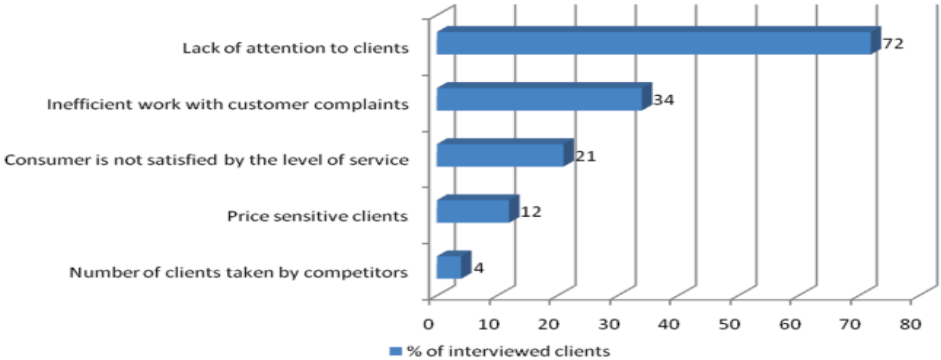
**The Load Factor of the Hotels in 2010**



Source: personal research

Graph 4

**Reasons for Losing Clients**



Source: personal research

**4. Training Issues for the Hospitality Industry**

The first issue of internal marketing in the personnel policy is weak system of training, post-soviet mentality, little experience in the service, slow establishment of flexible service system, and lead into typical errors of the post-Soviet period. The most important trend in the tourism industry is globalization, which affects the formation of a new social demand for training focused on international standards. The system of

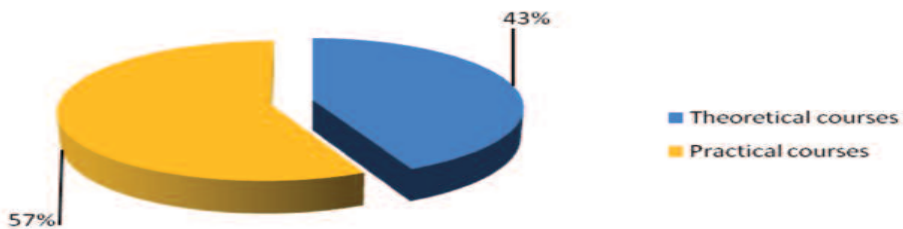
training for the tourism and hospitality industry in Kazakhstan is different from the international one. For example, theoretical disciplines occupy two years of tuition at universities in Kazakhstan and at the International Academy of Business as well.

According to the international practice the first and second year students who are specialized in hotel and tourism business are trained to obtain practical skills while occupying positions of low-level staff. Hotel management system assumes that graduates must know the whole process of service delivery. Students obtain practical skills during professional training included in to the program.

Assessment of the subjects shows that 42.9% are theoretical subjects and 57.1% are practical disciplines (Graph 5).

Graph 5

**Structure of the Disciplines on Bachelor Degree Program “ Hospitality Business” in Kazakhstan**



Source: survey of IAB students

There is a disproportion between requirements from workplace, job description and the content of the curricula of universities in Kazakhstan.

As an example we analyzed the curricula of hotel business from Southeast Asia, where the proportion of theoretical courses and practical courses is 25.9% to 74.1% (Graph 6).

A comparative analysis of training programs has shown that foreign programs pay a lot of attention to courses on communication skills and corporate culture. However, changes in educational programs in Kazakhstan during the first two years are not possible, due to the fact that they are set and monitored by the Ministry of Education of RK.

Thus, a system of training for the hospitality industry in Kazakhstan needs to be improved to teach practical skills on elective courses. The issue of description of the key qualifications and core competencies for different kinds of tourist activities in catering industry in terms of qualification standards and personality has very good prospects.

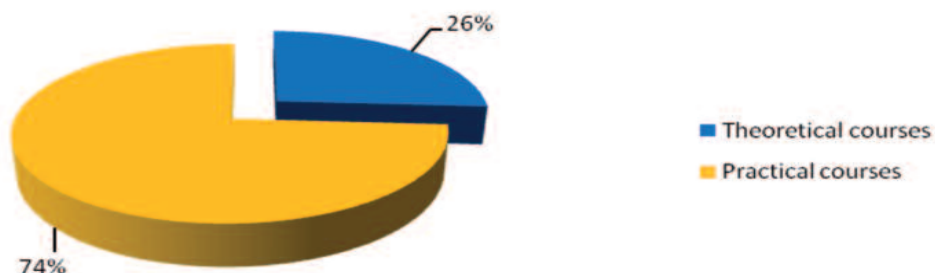
In many countries professional standards for the tourism industry are developed. Kazakhstan Association of Hotels and Restaurants (KAGIR) has taken part in the European Training Foundation (ETF) “National



qualifications frameworks”) since 2005 in order to create the first in the country “Professional standards for the tourism industry”. Currently, to decrease the gap between the quality of training and the real needs of the tourism business, standards that are uniformed, but close to international standards are being developed.

Graph 6

### Hospitality Business in Southeast Asia: Structure of Disciplines



Source: personal research

Formation and implementation of professional standards will bring the education and training closer to market needs. For hotel management these standards provide an opportunity to establish qualification requirements and job descriptions of employees, and also it will simplify issues of selection and recruitment, planning and career development of employees.

## 5. Motivation of Hotels Staff in Kazakhstan

The second hot problem to consider is inefficient motivation of employees. In Kazakhstan hotels there are many positions of personnel which do not require highly skilled knowledge and degree, but at the same time require foreign languages proficiency and higher education. This contradiction leads to an increase of personnel wastage. So the problem of motivation and staff turnover is one of the biggest hotel business problems.

The system of staff certification in Kazakhstan hotels does not fully contribute to the improvement of service: employees do not strive to improve the quality of their work and they don't continue their education and don't improve their knowledge and skills. Certification of employees in such hotels as “Intercontinental”, “Rahat Palace” is a formal event, and the results of evaluation are not discussed openly, and the heads of all departments concentrate decision power in their hands. In addition, certification is carried out using standard forms with simple questions, so these reports do not provide reliable information.

The results of the current assessment are not effective - there are no effective mechanisms for motivating employees to improve their cultural, educational and professional level. The tools, which are being implemented in the hotels, do not give positive results.

One of the main problems that must be in the range of issues addressed to the internal marketing of hotels is the question of personnel management.

The most important element in optimizing the internal marketing of hotels is the development of international experience in managing human resources. One of the most efficient forms is training managers abroad. For Kazakhstani human resources managers China, Turkey and the UAE can make a good deal.

Internal marketing has played an important role in the integration of marketing and human resources policies, and the staff is seen as a potential resource for the implementation of marketing functions.

Based on this analysis the following conclusions are to be made:

Formation of shared values among employees of hotels on the basis of the objectives of effective customer service should be done;

Internal marketing is a tool for the formation of an organizational culture that promotes customer focus;

the level of customer satisfaction should be considered while paying salaries;

it is necessary to improve and refine the program in terms of their applied orientation.

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Nataliya Sokhatskaya graduated from the Almaty Institute of National Economy where she also received her PhD. Later she also studied Master of Business Administration at the Foxy Business School in the USA. Dr Sokhatskaya is interested in Marketing, Strategic Marketing and Marketing Management.

# Tourist Information Centre from the Point of View of the National System of Quality in Tourism of the Czech Republic

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## **Abstract**

This paper focuses on description of the situation in the field of tourist information centres (TIC) in the Czech Republic with the emphasis on the new National system of service quality in tourism (NSSQT) in the Czech Republic which is under construction. There will be a description of the situation before starting work on the NSSQT in the first step followed by evaluation of the changes in this area after 2010.

**Key words:** National system of service quality in tourism, tourist information centre, Czech Republic.

*JEL Classification:* L830

## **1. Introduction**

There are about three main organisations taking care about tourist information centers in the Czech Republic. The highest positioned institution is the state administration body responsible for the tourism matters, the Ministry for Regional Development of the Czech Republic. The second institution is called CzechTourism and represents the Czech Tourist Authority on domestic and abroad market as a valuable tourist destination. The Association of Tourist Information Centers of the Czech Republic (ATIC CR) is the last mentioned subject relevant to the tourist information centers and their quality.

Tourists and visitors can find different tourist information centers offering services on a variant quality levels. There are more things bringing misunderstanding to the end user (specially the foreign visitors), let mention the name, how is tourist information centre called, what kind of title wears. The Czech Republic has no limits, so we can find: Information centre, Tourist information centre, City/Regional (tourist) information centre, Information center, etc. The main subject of the activities is the

same - providing information. Supporting /additional services depends on decision of the founder, local attractions etc.

Quite similar situation is in field of signing the TICs by the official logos (depends on the certification institution - ATIC CR/ CzechTourism (OTIC)), see Graph 1.

### **1.1 Ministry for Regional Development of the Czech Republic (MMR CR)**

The main - tourism responsible - central government authority of the Czech Republic is the Ministry for Regional Development (MMR CR) of the Czech Republic, it has the central authority in many fields, tourism included too.

MMR CR plays an important role within the state administration through the extent of its powers, competences and liabilities for the management of financial sources. MMR CR plays the role of the National Coordination Authority (NCO), which lays down a single framework for management and implementation of the assistance granted from structural funds and the Cohesion Fund in the Czech Republic.

The European cohesion policy is focused on the reduction of disparities between levels of development of various regions and on convergence of the economic level of the Czech Republic with the EU, as well as providing information and methodological assistance to higher territorial self-governing units, towns, municipalities and associations.

**ATIC CR sign**



Picture 1

**OTIC sign**



Picture 2

Source: ČCCR CZECHTOURISM. Kritéria pro přidělení jednotného značení. In [online]. [cit. 2011-12-28]. Dostupné z: [http://www.czechtourism.cz/files/informacni\\_centra/znaceni\\_tur\\_center/20\\_10\\_10\\_kriteria\\_pro\\_prideleni\\_jednotneho\\_znaceni.pdf](http://www.czechtourism.cz/files/informacni_centra/znaceni_tur_center/20_10_10_kriteria_pro_prideleni_jednotneho_znaceni.pdf)

## **1.2 CzechTourism**

The CzechTourism was founded by Ministry for Regional Development as a national tourist agency in year 1993. Through the Czech Tourist Authority – CzechTourism - the Ministry presents the Czech Republic both abroad and on domestic market as an interesting tourist destination.

CzechTourism takes care of a certification and of the final list of the Official Tourist Information Centers (OTIC).

CzechTourism provides support for the tourism information centres involved in the project „Official Tourist Information Centres“ the from the year 2003, mainly through the uniform signs (labeling), see picture n.2 above. Till the end of year 2011 there were over 340 centers involved and the membership is free of charge. The main aim of this system is to provide better quality of the services and make more clear the tourist information centers net more readable for the final –mainly foreign - visitors, so the requirements were already precised. Capital accent tends toward opening (public) hours of the centers, better language facilities of the employees and publishing actual information and their up to dating. Form of the CzechTourism support for the OTIC members is through the promotion on their web site and in the printed touristy publications.

## **1.3 Association of Tourist Information Centers of the Czech Republic (ATIC CR)**

The Association of Tourist Information Centres of the Czech Republic (ATIC CR) is a non-profit union of legal and physical persons and was established in 2003. It is a voluntary trade organization of tourist information centers established to represent and promote their interests at the state-level politics.

There was a system of tourist information centres certification, which defined conditions for members to be included in one of 4 settled categories (A, B, C, D).

In April 2011 the Panel of Members of ATIC CR held in Holešov approved the new system of certification and classification of the tourist information centers in the Czech Republic.

## **1.4 Tourist Information Centre**

Clients of the tourist information centre can expect a wide variety of forms providing information, for example printed materials or oral information about local attractions (cultural, natural and other) throughout the region (city) as well as the opening hours of castles, accommodation possibilities or sport activities. It's possible to use the free/low paid internet access which can be used by tourists to make their reservations themselves. Who needs advice about their future plan can

ask the employee (willing and knowledgeable) for the tips and recommendations.

There is no rule limiting the TIC establishment, there is no obligatory concession or participation in certification needed (OTIC, ATIC, and other), so it is up to decision of each founder or operator to become a member of OTIC, ATIC or stays out of these nets.

## **2. National System of Service Quality in Tourism (NSSQT) in the Czech Republic**

The basic description of NSSQT was published in 2007. The quality of services plays dominant role in tourism, so the MMR CR decided to establish a national system of service quality in tourism in the Czech Republic. This is supposed to guarantee the duality of services provided across the tourism supply. The system should provide protection and easy access to information for individual customers.

The quality of the services is evaluated in individual tourists segments as important criteria in selecting services. The new system of service quality in tourism will be fully compatible with the currently used ISO standard quality management system and will also take adequate account of the specifics of the tourism sector. Certain elements take account of the specific nature of the tourism sector. It will come into force for the:

- hotel industry;
- gastronomy;
- travel companies;
- tourist guides;
- wellness services;
- tourist information centers;
- rural and conference tourism;
- services linked to sustainable tourism.

Such system has existed in some developed tourist destinations and has proved its worth over time. It will guarantee the quality of services provided.

A basic principle for the whole system is its voluntary nature. Standardization cannot be achieved by compulsion. The market should gradually put itself in order as quality services are demanded more and more by customers themselves. Important is the credibility of the system for the end user of services. Roles will be played by the state (MMR CR) which guarantees the whole system at national level.

Institutions involved are the professional associations, they will be responsible for the generation and subsequent implementation of the various standards, and independent certification commissions and system of independent auditors, as well as advisory companies and training institutions have also their place in the system.

The certification period will be set at three years.



NSSQT could not be achieved without help from EU structural funds; it will be financed from the Integrated Operational Program (IOP) in which, as a part of Priority 4, National Support for Tourism is. All systematic activities are financed from EU structural funds as part of the Integrated Operational Program with the aim of improving the competitiveness of the whole tourism sector.

In 2008 tourism department of MMR CR was beginning to implement the first four projects, as part of these projects, individual national standards and certification systems for the most important tourist sectors will be created first.

It was planned to prepare the project of NSSQT till the end of 2010.

## **2.1 TICs Classification and Certification**

There are two ways of certification as a tourist information centre. The TIC founder can take a part in the first (provided by ATIC) or second system (covered by MMR CR), ask either for both certifications or for none of them. All possibilities are used in the Czech Republic.

### **2.1.1 ATIC**

Important date which changed the classification was the April 2011 when the Panel of Members of ATIC CR held in Holešov approved the new system of certification and classification of the tourist information centers in the Czech Republic. Each category has defined range of services with the minimal level of standards offered by TICs.

According to this system, TICs were put into 3 classes (A, B, C) depends on the criteria:

- the range and relevance of the provided information;
- the operation of the electronic database;
- technical facilities;
- wheelchair access;
- provision of the public Internet;
- opening hours of the TIC;
- directions to TIC within the area of tourist appearance;
- language skills of the TIC staff;
- the level of their education and relevant practical experience, etc.

What is the purpose of the certification? The standard of provided services on one hand and the possibility to become a member of ATIC CR when the condition of TIC valid certification is accomplish and to use offered advantages from the membership (association provides for its members the following services: methodological assistance in the course of setting up and running tourist information centres, providing training and further education of the ATIC CR members (since 2006), publishing on ATIC websites, the opportunity to participate in forming a unified

system of tourist information in the territory of the Czech Republic, etc.).

TICs has divided members into 3 main groups (classes: A, B, C), each has to fulfill criteria connected with the range and relevance of the provided information, electronic database, technical and language facilities, wheel chair access, provision of the public Internet, opening hours for the visitors etc.

In comparison with the OTIC conditions there is no huge gap between them, seems more like OTIC are inspired by ATIC.

### **2.1.2 CzechTourism**

Ministry for the Regional Development started – through its Agency CzechTourism – built a list of the Official Tourist Information Centres (OTIC) of the Czech Republic. There is settled the minimum standard of providing services to obtain the certificate (paper).

Required conditions for the potential partners of the OTIC are listed below:

- Tourist information centre collect validated information and administrate the database (renewed at least two times per year);
- TIC provides collected information to the public in various ways (by e-mail, phone, face to face), the oral information has to be provided free of charge;
- information and their serving represents the main activity;
- there is the public Internet connection and the technical facilities;
- opening hours 5 days per week, 36 hours in total;
- employee speaks at least one world language;
- TIC makes every day statistics (number of visitors) and it's recommended to recognize domestic and foreign visitors with the home countries (from January 2011);
- there has to be word „tourist“ published on the door or inside (easy to see).

There are controls made mainly in the period of the year between October and November. Who breaks the rules has to finish the OTIC membership.

### **3. Conclusion**

After the first analyses made for the Ministry for Regional Development of the Czech Republic was decided to follow the example of the quality services from Germany in the end of 2010.

## ServiceQualität Deutschland



Source: ServiceQualität Deutschland in Niedersachsen. [online]. [cit. 2012/02/15]. Dostupné z: <http://www.servicequalitaet-niedersachsen.de/aktuell.html>

ServiceQualität Deutschland is the decentralized system to the Federal states and many sectors from the field of tourism are included (wide variety of services).

The time will show how successful the German example adoption in the Czech conditions is. Czech Republic can extract the good practices and save the time and money connected with the „right way“ searching.

There are already easy identified gangues which brought NSSQT in Czech Republic, as are the examples mentioned above, for example in the case of ATIC – changes in TIC classification (from 2011), or OTIC and their statistics followed.

It is not so important way chosen, but more interesting is the goal reached, it means better tourist services quality in the national and regional level with the adequate range and quality level of the provided services to the domestic and foreign visitors.

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# The Layout of Tourism Promotion in and for Belgium

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## **Abstract**

The three-level political structure of Belgium (capital Brussels) is very complicated. The first sentence of the constitution says: "Belgium is a federal state made up of communities and regions". This means there are different levels active in the political system. This layout is also represented in the organization of the tourism promotion in and for Belgium. It means there is a very complicated system in and around tourism. In fact there is no central service for promoting touristic Belgium. The three communities organise the touristic policy and promotion in a different way with own accents and highlights. And there is Brussels, the capital of Belgium, but also the capital of the Flemish Region. Brussels is governed by the Flemish and Walloon Community together. But Brussels Capital is also a Region. Next to that there are 19 districts in Brussels with their own major and town council. All these institutions play their role in the Brussels tourism policy. In Flanders the situation is rather simple. For them Brussels is the capital. On the French speaking side (French community) there is a very complicated system of different institutions working together but also beside each other. This paper will explain the situation of the tourist policy and the institutions concerned in the three Communities. But first it is necessary to explain the political structure of Belgium. Otherwise it is impossible to understand the tourist policy and the concerned institutions and/or services.

**Key words:** Belgium, Political structure, Communities, Regions, Tourist policy, Competence in the tourist policy.

*JEL Classification: L830*

## **1. The Political Structure of Belgium**

The levels in the Belgian political structure are: the federal level, the three Communities (The French Community, the Flemish Community and the German-speaking Community), the three regions (the Brussels-Capital Region, the Flemish Region and the Walloon Region) and the local level (towns and villages). The Flemish Community exercises its powers in the Flemish provinces and in Brussels, the French Community in the Walloon provinces, with the exception of German-speaking communes, and in

Brussels, the German-speaking Community in the communes of the province of Liège that form the German language area. The regions are composed out of provinces (10). The federal institutions are the federal government and a federal parliament (with a Chamber of Representatives and a Senate). The Communities and Regions have their own legislative and executive authority. The definition of the Communities is based on their language. They enjoy powers over various policy areas, such as education, culture and some social matters (e.g. family child support). The regions have the competence relating to the economy, employment, agriculture, water policy, housing, public works, energy, transport (except Belgian Railways), the environment, town and country planning, nature conservation, credit, foreign trade, supervision of the provinces, communes.

Graph 1

**The visual presentation of the political lay-out of Belgium**



Source: [http://www.belgium.be/en/about\\_belgium/government/federale\\_staet/map](http://www.belgium.be/en/about_belgium/government/federale_staet/map)

**2. The Competence of Tourism**

Since the state-reform of 1980 the competence of tourism is executed by the Communities. There are three authorities active in this area: Toerisme Vlaanderen for Flanders, the Office de Promotion du Tourisme de Wallonie et de Bruxelles and the East Belgian tourist office (German-speaking cantons). Next to that there are levels in the organization of this

competence: a 'national' level in cooperation with a provincial level, a regional level and a local level.

## **2.1. The Situation in Flanders (Included the Flemish Community in Brussels)**

### **2.1.1 Tourism Policy**

The Flemish Community (in Flanders the Community and the Region merged, there is only one government responsible) exercises its powers in the Flemish provinces and in Brussels. The tourism policy is designed by the Flemish minister (now Geert Bourgeois) responsible for tourism and the Flemish parliament. His policy plan 2009-2014 explains the policy and the policy intentions of the Flemish Government for the current legislature. He is guiding the operation of the agency Toerisme Vlaanderen (Tourism Flanders). Each year, the Minister gives in the Flemish Parliament a state of the policy and of the initiatives planned for the coming year in a government policy statement. The "strategic policy 2020 or Tourism pact 2020" provides a picture of where they would stand with tourism, to and from Flanders and Brussels, in 2020. It is designed for and in cooperation with several players from the tourism sector and other relevant policies in Flanders and is supported by all partners. The Tourist 2020 Pact proposes six priority axes. The tourism actors align themselves with those six lines as central values into a common policy. Customer based thinking: think from the customer rather than from the own product; Positioning: the sector itself or the ownership, but also the destiny stronger position; Macro-economic thinking: a macro-economic approach to the handling of tourism for employment and profitability; Professionalism and innovation: further professionalize the sector and develop innovation; Cooperation: pursuing greater cooperation and complementarities; Sustainable development: everything with due regard to sustainability and participation.

### **2.1.2 Tourism Flanders**

#### **2.1.2.1 Vision, Mission Statement, Strategy**

The agency responsible for the execution of the touristic policies in and for Flanders is Toerisme Vlaanderen (Tourism Flanders) an autonomous agency of the Flemish government. The vision of this agency is: "Tourism Flanders wants to be a strategy-driven knowledge and public commitment to the sustainable development of tourism and the tourism industry in Flanders and Brussels with a view to promoting greater economic efficiency, employment and social welfare". The mission statement of this institution is: "Contribution to the sustainable development of tourism in and to Flanders with a view to increasing economic efficiency, employment and welfare (for the inhabitants of Flanders)". Translated into strategy



they have the following goals which can be summarized in six desired developments for tourism: The policy and management of the tourism sector in Flanders is more knowledge-driven and strategy; The competitiveness of the tourism sector is increasing; The share of the tourism sector in the Flemish economy rises; The international reputation of Flanders as a tourist destination improves; Flanders evolves into a qualitative, adventurous and sustainable destination. The thresholds disadvantaged experienced in the Flemish tourism supply reduction; In line with this strategy they have developed a new international marketing strategy Flanders-Brussels 2012-2015 laid out in five strategic thrusts: Flanders is a story (and the visitor is central); Flanders has a reputation (pioneering craftsmanship); Flanders is a place to come to (sustainable growth); Flanders is a place to meet (meeting industry); Flanders is a place to be (customer satisfaction and repeat visit). The target 'Tourism for all' is important because Flanders wants to be a holiday destination where no one need feel excluded. This is not only good for those who are still financially viable or who haven't encountered physical barriers yet. If more people can enjoy a holiday, the whole sector will grow.

Tourism Flanders maintains close contacts with the Department of Foreign Affairs. Both administrations are covered by the policy of 'Foreign Affairs'. The cell Tourism of this Department supports the Minister in designing and evaluating its policy. It conducts policy preparatory work, such as monitoring trends, new draft regulations and policy advice to the Minister and the Government. The cell helps the minister in the management and monitoring of policy implementation. The implementation is the responsibility of Tourism Flanders. The service delivers the licenses for tourist accommodation, travel agencies and booking offices. The service also checks whether the regulations related to tourist accommodation (accommodation decree) and travel agents and rental agencies (travel agency decree) are respected. This is the 'enforcement'.

#### **2.1.2.2 Structure and Tasks**

Tourism Flanders is divided into four sections from an organisational point of view: knowledge and quality, marketing, international markets and tourism for all.

##### **2.1.2.2.1 Section Knowledge and Quality**

This section is composed of services: Service Knowledge Management: a knowledge gathering and distributing process about the tourist in the (potential) markets, the tourism industry in Flanders and the environment in which they work; Service Quality Management: working on a knowledge-based quality framework tailored to the tourism businesses; Service Project development: encouraging targeted investment in the supply and international reception so the destination meets the expectations of the international (business) tourist and disadvantaged;

Pulse programs: formulating the calls for grant projects, coaching these projects and helping out with the paperwork.

#### **2.1.2.2.2 Section Marketing**

Marketing is a process of creating and delivering value, generally speaking, the set of activities that make something attractive. In every department a part of that value creation can be found. The entire agency contributes to the marketing of that 'something', i.e. Flanders, and promotes this destination.

#### **2.1.2.2.3 Section International Markets**

Flanders in the spotlight as the place to be, that is the goal the Department of International markets wants to achieve, especially abroad, together with creating value for a holiday and positioning itself as pure pioneering craftsmanship. Also in the meeting industry this is a challenge. An information office on the Grass Market in Brussels helps every tourist in his or her search for tourist information. This section has reorganized and improved its activities.

They designed an international marketing strategy Flanders Brussels 2012-2015. The strategic story line gives some highlights. Flanders becomes a story: The visitor is the central focal point in all marketing phases. They listen to his needs, enter in dialogue and ultimately let him become the storyteller of Flanders. The focus is on warm, authentic stories which vary according to the target market; Flanders is a reputation: Together with our public and private partners, they promote the brand Flanders univocally and coherently as 'cutting edge craftsmanship'. Smart endorsed branding and long-term investments in our symbolic capital improves the reputation of Flanders abroad; Flanders is a place to come to: they strive for a maximal return on their marketing actions for Flanders. They try to find the perfect combination between destinations and tourist experiences for every target market. Short holidays (up to 4 nights) are their primary focus on the leisure market. They proactively anticipate new opportunity's and changing market conditions; Flanders is a place to meet: The meeting industry plays a key role in Flanders and will gain a wider scope. A good price/quality relationship, new infrastructure, sustainable accessibility and the leisure assets all contribute to Flanders-Brussels Convention Bureau's unique positioning; Flanders is a place to be: Tourism Flanders is committed to increase customer satisfaction. They will further develop Flanders as an international tourist destination in line with their strategic choices. By stimulating repeat visits they are determined to transform Flanders into a true love mark.

#### **2.1.2.2.3.1 Focus Markets vs. Future Markets**

The action of Tourism Flanders on foreign markets is divided into: focus markets and future markets.

Focus Markets focus on the more mature markets such as The Netherlands, France, Germany, United Kingdom, Denmark, Sweden, Austria, Italy, Spain, the USA and Canada. Its specific market and product knowledge is destined for the foreign offices in these countries and they organize proactive consumer action and press trips for each market. Social media are being used to their full potential.

Future Markets such as Russia, Japan, India, China also called the emerging markets are the ones the cell Future Markets focuses on. The foreign offices rely on the excellent market and product knowledge of the cell and together they acquire Flanders-awareness by organizing press and business trips and creating strategic alliances.

For all markets they provide specific points of contact and a product cell at the headquarters of Tourism Flanders in Brussels.

#### **2.1.2.2.3.2 Contact Persons**

The contact persons per market have a kind of counter function or intermediary function. In addition they answer specific questions about the foreign market and the foreign office of Tourism Flanders active in that market.

#### **2.1.2.2.3.3 Production Cell**

The production cell coordinates and organizes all press, trade and congress tourism trips that the foreign offices schedule.

#### **2.1.2.2.3.4 Cell Fairs and Workshops**

The cell Fairs and Workshops organises (trade) fairs, workshops, road shows and seminars, both for leisure and congress tourism. This unit works closely with a responsible account manager. This manager can construct partnerships and strategic alliances.

#### **2.1.2.2.3.5 Convention Bureau (Flanders-Brussels Convention Bureau)**

A convention bureau gets even more power and optimizes its ties with the Flemish regional and local convention bureaus. The aim is to develop joint initiatives and to create new opportunities. To achieve that goal this bureau does prospection and ensures follow up.

#### **2.1.2.2.3.6 Information Office Visit Flanders**

The information office at the Grasmarkt 61 in Brussels is the perfect place for all personal requests for information and promotional materials about Flanders. National or international, everyone is welcome.

#### **2.1.2.2.4 Tourism for All**

Flanders wants to be a holiday destination for both young and old alike; for people with a large or a small purse, for people with good or less good health, for people with or without disabilities. But a carefree holiday is not for everyone of course. Various obstacles - practical or financial in

nature - can stand in the way. Therefore, Tourism Flanders, under the name Tourism for All, created a number of services to help out.

### **2.1.3 The Local Situation**

Flanders is composed out of provinces, (West Flanders, East Flanders, Antwerp, Limburg, Flemish Brabant) towns and village. They play also a role in the tourist policy. Next there are towns and village with an own tourist service and policy. The provinces have extensive powers. They have devised initiatives in the fields of education, social and cultural infrastructures, preventive medicine and social policy. They also deal with the environment, with highways and waterways, the economy, transport, public works, housing, use of official languages. The provinces are secondary administrations that exercise their powers autonomously. That does not mean that they exercise their powers without any supervision from higher authorities. The Permanent Delegation is responsible for the day-to-day running of provincial business. Among other things, it has the power to grant licenses for the operation of industrial, crafts, commercial and agricultural premises that entail risks or are harmful and which need to be regulated.

#### **2.1.3.1 The Provinces and their Regions**

There are 5 provinces in Flanders and they have an institution, a service and a budget for tourism. They are partners of Tourism Flanders. In each province there is a “commissioner” in the Permanent Delegation who is responsible for the tourism policy. The commissioner is assisted in his policy by a provincial tourist service mostly a non-profit institution composed of local people involved in the sector, mostly out of towns and villages. They can hire professional personnel to fulfil the tasks in the field. Furthermore, in each province policy committee ‘tourism’ is active in provincial council. An annual policy ‘tourism’ drafted, discussed and approved by the respective provincial councils is designed. Almost every province today has a strategic policy on ‘tourism’. This policy is translated into the regions in this province and is working under the coordination and implementation of regional coordinators. These coordinators are employed and paid by the province. The tourist services have a mission: to foster and promote tourism and recreation and leisure in their respective provinces. Additionally, the services have to take into consideration and design actions for the recreational development of the home province for the benefit of the local population and visitors. Each province has a tourism office in the capital and they have regional offices to organize promotional activities, setup a marketing plan and take care of welcoming tourists.

#### **2.1.3.2 The Towns and Villages**

Every town or village has a person responsible for tourism (a politician)

in their local town council and government. They allocate a budget for tourism in the yearly budget. Their partner is the provincial tourist service with advice, grants etc. Some of the towns or villages have a governmental service for tourism with professional employees paid out of their budget. Others give this task to a kind of private institution, a non-profit organization for tourist traffic whose members are all volunteers. They mostly design a promotion and marketing plan and organize the welcoming of the tourists.

## **2.2 The Situation in Wallonia (Including the French Community of Brussels)**

### **2.2.1 Tourism Policy**

In Wallonia the situation is even more complicated than in Flanders. In this territory both a Community government and a Region government is active. The French Community together with the Region exercises its powers in the Walloon provinces (except the German-speaking communes) and in Brussels. The jurisdiction of tourism is indeed a shared responsibility of the Communities and Regions. In 1994, the tourism policy of the French Community was devolved into regions, the Walloon Region and Brussels (two communities are working in Brussels: The Flemish and the French Community) respectively. The French Community of Belgium has transferred a range of powers to the French Community Commission (COCOF): e.g. tourism, social promotion, vocational retraining and in-service training, sports, management of educational buildings, school transport, health and social welfare). The tourism policy of the French Community of Brussels is considered to be one of the competences of the COCOF.

### **2.2.2 COCOF (Commission Communautaire Française) Brussels**

#### **2.2.2.1 The Mission for the Tourism Sector**

The administration of the French Community Commission, through its Tourism Department, enforces the application of the tourism legislation, including hotel status, recognition of guest rooms and the status of travel agencies. The service control more or less 127 hotels and 350 travel agencies. The COCOF provides operating grants to organizations active in the field of tourism and investment subsidies for the development of tourist facilities. They undertake direct investment in the promotion, dissemination and publication for the studies, in terms of tourist facilities (currently the tourist signs), for the management of its assets (shelters youth which it owns). The Tourism Department, assumes a mission on the development of laws and regulations and the management of various advisory bodies such as the Higher Council of Tourism and its six Technical Committees.

### **2.2.2.2 Strategy**

The tourism policy of the French Community Commission focuses on the following areas: The development of heritage tourism Brussels and access to quality information that requires new initiatives which the French Community Commission must generate. Through investments or subsidies for tourist facilities, the ambition of the French Community Commission is to introduce tourists' wealth of Brussels. They have put in place a consistent and coherent tourism signage throughout the Region of Brussels-Capital. This approach aims to offer visitors visual information in order to inform tourists of a clear and complete number of important touristic buildings and places. They support the project "Brussels scene" which allows visitors to discover the richness of the city through a discovery trail located in the Galleries Saint-Hubert. This informative tour is designed as a real guideline in the region with multiple sets and sound and light effects.

The development of a quality cultural tourism through various initiatives must promote: subsidies to associations active in the field e.g. "Show and tell Brussels", which brings together themed tours; "Destination Brussels French" (BDLF) that values Brussels internationally as a destination and French cultural importance; development of a City card the Brussels Museums Council (passport giving access to museums in Brussels during the stay); control and distribution of short films in Brussels, participation in special programs on Brussels; support for initiatives promoting the heritage of Brussels; support tourism initiatives for people with reduced mobility.

The coordination of the promotion policy and hospitality for Brussels Tourism is in association with partners e.g. The Bureau International - Tourism & Congress (BITC). The objective of BITC is to develop a new image of Tourism Brussels under the slogan "Brussels my discovery." The starting point of this project is the idea that Brussels is not only a centre of international politics and trade, but that this cliché hides a fascinating and vibrant city.

The Tourist Office Wallonia-Brussels (OPT) promotes tourism leisure and business tourism on foreign markets and in Belgium. And of course with the hotel sector and youth hostels for and B&B's. They have constructed a system of quality labels.

The implementation of a status for travel agencies, tour operators and travel agents must offer certain guarantees of professionalism for a license to carry out their activities.

In addition, Brussels Capital of Europe attracts many institutions students looking for accommodation for a limited time. They support investments in housing to accommodate this specific group. They act either as owner or help centres concerned through investment subsidies.

### **2.2.2.2 Structure**

The French Community Commission is composed of a legislative body

(the Council) and an executive body (the College). The Council consists of the 72 members of the French language group in the Brussels Parliament (Regional parliament). The College consists of Francophone Ministers and the French State Secretaries of the Regional Government. The minister responsible is Mr Christos Doulkeridis. There is, in the administration of the French Community Commission, a service that depends on the Tourism Directorate of Cultural Affairs and Tourism.

### **2.2.3 Visit Brussels**

#### **2.2.3.1 Task and Structure**

This is the tourism communications agency department of the Brussels Capital Region. The goal is to extend and enhance the image of the capital of 500 million Europeans. This institution is also responsible for the promotion of the Region to the organizers of events and conferences.

Each of its departments has a precise task: Sales promotion to motivate the professionals such as the tour operators to convince them not to miss Brussels as a destination as soon as they arrive in Europe; the journalists to create free publicity; the organizers of congresses, to show the talent of Brussels for business tourism and create partnership to help them in the search for meeting rooms, hotel accommodation and other useful services. Communication: design and creation of websites, brochures, products and objects to stimulate them to come to Brussels. Culture and tourism: to create a taste of the wealth of the city heritage and living pleasure that can be found in Brussels. Events: organizing or supporting large festivities, cultural or sport events to bring under the attention that Brussels is a city where there is always something going on. Brussels city movie: promoting turning movies in Brussels as a décor or an actor.

### **2.2.4 CGT (Commissariat Général au Tourisme)-(Commissioner General of Tourism).**

#### **2.2.4.1 Task**

The CGT - Organization of Public Interest - is responsible for the implementation of the Walloon Government's general policy on tourism. The CGT is responsible for the implementation of decrees (laws) in the field of tourism. It manages grants to tourist facilities. It decides about an allowance for opening a tourist accommodation and about the quality classification it will get, improves the reception of the tourists and the tourist information and is responsible for promoting tourism Wallonia. Tourism also participates fully in the construction of the Walloon identity. Indeed, it is also carrying an image of Wallonia in Belgium and abroad. The minister responsible for tourism is Paul Furlan.

#### **2.2.4.2 Mission**

The CGT is responsible for the execution of the policy of the Walloon



Government in the field of tourism, to manage tourism infrastructure, properties of the Walloon Region out of a list drawn up by the this Government.

#### **2.2.4.3 Strategy**

The CGT is responsible for organizing and promoting tourism in the Walloon Region, by all appropriate means. More specifically responsible for: the processing of applications for authorization, recognition, approval, revision of classification, or grant authorization; approval of a budget commitment, liquidation and payment of subsidies for tourism;

- promoting tourism in Wallonia on its territory and financing promotion conducted by local tourism organizations; defining the content of the tourist image of Wallonia which includes the analysis and design of content marketing and a related strategy; the design and production of publications of official brochures, and other publications highlighting specific tourism products in Wallonia, and where appropriate, in collaboration with any other bodies concerned in tourism; collection, analysis and dissemination of data on tourism policy of the Walloon Region; the development of regional tourism products; participation in fairs and exhibitions, where appropriate, in collaboration with any other bodies concerned in tourism;
- decide to submit the property to a public ownership or private ownership.

#### **2.2.4.4 Structure**

The CGT is consisting of five divisions and one cross-department.

##### **2.2.4.4.1 The Department of Tourism Agencies**

The Department of Tourism Agencies coaches the Houses of Tourism, tourist information offices (private) and tourist offices (town), as well as supporting projects recognition of tourist guides institutions.

##### **2.2.4.4.2 The Department of Infrastructure and Tourist Attractions**

The Department of Infrastructure and Tourist Attractions deals mainly with the “labelling” of tourist attractions, assistance to tourist facilities (financing of tourism development in town centres or villages), Social Tourism (access to tourism for the poor) and Property Management of the tourist attractions of the Walloon Region.

##### **2.2.4.4.3. Management of Tourist Accommodation**

The management of Tourist Accommodation assists and advises owners and managers of accommodation. This direction allows the use of protected designations (such as “Hotel”, “tourist campground”, “camping on the farm”, “Cottage”, “B & B” or “Holiday Village”) and provides a ranking (stars or ears), and grants to the allowed accommodations.

#### **2.2.4.4.4 The Department of Tourism Products and Marketing**

The Department of Tourism Products and Marketing is responsible for the creation and follow up of the tourism web portal [www.tourismewallonie.be](http://www.tourismewallonie.be). It also provides the structure of commodity chains (relaxation, discovery, nature-adventure tourism), and is responsible for the recognition of marked tourist routes.

#### **2.2.4.4.5 The Department of Tourism Strategy**

The mission of the Department of Tourism Strategy is to monitor the implementation of the tourism development strategy of the Walloon Region and it is responsible for studies by the General Commission for Tourism. This department also conducts surveys and keeps tourism statistics (Observatory of Tourism Wallonia) and manages a documentation centre (currently virtual, available on the Internet as a library). The Directorate of Tourism Strategy also encourages managers to participate in tourism “quality tourism”.

#### **2.2.4.4.6 The Department of General Affairs and Inspection Tourism**

The Department of General Affairs and Inspection Tourism provides all administrative functions: management of staff, budgets, infrastructure (offices), and inspection equipment of tourist interest subsidies from CGT.

### **2.2.5 OPT (Office de Promotion du Tourisme de Wallonie et de Bruxelles) or Belgian Tourist Office Wallonia Brussels or Wallonie-Bruxelles Tourisme (WBT)**

#### **2.2.5.1 Mission**

The mission is to promote tourism Wallonia and Brussels in Flanders and abroad in the areas Leisure, Business (seminars, conferences, incentives & exhibitions). This mission is translated into goals: Prioritize the promotion by market through the winning of new customers; bring together the stakeholders and create partnerships between them; innovation in information technology; commitment to sustainable tourism.

#### **2.2.5.2 Task, Strategy and Activities**

The Tourist Office Wallonia-Brussels (OPT) promotes tourism leisure and business tourism on the Belgian market and on foreign markets on behalf of the French Community. The activities revolve around several themes: promotion of destinations Wallonie-Bruxelles and existing tourism products; development of information services and reservation; improving the competitiveness of the tourism sectors Wallonia and Brussels and marketing assistance for new infrastructure adapted to the application; the creation of products that meet the specific demands of each market. They have bureaus in different markets: Flanders, The Netherlands, France, Great Britain, Germany, Italy, Poland, Japan, The United States, and Québec, China.

### **2.2.5.3 Structure**

Structurally it is made up of a board of 18 people including six directors from the professional sector (private companies such as tourism agencies and representatives of the public sector) and a general assembly with 398 members linked to the tourism sector of the non-profit organization. Out of these members they constructed 5 promotion clubs for Wallonia-Brussels Tourism. These clubs are composed of association members to promote a product pipeline: 3 promotion clubs for Wallonia composed of people coming out of the sector relaxation or discovery excursions, all in arrangements and MICE; 2 promotion clubs for Brussels with people coming out of the sector City breaks Brussels and MICE. 239 members participate in at least one club. The budget is sponsored by Brussels, Wallonia and COCOF.

### **2.2.6 Cooperation and Planning**

To align the different institutions they constructed a management contract between the Walloon Region, the Commission French Community (COCOF) and Wallonia-Brussels Tourism (OPT) for the years 2011-2014. It reflects the intention of Brussels and Wallonia to unite the pool of resources needed to organize the promotion of destinations, with a general view respecting the specific strengths and priorities of the terms of tourism development. It recalls the need for Wallonia and Brussels to have an integrated approach for foreign relations while promoting the specificity of both regions. The management contract is intended to establish a clear framework that should allow Wallonia-Brussels Tourism to develop a modern and effective marketing of the target markets. Marketing policy of Wallonia-Brussels is a naturally essential lever to enhance the image of the destinations Wallonia and Brussels. This is why, beyond the implementation of the web strategy, attention will be given to the essential tools located at the offices abroad (such as the library, the production of video films and other media). The marketing department will be one of the key areas of Wallonia-Brussels Tourism and must therefore demonstrate responsiveness, while developing a long-term vision and an ability to collaborate, especially with the ICT department. The contract management is the strategic platform for tourism promotion for the destinations Brussels and Wallonia in Flanders and internationally. Every three years there is going to be an evaluation of the results.

### **2.2.7 The Provinces and the Towns and Villages**

The Centre for Tourism of Walloon Provinces (CATPW) provides tourist information on the provinces of Liege, Luxembourg, Namur, Hainaut and Walloon Brabant. The provinces have less power in the tourist policy in Wallonia than their colleagues in Flanders. In Brussels the 19 local municipalities have their own touristic promotional institution and offices.

In Wallonia nearly every town or village has a touristic service and office. The organization of these services is the same as in Flanders.

## **2.3 The situation in German-Speaking Community**

The German-speaking Community exercises its powers in the communes of the province of Liège and the German-speaking area. In the German-speaking Community, the legislative power is exercised by a Parliament and a Government. The Parliament of the German-speaking Community consists of 25 members. One of them has a seat in the federal Senate. The Parliament of the German-speaking Community is directly elected. So it consists exclusively of directly elected members. There is no region active in this part of the country. For the competences of the region they have to cooperate with the Walloon region.

### **2.3.1 Tourism Policy**

The tourism department of the German Community is a part of the Department of Sport, Recreation and Tourism Ministry. This service is for the German-speaking community responsible for the strategic policy objectives and regulatory functions. As the executive organ of the government the tourism department designs the fundamental strategies of tourism development. To accomplish this task, there are regular meetings with key industry players. The department processes the files on which by applying current legislation grants are awarded. The service tourism oversees the tourism sector and works out programs and formulates criteria for the development of tourism in the German-speaking Community of Belgium. The ministry as a neutral party makes decisions in the context of the categorization of accommodations hotels, apartments, rooms and bed and breakfasts. In the framework of the implementation of the Regional Development Concept, the tourism department is responsible for managing the project “Land of joy and good feeling.” After a wide consultation, this future project is divided into three concrete key measures: The first step is to create a modern tourist structure through a restructuring of the Department of Tourism of the East Cantons. The second measure focuses on the implementation of initiatives to improve the quality in tourism. The third measure is to develop a mission statement and a comprehensive planning of tourism infrastructure to work, which is oriented to the here defined products. The responsible Minister is Isabelle Weykmans, Ministerin für Kultur, Medien und Tourismus.

#### **2.3.1.1 The Tourist Agency East-Belgium**

The Tourist Agency East-Belgium is an institution of public utility working under the umbrella of the Department of Tourism of the East Cantons. Its task is to promote tourism in the holiday region of eastern

Belgium, the region composed by the nine German municipalities and the two French-speaking municipalities of Malmedy and Waimes.

This Agency is responsible for tourism marketing and tourism product such as the promotion of the regional tourism. Therefore the Agency makes use of the well-known instruments as printed material, web publications, press contacts, public relations and a presence at trade fairs at home and abroad. The objective is to promote the tourist attractions of the region as a whole beyond its own borders to disclose and thus indirectly support and strengthen the tourism service providers in the region. In addition to the regional marketing they organize tourist information in the region through private reception infrastructure in the House of Tourism in Malmedy, and by answering on written requests from tourists and by delivering support to the local tourist information offices. In the area of the tourist product development the Agency plays a role as initiator, coordinator and planner of regional, cross-border projects. Because of the accumulated expertise and experience in this field, the Agency is regularly contacted as an adviser and consultant. Cross-border cooperation is particularly intense and extremely important for the development of the tourist area and the implementation of transnational projects either of the location along the border with The Netherlands, Germany and Luxembourg or as a designated 'liaison office' for the Walloon partners in Belgium.

### **3. General Conclusion.**

A very complex political layout of Belgium is also visible in the structure of the touristic competences and policy and the responsible institutions, who are supposed to implement this policy within their own role and task. In Flanders the situation is rather clear: one minister is responsible for the touristic policy and the touristic promotion for Flanders and/or Brussels (the Flemish Community of Brussels). So the Community government merged with the Region government. In the French community the layout is complicated due to the fact that two governments have to cooperate in both the policy and the promotion. There is a split between Brussels and Wallonia. The COCOF received a lot of the competences for Brussels. In Wallonia there is another institution responsible but they made an agreement with the COCOF. This is caused by the existence of a Community government and a Region government (they are not merged). For Brussels the two Communities must cooperate in the promotion in and for Brussels. To make it even more complicated the German speaking Community has only the competences of this institution and for the Region competences they have to cooperate with the Walloon Region. So there is no general institution responsible for the promotion of touristic Belgium. This is caused by the 6 state reforms spread out over several years and several federal governments. And in each new reform

they created more complications in the division of the competences in tourism. And sometimes there are troubles between the different institutions about f.e. a touristic map of Belgium...published abroad... This is also the fact f.e. in the competences around education.

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Eric Van Cauwenberge graduated on the University of Ghent, master in Economics. First employed by a newspaper (published in Dutch), responsible for the promotion in the readers market, later organiser of events in the same market. Afterwards lecturer in two university colleges: Arteveldehogeschool Ghent; subject advertising and KATHO-HANTAL Kortrijk; subjects marketing, media, media planning, communication, advertising, leisure and tourism and event management, special topics about Russia for the Erasmus students of KATHO. Guest lecturer at different Central and Eastern European universities and university colleges, mostly in the Erasmus program, subjects advertising management and event management. In 2010 publication of a textbook in Dutch: Roadbook Event Management.



## Industry News

### **Foreign Language Teaching and Testing Charles University**

The international seminar Foreign Language Teaching and Testing in the Context of the Common European Framework of Reference for Languages was organized by Charles University Research and Test Centre of the Institute of Language in Poděbrady in June 19th – 20th, 2012. The aim of the seminar was to advance and share established practices within the implementation of the CEFR into designing language courses and language examinations including relating these to the CEFR, and to facilitate an opportunity for experts to meet, who have experience in designing language courses, syllabi, teaching materials and language examinations corresponding to the CEFR levels. The thematic workshops dealt with relating language courses and syllabi to the CEFR levels, relating teaching materials to the CEFR levels, relating language examinations to the CEFR levels.

Dr Hana Romová from the University of Business in Prague contributed with the paper „Language Education in Business and Tourism Studies“. The aim of the conference was to share knowledge and experience of university teachers teaching specialist economic language and language for tourism, with specific methods of teaching and evaluating language competences of students according to the requirements of the Common European Framework of Reference for Languages. Since language knowledge is a key competence and is considered as an inseparable part of the specialist competence of a university graduate, it is our aim to ensure that students achieve this competence in at least two foreign languages. Raising the level of language knowledge and language skills will lead to higher professional qualifications and in this way to higher competitiveness of university graduates on the labor market.

(hr)

### **The International Youth Exchange Międzynarodowe Media Młodzieżowe” (“International Youth Media”)**

The international youth exchange entitled “Międzynarodowe Media Młodzieżowe” (“International Youth Media”) was financially supported by the Youth in Action Program of the European Union in frame of the Action 1.1., and was organised by Centrum Budzenia Inicjatyw Młodzieżowych. The exchange took place from 28/12/2011 to 5/01/2012 in Ochotnica Górna, in Poland. The main theme of the project was the media, especially Internet media. The workshops on journalism and photography allow for the creation the blogs supporting intercultural dialogue, tolerance and

understanding for the differences arising from interculturality of Europe. The participants from the Czech Republic – 6 students from the University of Business in Prague, Italy, Lithuania and Poland respectively took also part in the workshops on communication, team work, intercultural education, active citizenship and democracy.

Twenty three people who have been involved altogether in the international youth exchange, financed by EU Programme Youth in Action: “Międzynarodowe Media Młodzieżowe” (“International Youth Media”) met in Ochotnica Górna. When they started their journey, they did not know anything about each other. They’ve seen each other on the monitor of computer and exchanged some information. Each of them represented a variety of cultures, customs, traditions, music and even dance. This was a very difficult task to adapt to all, without losing own personality. But after “breaking ice”, the differences began to blur. However, the individuality of each of the participants stayed on. Evenings which were prepared by each national group allowed to explore stereotypes of different nationalities and broke it. Thanks discussions minds could be opened and eyes to the world. Each story was unique, valuable - more valuable than any history lesson. Although the meetings were not only to share a common history, tradition or points of view but also was great fun and good time.

Dance classes, games and jokes ... interculturality is not only science and phenomena but also WE – WE ARE PART of INTERCULTURALITY - the youth and our points of views, our stories our behavior, habits, words we say, way we look.

We can't forget about people who prepared this exchange, thanks them the time in Ochotnica was full of different exercise and tasks which help us the understand interculturality. Thanks to them we could also met such wonderful people.

Before the exchange we did not know what to expect, but there are no barriers that cannot be beat. Projects like this a great way to develop young people, the participation in such a project gave us an opportunity to see new perspectives. It gave us a very valuable lesson of life that nobody can take away from us. What is more we met friends who will be in our hearts for years.

(hr)

### **Interdisciplinary Conference on Art, Language & Technology (ICALT2012), July 2012, the University of Applied Science & Technology, Culture & Art, Iran**

Khorasan Razavi, Iran, held the first “Interdisciplinary Conference on Art, Language & Technology (ICALT2012), July 2012. ICALT2012 was an opportunity for researchers, professors and students who presented their papers at an interdisciplinary conference. The main goal of the conference

was to promote collaboration in Arts, Language & Technology. Topics: The scope of the conference included the following topics, but was not limited to: Art teaching & learning: challenges & innovations, Methodology of art teaching, Applications of technology in art teaching, English for Specific Purposes (ESP), Applications of art in language teaching & learning, Applications of technology in language teaching, Methodology of language teaching, Translation of artistic texts and jargon, and Film translation. There were three presentation modalities: Presentations, posters and virtual presentations for those who could not attend in person. All abstracts were blind reviewed. Authors of those selected for presentation at the conference was notified via email. The official languages of the conference were Persian (Farsi) and English.

Dr Hana Romová from the University Business in Prague contributed with the paper “English for Specific Purposes and New Trends in Education” which was presented through the video-conference.

(hr)

### **WCCA 2012 - World Congress on Communication and Arts - Beyond Art, Beyond Humanities, Beyond Technology: A New Creativity. Guimaraes, April 15 – 18, 2012, Portugal.**

The congress was organized by COPEC: Science and Education Research Council. The mission of the congress is to provide a high level forum for the world experts to discuss both common and critical advancements in order to meet the growing needs in communication and ARTS areas, and also for the exchange of new ideas and experiences. The congress provides opportunities for those who are interested in collaboration and investment in communication and arts. Dr Krpálek from the University of Business in Prague was one of the members of the inter-university team, which presented, successfully discussed and published in the Proceedings paper with name „Information literacy of teachers as an indispensable tool when working with modern teaching technology“(pp 21 – 25).

(pk)

### **Partnership with the Central Moravia Destination Management Organization**

The Tourist Guide Services Department of the University of Business in Prague accompanied by the Central Moravia Destination Management Organization participated in preparation and implementation of the training program within the Project „Further Education in the field of Tourism Quality Services in the area of Central Moravia Region“. This Project was co-financed by the European Social Fund through the

Ministry of Education's Operational Program „Education for Competitiveness“. Ing. Houška, from the University of Business in Prague was the main co-author of the text-book focused on quality standards in the field of Tourist guide services, Tourist information centers, Tour operators and Travel agencies. He also participated in training courses related to the above mentioned topics on 6th November 2012 at Olomouc.

(ph)

### **International Scientific Conference - Increase of Safety and Quality in Civil and Military Air Transport. April 26 - 27, 2012, Žilina, Slovak Republic.**

The special international scientific conference on „Increase of Safety and Quality in Civil and Military Air Transport „was organized by Air Transport Department of Žilina University in Žilina on April 26 - 27, 2012 within the frame of project solution VEGA 1/0884/12.

There were 44 contributions presented to the Conference. All of them have been published in the Collection of the Papers from the Conference and any of them had been presented directly during the Conference sessions.

The University of Business in Prague was represented by doc. Ing. Jindřich Ploch, CSc., doc. Ing. Luděk Beňo, CSc., and Ing. Pavel Janků. Doc. Ploch presented a paper „Influence of Regulation on Civil Aviation in the Czech Republic“, doc. Beňo presented the theme „Management Tools for Flight Crews“. Doc. Ploch also presented the paper „To the Issue of Creation National Information Base for Security in Civil Aviation“, on behalf of prof. Ing. Zdenek Zihla, CSc., Ing. Jan Zyka - both from the University of Business in Prague, and Ing. Truhlář (Airport of Prague). Ing. Janků's contribution „Air Transport Safety in 2011- Lesson to be Learned“, has been included to the conference proceedings.

The contributions were very much appreciated by the Conference and to certain extent they have created an impulse to the informal meeting of doc. Ploch and doc. Beňo with the dean of the Faculty of Operations and Economics of Transport and Communications - prof. Ing. Anna Križanová, PhD., and with prof. Ing. Antonín Kazda, CSc. - Head of the Air Transport Department, Žilina University.

(jp)

### **XXX International Colloquium on the Management of Educational Process, University of Defence, 17<sup>th</sup> May, 2012**

Dr Milan Brož and Ing. Rostislav Tomeš from the University of Business in Prague and Dr Július Alcnauer from the Prešov University in Prešov participated at the International Colloquium on the Management of

Educational Process with contribution “Professional Statistical Programs and the Place of MS Excel in the Theses of Students of Management – Results of Survey”. The paper is focused on the detection of the reasons of low employment of professional software, such as SPSS and Statistica, in the theses of Slovakian students of Management. It summarizes their opinions and suggests ways of improving the current state.

(mb)

### **Master Program Graduate of the University of Business in Prague Kateřina Setunská Won the 1<sup>st</sup> CzechTourism Agency Prize**

The CzechTourism Agency awarded the best student theses within the competition Innovation in Tourism in 2012. There were 34 students from eight Czech universities and one Slovak university registered in the competition.

In the category of Diploma theses Kateřina Setunská from the University of Business in Prague with the thesis “Comparison of the National Park Šumava and the National Park Kalkalpen with respect to the sustainable tourism” won the prize. Supervisor of the thesis was Dr Monika Palatková.

The winner gained the opportunity to undertake an internship at one of the branches of the CzechTourism Agency abroad.

(pj)

### **International Conference on Air Transport – INAIR 2012**

Air Transport Department of Faculty of Operations and Economics of Transport and Communications at University of Žilina organized on the occasion of 50th anniversary of Department’s foundation international conference on air transport.

Main fields of interest included the themes such as: New approaches to flight crew training, Safety and security issues in the industry, reducing civil aviation ecological footprint, Improvement of economic performance of aviation entities etc.

The conference was attended by the representatives of universities from abroad (Cranfield University, University of Seville, University of Belgrade, Technical University in Tel-Aviv and others), representatives from the industry (Lufthansa, Airbus, Czech Airlines, LOT, EASA) and representatives from Civil Aviation Authorities of Slovak Republic, Czech Republic as well as representatives of Air Navigation Services of Slovak and also Czech Republic.

The University of Business in Prague was represented by Ing. Pavel Janků with the presentation „Regional Jets”.

In view of the large participation from the whole industry the conference has been evaluated very positively.

(jp)

### **First Scientific Conference on Air Transport Security Organized by Department of Air Transport, University of Business in Prague in Cooperation with Prague Airport**

Regarding the scientific program “The Influence of Human Factor in Air Transport Chain as a Business Element in Tourism”, in order to introduce the concept of the planned National Knowledge Centre for the Security in Air Transport and to start the professional discussion on the issue of aviation security University of Business in Prague together with Prague Airport organized the 1<sup>st</sup> international scientific conference the Air Transport Security 2012. The conference held at Prague airport under the auspices of Ing. Jiří Pos - CEO and Chairman of the Board Prague Airport and Philippe Moreels - president of the Czech Airlines.

Keynote speakers of the conference Prof. Alan B. Kirschenbaum (Technion Israel Institute of Technology) and prof. Ing. Antonín Kazda, CSc. (University of Žilina) attended as invited guests to present modern approaches to airport security. The University of Business in Prague was represented by vice-rector for pedagogy and head of Department of Air Transport doc. Ing. Jindřich Ploch, CSc., prof. Ing. Zdeněk Žihla, CSc., and Ing. Jan Zýka, all of them with own contribution: prof. Žihla and doc. Ploch with the presentation of “Role of Department of Air Transport University of Business in Prague in implementation of National Knowledge Centre for the Security in Air Transport” and Ing. Zýka with poster “Training of Airport Security Personnel as a Source of Valuable Data”. There were nearly 80 participants, 16 contributions in the collection of papers, which has been published by University of Business in Prague. According to the Scientific Committee the goals of the conference have been met and the strong interest in further cooperation with University of Žilina, Technical University of Ostrava and Czech Technical University in Prague has emerged.

(jp)

### **The 3rd International Colloquium on Tourism 2012, Pavlov, 6<sup>th</sup> – 7<sup>th</sup> September 2012**

The colloquium was focused on the miscellaneous aspects of tourism development. The conference was held on 6<sup>th</sup> – 7<sup>th</sup> September 2012 in Pavlov. Dr Monika Palatková was the chair of the afternoon session on 6<sup>th</sup> September which focused on the aspects of the quality and quality management in tourism business. The paper of Dr Monika Palatková “The

branding and brand management – opportunities and limits of a national tourist organization” was put in the peer-reviewed conference proceeding. The topic of this paper is to examine the role of the national tourist organization in the process of branding and brand management. The branding is believed to be the central point of the communication strategy of a destination. The strategy and brand management strives to create a positive relation between a destination and their visitors and to increase their loyalty.

Ing. Taňa Valská contributed with the paper “Economic Point of View to the Sustainability” which focuses on the task of filling up the condition defined by the Operational Programs EU in the 2007-2013 programming period.

(mp; tv)

### **Present Issues of the Leisure Time and Tourism Conference, University of Business in Prague, 20<sup>th</sup> September 2012**

The conference was organized by the Department of social sciences of the University of Business in Prague. The conference took place on 20<sup>th</sup> September 2012. Dr. Monika Palatková presented the paper focused on the role of residents in the destination marketing management. The paper “The role of residents in the destination marketing management – the reality or a fiction?” was dealing with the position of residents in the destination marketing management in two levels, the active and the passive position. The passive position consists of the impact of the residents on the image and destination brand and the profit of the economical and non-economical effects of tourism. The active position means the residents’ attitudes and perception of tourism and their involvement in the process of destination marketing management. The paper was published in the peer-reviewed conference proceeding.

Ing. Šárka Tittelbachová contributed with the paper called “Interdisciplinary approach to research of free time from the perspective of tourism” which focuses on Free time in the sociological sense of the criteria considered for the time in which an individual based on their attitudes, interests and needs, choose an activity.

Doc. Jana Oliveriusová presented the paper “Genesis of leisure time during the Renaissance”.

(mp; št; jo)

### **Come and Stay 2012 Conference, Brno, 25<sup>th</sup> September 2012**

The conference Come and Stay 2012 was focused on the miscellaneous aspects of marketing management of a tourist destination. The conference was held on 25<sup>th</sup> September 2012 in Brno. The paper of Dr Monika



Palatková “The BSC model – a tool for performance measurement of the marketing strategy of the tourism development” was presented on the program and put in the peer-reviewed conference proceeding. The paper focuses on the usage of the BSC (balanced scorecard) as one of the possible tool of marketing management for the performance measurement of a marketing strategy in a tourist destination. This is one of the first applications of the BSC method in the destination marketing management. The BSC method has been used for the project of the destination marketing strategy of the Czech Republic in the international market.

Ing. Šárka Tittelbachová contributed with the paper called “Creation initiation of a local tourist organization in Plzeň region” which focuses on destination marketing management necessity for all who want to succeed in strengthening competition.

(mp; št)

### **The 4<sup>th</sup> International Conference Management 2012 - Research Management and Business in the Light of Practical Needs, Nový Smokovec, 4<sup>th</sup> – 6<sup>th</sup> October, 2012**

The conference was held on 4<sup>th</sup> – 6<sup>th</sup> October 2012 in Nový Smokovec (Slovak Republic). The aim of the conference was to present the latest research results in the field of management in the light of practical needs and the prospective use of innovative scientific methods and the intellectual capital in the dynamic market environment. The paper of Dr Monika Palatková “Strategic marketing management – the employment of strategic tools in a destination marketing strategy (The case of the Czech Republic)” was presented in the plenary session of the conference. The paper was dealing with the theme of strategic marketing management in a tourist destination with focus on the development and the implementation of the destination marketing strategy. The aim of the paper was to verify the possibility of the employment of the general marketing and management tools and methods (usually applied in private companies) on a tourist destination, namely the Czech Republic. The method of a strategy map and related balanced scorecard method can be considered to represent the backbone of the strategy in terms of the logical structure and measurement of the strategy performance.

The paper of Dr Iveta Hamarneh “Corporate Social Responsibility and the Czech tourism industry” was presented in the session: Management of Tourism, Hotel and Spa Industry. The paper was dealing with the subject of Corporate Social Responsibility (CSR) with particular reference to the tourism sector in the Czech Republic. The paper provided an overview of CSR including the definition of CSR, CSR initiatives and characteristics of CSR in the Czech Republic. The paper also contained the author’s own survey oriented on travel agencies and accommodation operators in the Czech Republic in connection to CSR.

The paper of Ing. Táňa Valská “Tourism Product and its Role in a Regional Development” was focused on a description of a importance and position of a tourism product (as a set of services provided by a subjects to consumers) in a local level of administration.

The paper of Ing. Šárka Tittelbachová “Cultural Product – the Basis of a New Marketing of the Czech Republic” showed that the trend of European destinations is the creation of product such as product packages of services that the client can book directly from the website of destinations, particularly at regional and local level. National Tourism Organizations cooperate with partners to create a portfolio of products that is the basis for communication campaigns. They monitor the level of sales (number of clients) and its development. The Czech Republic has no product line. In addition, the term “product” is often confused with the brochure, which presents a general offer of the place/region, often without relation to services without the cost and the location and method of booking sales. In the project “Rebranding and marketing support incoming tourism” has been defined vision and mission of the destination of the Czech Republic. The article discussed approaches to the creation of core and by-product design and product mix as a base for the strategy of placing the Czech Republic and brand strategy. The proposal to change in placement of the Czech Republic towards the changed perception of the Czech Republic as a quality and sought after destinations, is practically demonstrated by the example of the cultural tourism product.

(mp; ih; tv; št)

### **The 4<sup>th</sup> International Scientific Conference Region in the Development of the Society, Brno, 18th October 2012**

The conference was held on 18<sup>th</sup> October 2012 in Brno (Czech Republic). The crucial topic of the conference was the view on various perspectives of regional development incl. tourism. The paper of Dr Monika Palatková “The marketing management of a tourist destination as the tool of the regional development?” shows the proposal of a product development’ model interconnecting the national, regional and local level of the destination management system as well as the proposition of the communication strategy encouraging the sales of the regional tourist product. The paper was accepted and published in the peer-reviewed conference proceeding. Dr Monika Palatková participated in the panel discussion focused on the regional development in the Czech Republic.

(mp)

## **The 4<sup>th</sup> Annual Conference Hotel Industry, Tourism and Education, Prague, 24<sup>th</sup> October, 2012**

The conference was held on 24<sup>th</sup> October 2012 in Prague at the at the Vysoká škola hotelová in Prague. The conference was focused on the issue of “Innovation and quality services”. The paper of Dr Monika Palatková “The possible employment of the strategy map in the destination marketing management (The Case of the Czech Republic)” shows the employment of the strategic tools of marketing management. The possibility to develop a strategy map for a destination is analogous to the employment of other strategic tools. In the strategy map the consecutive steps of the marketing management are depicted with respect to the final evaluation of the goals achievement. The evaluation method is represented by the BSC (balanced scorecard) of a destination. The paper was accepted and published in the peer-reviewed conference proceeding.

Ing. Petra Benešová and Ing. Petra Vacková from the University of Business in Prague contributed with their paper “The influence of device certification for quality of service in the chain of spa and wellness hotels Royal Spa”.

(mp;pb;pv)

## **New Publication Geography of Tourism (Non-European territories)**

New publication “Geography of Tourism (Non-European territories)”, written by Dr Iveta Hamarneh, was published in October 2012 in Publishing House Grada Publishing, a. s. The publication provides information on the non-European territories in terms of geographic aspects influencing the development of tourism of the area. Division of each region and sub-region of tourism is based on the methodology of the World Tourism Organization, which approaches the division of the world differently from the general geography, especially in the context of the specific areas of its activity - tourism. Characteristics of regions, sub-regions and countries are based on the selective, localization and implementation assumptions.

(ih)

## **International Scientific Conference Full Cost: Challenge or Threat? October 11<sup>th</sup> 2012, Brno**

Doc. Milan. Paták from the University of Business in Prague took a part at the international conference Full Costs: Challenge or Threat, organized by Masaryk University in Brno, and was giving a presentation on “Problems of Financing Sole Traders’ Business and Education”.

(mp)

## **Conference at the Czech University of Life Sciences in Prague**

Members of Department of Marketing participated in the international scientific conference of the Czech University of Life Sciences, Prague, in particular, organized by the Department of Trade and Accounting related to topics such as marketing problems, the Internet marketing, management of commercial entities, financial decision making and financing as well as human resources management. Doc. Ing. Helena Horáková, CSc., Horáková and Dr Marie Švarcová presented their paper “Marketing as a Determinant of the Trade” while Doc Ing. Milan Paták, CSc. contributed with “Property Structures` Aspects of Corporate Subjects and Current Impacts in Trade“.

(mp; šb)

## **Conference at the University of South Bohemia in České Budějovice**

Doc. Ing. Helena Horáková, CSc. from the University of Business in Prague took part with the contribution “Marketing Strategy – A Successful Path to the Future” at the conference of the University of South Bohemia in České Budějovice. The conference was encounter of departments of economic faculties within the Czech and Slovak universities specializing in marketing.

(mp)

## **UNWTO Global Summit on City Tourism, 14 – 16 November 2012, Istanbul, Turkey**

The UNWTO Global Summit on City Tourism – Catalyzing Economic Development and Social Progress was held in November 14 – 16, 2012, Istanbul, Turkey. The summit aimed to:

1. Bring together the UNWTO Affiliate Members and other relevant stakeholders from the private and public sectors, academia and destinations to create a platform for dialogue on the current and potential challenges and opportunities for cities,
  2. Enable participants to acquire an overview of the current and future strategies for cities and build synergies among all the stakeholders for a shared vision,
  3. Build together a set of general guidelines which, by including integrated and relevant content, can be used as a reference for action by world cities.
- Besides the summit, the meeting of the UNWTO Knowledge Network was held. The University of Business in Prague was represented by

Vice-Rector for International Collaboration and External Affairs, doc. Királová, who participated on the preparation of program of the network till 2014, and in the discussion on vision and strategic direction of the UNWTO Knowledge Network.

At the invitation of UNWTO Secretary General Dr. Taleb Rifai, Doc. Királová attended the UNWTO Ulysses Prize and Awards and Awards for Lifetime Achievement awarding ceremony. Erik Cohen, the George S. Wise Professor Emeritus of Sociology at the Hebrew University of Jerusalem, one of the world's leading social science scholars in the field of tourism, has been named this year's winner of the UNWTO Ulysses Prize for Excellence in the Creation and Dissemination of Knowledge, honoring those within academia making a significant contribution to the advancement of tourism.

At the Plenary Session of affiliated members to UNWTO, the new director was introduced who reported on achievements in 2012. The draft program for the years 2013-2014, a new perspective and a calendar of meetings in 2013 were presented too. Emphasis was placed on improving the accessibility of destinations (visa policy, airlines) and tax policy (VAT). Priorities for the coming year were defined as city tourism, sport and adventure tourism, seasonality impact decrease, and youth and educational tourism.

A Symposium was held at the Bogaziçi University with a distinguished guest, Professor Erik Cohen, who was giving a lecture followed by a panel discussion about knowledge management in tourism in order to link theory with practice.

(ak)

### **The CITEM Conference was Held between 5 and 7 December 2012 in Třeboň, Czech Republic**

The conference was the result of cooperation between the University of South Bohemia in České Budějovice, Czech Republic and the School of Economics and Finance at Victoria University, Melbourne, Australia. The focus of the conference was on international aspects of Commerce, Marketing, Tourism and Education.

Combined approach for organizing the conference was used. The first day of the conference was organized using Open Space Technology approach. This allows all participants both from academia and practice to know each other, discuss their common interests and exchange ideas. The second day of the conference consisted of traditional academic presentations. Doc. Ing. Helena Horáková, CSc. from the University of Business in Prague delivered a paper "Marketing Strategy – Corporate Setup for Future Development" and Dr Marie Švarcová from the same university delivered a paper "Problems of Education in Erasmus Program".

(mp)

### **The International Conference Hradec Economic Days 2013**

The conference took place on 19th – 20th February 2013 in Hradec Králové (Czech Republic). The participants of public and private sector and academics discussed the themes focused on economic development and management of regions. The paper of Dr Monika Palatková “The strategy map and BSC model as a strategic tool in marketing management of a tourist destination (the case of the Czech Republic)” focused on the implementation of the strategy map and the BSC model in the destination marketing management at the national level. The both tools were implemented in the project Rebranding - CZ.1.06/4.1.00/11.07785 for the national tourist organization, the Czech Tourism. The paper was published in the peer-reviewed conference proceeding.

(pj)

### **Erasmus Week in March 2013 at the University of Business in Prague, Czech Republic**

Between March 4th and March 8th 2013, University of Business in Prague hosted colleagues from partner´s universities in frame of Erasmus Week. Professors from Germany, Latvia, Slovenia and United Arab Emirates held interesting and informative lectures for our students. The lecture of Martina Zschocke, from Hochschule Zittau/Görlitz in Germany, was focused on Perception & Travelling. The lecture of Janez Mekinc, from University of Primorska in Slovenia, focused on Socio-psychological Aspects of Tourism. Janis Grasis presented an example of EU regulation on state aid and “Reshape” plan of “Air Baltic”, Dzintra Atstaja and Ivars Brivers were talking about the role of economics in the way to sustainable development a rural tourism, however Maira Dumpe introduced social networks and e-marketing issues, all from BA School of Business and Finance in Latvia. With the topic of Destination branding contributed Amitabh Upadhyya from Skyline University College in United Arab Emirates. All lecturers were kindly welcomed by students and staff as well.

(pj)

### **International Workshop Tourism in Global World, March 6, 2013 at the University of Business in Prague, Czech Republic**

The international workshop “Tourism in Global World” was held on 6th March 2013 at the University of Business. The session was opened by the Rector prof. Jaroslava Durčáková, who welcomed all participants. The Vice-Rector for International Collaboration and External Affairs doc. Alžbeta Királová introduced the University of Business and was the

master of ceremony. In the first part of workshop Dr Iveta Hamarneh (UBP) introduced the theme “Jordan as a Tourism Destination to Europe”, prof. Amitabh Upadhyia (UAE) presented “Role of Airlines in Destination Branding: Case of Dubai vis-à-vis Emirates Airline and Dr Hana Romová (UBP) discussed “Erasmus for All” – new frame of this EU exchange programme for the period of 2014 – 2020”. The first part of workshop was followed by rich discussion. In the afternoon the workshop went on in the second part with presentation of Dr Monika Palatková (UBP) who focused on “The Communication Strategy in the Czech Domestic Tourism Market”, Dr Lukáš Malec (UBP) followed by “Study of Multivariate Processing Approaches to Tourism Data”, Martina Zschocke (Germany) presented “Perspectives on Travelling and Identity: Activating Self-Concepts according to different Cultural Contexts” and Dzintra Atstaja (Latvia) described “The Main Aspects of Safety of Rural Tourism in Latvia”. Her colleague Ivars Brivers (Latvia) focused on “Direct and Indirect Effects of Macroeconomics Situation on Tourism” and Janez Mekinc (Slovenia) prepared the presentation about “The Model of the Generic Causes for the Crises in the Tourist Industry”. Last but not least Peter Germuška (Slovakia) introduced the project “Košice – European Capital of Culture 2013” to all participants. Selected presentations went through the reviewing process and are published in this issue of the Journal of Tourism and Services.

(pj)

### **New Book “Management of Tour Operators and Travel Agencies” is Published**

New publication “Management of Tour Operators and Travel Agencies”, written by Dr Monika Palatková, was published in Publishing House Grada Publishing, a. s.

The publication is focused on four key areas connected with management of tour operators and travel agencies. It is intended not only for students of tourism programs, but also for employees of tour operators and travel agencies. The first part of the book introduces legislative norms adjusting operation of tour operators and travel agencies including EU legislative with focus on consumer protection. The second part describes theoretical basis of management applied on tour operators. Procedural management of tour operators and travel agencies is part of third chapter. It focuses on the process of service purchase, its completion, distribution and communication support. Composition of basic business plan of tour operators is presented in fourth chapter in the form of case study. The publication is completed with examples from praxis.

(mp; pj)



## Press Releases

Madrid, Spain, 18 February 2013  
PR No. PR130010

### **UNWTO and Italy Advance Accessibility in Tourism**

*Ensuring that tourism facilities and sites meet the needs of persons with disabilities, both as a key means of promoting tourism for all and as an engine for market growth, were the main focus of the International Conference on “Accessibility in tourism: an ethical value, a business opportunity” (14 February 2013, BIT Milan, Italy).*

The event, organized by the Permanent Secretariat of the World Committee on Tourism Ethics hosted by the Italian Presidency of the Council of Ministers at the Office for Tourism Policies of the Department of Regional Affairs, Tourism and Sport in Rome, was held with the support of UNWTO and constitutes another significant step in the Organization’s endeavours in the area of accessibility. Participants included representatives from hotels, tourism companies, disabled persons organizations and students from three higher tourism education centres in Italy.

“Accessibility in tourism is a right and an ethical obligation, but it is also an important business opportunity,” said UNWTO Secretary-General, Taleb Rifai, opening the event. “Accessibility should be an integral part of all tourism facilities, products and services, ideally from their very inception, or through the adaptation of existing tourism supply,” he added.

“As underlined by Secretary-General Rifai, the element which we intend to highlight today is that full accessibility in tourism, besides being an ethical responsibility, is also a development opportunity for the whole sector. For this reason, the Italian government, and I as Minister, have advanced numerous actions that have given a strong impulse to accessibility, with the involvement of all stakeholders. Today’s initiative is part of these efforts”, said the Minister for Regional Affairs, Tourism and Sport of Italy, Piero Gnudi.

According to the World Health Organization (WHO), one billion people worldwide – 15% of the global population – suffer from some form of disability. This number is expected to continue rising as a result of demographic changes, particularly the rapid ageing of the global population.

Accessibility is one of the key areas of UNWTO’s work in sustainable tourism development. Article 7 of the UNWTO Global Code of Ethics for Tourism – a guide for the promotion of sustainable, responsible and

accessible tourism endorsed by the United Nations in 2001 - calls for the facilitation of tourism by all persons.

The International Conference on Accessibility in Tourism: an Ethical Value, a Business Opportunity was held in the framework of the Italian tourism fair, BIT Milan. On this occasion, the UNWTO Secretary-General joined Minister Gnudi in the presentation of Italy's Strategic Tourism Plan, "Italy 2020", and signed a Memorandum of Understanding with the Government of Italy regarding the Permanent Secretariat of the World Committee on Tourism Ethics, established in Rome in November 2008.

**Useful links:**

UNWTO Global Code of Ethics

UNWTO Resolutions and Recommendations on Accessible Tourism

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Madrid, Spain, 26 March 2013

PR No. 13018

**China's New National Tourism Strategy set to Increase Outbound Tourism**

*"The Outline for National Tourism and Leisure (2013-2020)", recently issued by the government of China, sets the ground for the redefinition of tourism development and management in the country, including a strong support for outbound tourism as well as a focus on a greater distribution of the economic, socio-cultural and environmental benefits of tourism.*

The Outline for National Tourism and Leisure (2013-2020), issued by the State Council of China, focuses on promoting the taking of paid annual leave days and boosting the healthy development of the tourism sector in China, in particular by ensuring the coordination of different sectors.

Where previously cultural norms have stopped many in China from taking an annual leave, the Outline, which reinforces existing Regulations for Paid Annual Leave for Employees, encourages government agencies, social organizations, enterprises and public institutions to promote the use of leave days, giving moreover Chinese workers more freedom and flexibility on the issue of where and when to travel.

"The successful implementation of the new Chinese national tourism strategy will surely impulse both domestic and outbound tourism in China and we particularly welcome the decision to promote travelling at different times of the year" said UNWTO Secretary-General Taleb Rifai.

“This document calls on a variety of sectors to strategically consider their actions in view of the development of tourism; it is another proof that China fully understands that sustainable tourism growth requires cross-cutting policies at a national level”, he added.

The Outline, advocated for a long time by the China National Tourism Administration (CNTA), comes four years after the tourism sector in China was acknowledged as a ‘pillar’ industry of modern services and one of the major social and economic sectors on the government’s agenda.

**Relevant links:**

China’s New Landmark Tourism Strategy: The Outline for National Tourism and Leisure (2013-2020)

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Madrid, Spain, 4 April 2013

PR No. 13020

## **China - the New Number One Tourism Source Market in the World**

*China’s expenditure on travel abroad reached US\$ 102 billion in 2012, making it the first tourism source market in the world in terms of spending. Other emerging markets as well as most traditional tourism source markets also showed positive results in 2012.*

Over the past decade China has been, and still is, by far the fastest-growing tourism source market in the world. Thanks to rapid urbanization, rising disposable incomes and relaxation of restrictions on foreign travel, the volume of international trips by Chinese travellers has grown from 10 million in 2000 to 83 million in 2012. Expenditure by Chinese tourists abroad has also increased almost eightfold since 2000. Boosted by an appreciating Chinese currency, Chinese travellers spent a record US\$ 102 billion in international tourism in 2012, a 40% jump from 2011 when it amounted to US\$ 73 billion.

With this sustained growth, China has become the largest spender in international tourism globally in 2012. In 2005 China ranked seventh in international tourism expenditure, and has since successively overtaken Italy, Japan, France and the United Kingdom. With the 2012 surge, China leaped to first place, surpassing both top spender Germany and second largest spender United States (both close to US\$ 84 billion in 2012).

Some of the other emerging markets have also increased their share of world tourism spending over the past decade. Among the world’s top ten

source markets by expenditure, the Russian Federation saw an increase of 32% in 2012, to US\$ 43 billion, bringing it from the 7th to 5th place in the ranking of international tourism spending. Worth mentioning beyond the top ten is Brazil, with an expenditure of US\$ 22 billion in 2012, moving to 12th place up from 29th place in 2005.

“Emerging economies continue to lead growth in tourism demand” said UNWTO Secretary-General, Taleb Rifai. “The impressive growth of tourism expenditure from China and Russia reflects the entry into the tourism market of a growing middle class from these countries, which will surely continue to change the map of world tourism,” he added.

Although the highest growth rates in expenditure abroad came from emerging economies, key traditional source markets, usually growing at a slower pace, also posted positive results. Spending on travel abroad from Germany and the USA grew by 6% each. Spending from the UK (US\$ 52 billion) grew by 4% and the country retained its 4th place in the list of major source markets. Expenditure by Canada grew by 7%, while both Australia and Japan grew by 3%. On the other hand, France (-6%) and Italy (-1%) were the only markets in the top ten to record a decline in international tourism spending.

Full data on international tourism expenditure and receipts will be published in the forthcoming issue of the *UNWTO World Tourism Barometer*, to be released end of April.

**Useful Links:**

UNWTO World Tourism Barometer  
World's Top Tourism Spenders

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Madrid, Spain, 05 April 2013

PR No. 13022

**UN Tourism and Crime Bodies to Call on Tourists to Play a Role in Reducing Illicit Trafficking**

*In the presence of the UN Secretary-General, Ban Ki-moon, the World Tourism Organization (UNWTO) and the United Nations Office on Drugs and Crime (UNODC) today agreed to launch a new public awareness campaign calling on tourists to help reduce demand for illicit goods and services linked to transnational organized crime.*

Preparations for the campaign were set in motion during the Spring Meeting of the Chief Executive Board of the United Nations in Madrid.

A Cooperation Agreement was signed between UNWTO Secretary-General, Taleb Rifai, and UNODC Executive Director, Yury Fedotov in the presence of United Nations Secretary-General, Ban Ki-moon.

The joint campaign, to be launched later this year, aims to raise awareness among international tourists about the types of illicit goods and services to which they are often exposed during their travels and which directly or indirectly fund organized crime groups. Travellers can play a key role in reducing demand for these products through ethical consumer choices. The campaign will encourage tourists to make informed decisions and help reduce demand for trafficking in persons, cultural artefacts, wildlife, fauna and flora such as ivory products, as well as counterfeit goods, and illicit drugs.

UN Secretary-General Ban Ki-moon commended this innovative joint initiative between the two partner UN Agencies: “The illegal trade in goods and services often funds unscrupulous people involved in human trafficking, the illicit ivory trade and other areas that cause immense suffering and destruction. Well-informed tourists can make a real difference in turning the tide against these criminal acts.”

Organized criminal networks generate money wherever there is demand and travellers are often exposed to objects which are illicitly sold. With more than 1 billion tourists now crossing international borders each year, there is a growing opportunity to call on tourists to act and reduce demand for these illicit products which in many cases are providing a funding source for organized crime. The campaign drives the message that while some products may seem harmless, the demand created and their sale can, in fact, have devastating effects on the lives of innocent people, on wildlife or on cultural property. The billions of dollars generated through such trade also fund criminal groups who use this money to branch out into other illicit and unethical lines of business.

“Although the infrastructure of tourism – from accommodation establishments to transportation networks – can be misused by traffickers to victimize the vulnerable, tourism has the potential and is firmly committed to reclaim this same infrastructure and use it in the fight against trafficking” said UNWTO’s Secretary-General Taleb Rifai. “Through coordinated efforts, we can ensure that awareness travels – that tourism authorities, travel companies and tourists join us on this fight” he added.

According to the Executive Director of UNODC, Yury Fedotov: “This new awareness-raising campaign will help build awareness about organized crime and the devastating effect it has on people and communities worldwide. Tourists are often exposed to the traffickers of human beings and unethical products. By making informed choices, tourists can help sever the financial arteries that fuel these forms of illicit trade”.

The campaign will seek to engage the tourism industry including hotel chains, travel agencies and airlines to lend support in raising awareness among tourists and help contribute to limiting these illicit markets.

The initiative supplements UNWTO's Global Code of Ethics for Tourism. The Code calls upon tourists to behave in a responsible and respectful manner towards the visited destination, urging them not to commit any criminal acts and to refrain from all trafficking in illicit drugs, arms, antiques, protected species, products and substances that are dangerous or prohibited by national regulations.

**Relevant links:**

UNWTO Global Code of Ethics for Tourism  
United Nations Convention against Transnational Organized Crime  
UNODC campaign against transnational organized crime

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Madrid, Spain / Banku, Republic of Azerbaijan, 25 April 2013  
PR No. 13026

**The 3<sup>rd</sup> Silk Road Task Force Meeting Defines Future Silk Road Action Plan**

*Delegates from over 15 countries and representatives of the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Development Programme (UNDP) and the World Federation of Tourist Guides Associations, gathered around the 3<sup>rd</sup> meeting of the Task Force of the Silk Road Task Force (22-23 April, Baku, Republic of Azerbaijan).*

The strong link between sustainable tourism and the rich cultural heritage of the Silk Road was a major talking point during the meeting, which agreed on a range of actions to strengthen the Silk Road Programme.

Millions of cross border visits take place between the Silk Road countries, and a clear need has been identified to promote new sustainable tourism products, focussing on three pillars: marketing and promotion, capacity building, and travel facilitation

“Being part of the Silk Road offers destinations a unique opportunity to leverage collaboration on these key areas”, said UNWTO Secretary-General, Taleb Rifai, in greeting the Task Force Meeting. “This meeting will enhance cooperation between the countries along the Silk Road, raise

the profile of Silk Road tourism and contribute to drive sustainable and responsible development along this amazing route”, he added.

During the meeting, the delegates developed a range of creative ideas including the vision of a Silk Road Festival, interactive portal and the concept of creating a Silk Road Tourism Partnership, aimed at promoting the world’s longest trade and culture route.

UNWTO took the opportunity of the event to present a plaque in recognition of the Minister of Culture and Tourism of Azerbaijan, Abulfaz Garayev, for his 12 outstanding years of service. Minister Garayev is one of the world’s longest serving tourism ministers and a passionate ambassador for the Silk Road.

The consolidated outcomes of the Task Force Meeting will be will report to the 6th International meeting of the Silk Road Programme to be held in China on 1-3 August 2013.

**Relevant links:**

UNWTO Silk Road Programme  
UNWTO Silk Road Action Plan

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Madrid, Spain / Bangkok, Thailand, 26 April 2013  
PR No. 13027

**UNWTO and PATA Partner to Advance Tourism for Economic Growth and Development in Asia**

*Advancing economic diversification, cultural and environmental preservation through tourism are the key objectives of a new Strategic Partnership signed between UNWTO and the Pacific Asia Travel Association (PATA) on the occasion of the PATA Annual Summit (25-28 April, Bangkok, Thailand).*

The lasting support to the development objectives and the positioning of tourism as a central contributor to economic growth and sustainability in Asia are at the centre of the Strategic Partnership signed by UNWTO Secretary-General, Taleb Rifai, and PATA CEO, Martin Craigs.

“We are proud to further deepen our relationship with PATA, a leading voice of tourism in Asia Pacific”, said Taleb Rifai, attending the PATA Annual Summit in Bangkok, Thailand. “In providing market intelligence, setting global standards and joining our voices to advocate for the value of tourism, this partnership will help the continued growth of tourism in



Asia and the spreading of its socio-economic benefits in one of the most dynamic regions of the world”, he added.

“On behalf of PATA members, public and private, large and small across the 17 time zones and 104 destinations we serve, I am delighted to initiate the new Strategic Partnership with UNWTO.” Mr Craigs said: “I’m warmly welcoming Taleb Rifai to PATA’s first Next Generation Summit and the 62nd AGM. PATA’s balanced business building embracing the Complete Visitor Economy are closely aligned to UNWTO’s vital global mission”, he added.

The Strategic Partnership includes a series of projects, such as a PATA/UNWTO Forum on Marketing Outlook and joint research. The first research initiative will address air connectivity and its impact on tourism in the Asia-Pacific region, and is expected to be implemented already this year, in collaboration with the Tourism Promotion Organization for Asia-Pacific Cities (TPO). Other topics include visa facilitation, taxation, aviation policies as well as consumer and enterprise protection.

The UNWTO/PATA partnership builds on a track record of successful joint activities, such as the annual UNWTO/PATA Forum on Tourism Trends and Outlook, launched in 2007 in collaboration with the Hong Kong Polytechnic University and the Municipal Government of Guilin in China.

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Madrid, Spain/Sydney, Australia, 29 April 2013

PR No. 13028

**UNWTO/Tourism Australia Report Highlights the Potential of South-East Asian Outbound Tourism**

*Over the past decades, Asia and the Pacific has consolidated its position not only as one of the major tourism destination regions, but also as an increasingly important outbound market. Asia accounts for 14 of the world’s top 50 source markets in terms of international expenditure. ‘Key Outbound Tourism Markets in South-East Asia’, a new joint report by UNWTO and Tourism Australia, responds to the growing need to better understand five of these dynamic source markets and the opportunity they represent to destinations around the world.*

“Key Outbound Tourism Markets in South-East Asia,” launched at the Australian Tourism Exchange (ATE), Australia’s premier tourism trade event (Sydney, 26 April), provides an up-to-date perspective on major tourism trends and developments in five key South-East Asian outbound markets: Indonesia, Malaysia, Singapore, Thailand and Vietnam.

In 2012, these five countries accounted for US\$ 49 billion in international tourism expenditure, almost doubling up from US\$ 25 billion in 2006. The increasing size of the prospering middle class in South-East Asia is a crucial factor behind the growth in travel out of Asian markets.

“According to UNWTO’s long-term outlook in *Tourism Towards 2030*, the number of international tourist arrivals generated by source markets in Asia and the Pacific is expected to more than double from 205 million in 2010 to 541 million in 2030. UNWTO is very pleased to have partnered with Tourism Australia in producing this report that sheds new light on the travel trends of some of these countries and thus empowers destinations in Asia and beyond to be more competitive when approaching these fast growing source markets”, said UNWTO Secretary-General, Taleb Rifai.

Tourism Australia Managing Director Andrew McEvoy said the study would help the Australian tourism industry to better understand, communicate with, and serve these five, key emerging outbound markets. “Each market is different, but they all possess significant potential, which we need to understand to really make the most of this Asian Century,” Mr McEvoy noted.

In addition to economic and demographic factors, the region’s expansion has also been boosted by developments at the technological and supply-side levels. This includes a boom in air travel, driven largely by the emergence and expansion of low-cost carriers, and the growing access to the internet.

“Key Outbound Tourism Markets in South-East Asia” is one of a number of collaboration initiatives between UNWTO and Australia in recent years. It is hoped that the report will serve as a useful resource for destination planners, strategists, marketers and researchers, to better understand the characteristics and potential of outbound travel from Indonesia, Malaysia, Singapore, Thailand and Vietnam.

**Useful links:**

Tourism Australia’s website  
Key Outbound Tourism Markets in South-East Asia

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Madrid, Spain, 2 May 2013  
PR No. 13029

## **Morocco – UNWTO and UNDP Support New System of Classification for Tourism Accommodation**

*UNWTO, the Government of Morocco and the United Nations Development Programme (UNDP) signed an agreement to support the Ministry of Tourism of Morocco in the implementation of a new classification system for tourism accommodation establishments. Strengthening the quality of accommodation across all establishments is central to consolidate the competitiveness of Morocco as a tourism destination.*

The project will build capacity within the Ministry of Tourism to set up a new classification system for the accommodation establishments, a central part of Morocco's tourism strategy «Vision 2020». The new system should elevate the competitiveness of the hotel industry in Morocco according to international standards while creating a true culture of quality among the accommodation industry.

The agreement contemplates furthermore actions to raise awareness among tourism accommodation establishments and relevant stakeholders of the need for a new classification system, in order to ensure its sustainable implementation.

«This initiative will contribute to the economic and social development of Morocco as it creates opportunities to advance the quality of its tourism sector», said UNWTO Executive Director for Programme and Coordination, Frédéric Pierret, in signing the agreement on behalf of UNWTO.

The project, financed by the Government of Morocco, will be implemented by UNWTO who will provide technical assistance to the Ministry of Tourism between 2013 and 2018.

Morocco is the leading tourism destination in North Africa, with almost 10 million international tourist arrivals in 2012 and US\$ 6.7 bn in revenues 2012. A UNWTO member since 1975, Morocco has shown a remarkable tourism growth, with international tourist arrivals more than doubling over the last decade. Much of this expansion was supported by its open skies policy and the diversification of its tourism product.

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Dubai, UAE, 7 May 2013  
PR No. 13030

## **The United Arab Emirates Join the World Tourism Organization**

*UNWTO Secretary-General, Taleb Rifai, announced today that the United Arab Emirates (UAE) rejoined the Organization 26 years after having left UNWTO. The announcement was made during the UNWTO & Arabian Travel Market Ministerial Forum on Tourism and Aviation (Dubai, UAE, 7 May 2012).*

“The Middle East is one of the fastest growing tourism regions in the world in spite of facing countless challenges; much of this dynamism has been led by the strong political commitment awarded to tourism in the region and the vision that tourism is a key pillar of development in the Middle East of which the UAE is a perfect example” said Mr. Rifai.

“The UAE play a central role not only in the development of tourism in the region but also in linking the Middle East with other regions and we expect that by working together we will enhance tourism within and to the Emirates as well as increase regional cooperation”, he added.

The UAE and UNWTO will work on several initiatives including the measurement of the economic impact of tourism, statistics and human resources development.

The Middle East is one of the fastest growing tourism regions in the world. Between 1980 and 2010, international tourist arrivals in the Middle East rose from 7.1 million to 60.9 million, an average annual increase of 7.4% compared with a world average of 4.2%.

According to UNWTO’s long-term forecast, *Tourism Towards 2030*, this growth is set to continue; in 2030 arrivals to the Middle East are expected to reach 149 million, an average annual increase of 4.6% compared with a world average of 3.3%.

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Madrid, Spain, 15 May 2013  
PR No. 13033

## **International Tourism Receipts Grew by 4% in 2012**

*Receipts from international tourism in destinations around the world grew by 4% in 2012 reaching US\$ 1075 billion. This growth is equal to the 4% increase in international tourist arrivals which reached 1035 million in*

2012. An additional US\$ 219 billion was recorded in receipts from international passenger transport, bringing total exports generated by international tourism in 2012 to US\$ 1.3 trillion.

According to the latest *UNWTO World Tourism Barometer*, international tourism receipts hit a new record in 2012, reaching an estimated US\$ 1075 billion (euro 837 billion) worldwide, up 4% in real terms, from US\$ 1042 billion (euro 749 billion) in 2011.

“It is encouraging to see that the growth in international tourist arrivals was equalled by a comparable increase in spending in spite of continued economic challenges” said UNWTO Secretary-General, Taleb Rifai. “Considering that tourism is a key export for many economies around the world, this result is good news as it provides foreign reserves to destinations, and contributes to job creation in tourism as well as in related economic sectors” he added.

By regions, the **Americas** (+7%) recorded the largest increase in receipts, followed by **Asia and the Pacific** (+6%), **Africa** (+5%) and **Europe** (2%). Receipts in the **Middle East** were still down (-2%); yet report a steady improvement compared to the decline recorded in 2011.

In absolute values, Europe saw US\$ 457 billion in tourism earnings (euro 356 bn) equivalent to 43% of the world’s total tourism receipts, the largest share by region. Destinations in Asia and the Pacific (US\$ 323 billion or euro 251 bn) account for 30% of international tourism receipts and the Americas (US\$ 215 billion or euro 167 bn) for 20%. In the Middle East (4% share) total tourism receipts reached US\$ 47 billion (euro 36 bn) and in Africa (3% share) US\$ 34 billion (euro 26 bn).

Except for international tourism receipts (the travel item in the Balance of Payments), tourism also generates export earnings through international passenger transport. The latter amounted to an estimated US\$ 219 billion in 2012, bringing total receipts generated by international tourism to US\$ 1.3 trillion, or US\$ 3.5 billion a day on average.

International tourism (travel and passenger transport) accounts for 30% of the world’s exports of services and 6% of overall exports of goods and services. As a worldwide export category, tourism ranks fifth after fuels, chemicals, food and automotive products, while ranking first in many developing countries.

## **Healthy growth in both advanced and emerging economy destinations**

The top 10 ranking of destinations by receipts remained virtually unchanged in 2012, with the United States, Spain, France, China and Italy leading, followed by Macau (China), Germany, United Kingdom, Hong Kong (China) and Australia.

A number of the more mature destinations among the world’s top 10 earners showed remarkable results: the United States (+11%), France (+7%), Germany (+6%), the United Kingdom (+5%) and Hong Kong (China)

(+14%). Other advanced economy destinations with growth rates of 10% or above include Sweden (+17%), Japan (+33%), the Republic of Korea (+14%) and Finland (+16%).

Among the emerging economy destinations highest receipts growth was reported by Thailand (+25%), India (+22%), Poland (+13%), South Africa (+18%), Egypt (+14%), Vietnam (+18%) and Ukraine (+13%).

**Relevant links:**

UNWTO World Tourism Barometer

Table 1: International Tourism by (Sub)Region

Table 2: International Tourism Receipts - Top 50 destinations (US\$ billion)

Table 3: Top 10 International Tourism Receipts (1995-2012)

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# Guidelines for Authors

The Journal of Tourism and Services publishes:

- high quality, reviewed essays and analytical papers in English language with focus on tourism and service industry development;
- shorter non peer reviewed reviews of existing work or short essays aimed at stimulating debate;
- research notes to allow researchers to present initial findings and reflections or problems concerning fieldwork and research in general;
- industry news.

## 1. Essays and Analytical Papers

**Title of the Paper (14pt Times New Roman, Bold, left justified) in English Language**

*Leave 2 blank lines*

Author's name/names (12 pt Times New Roman)

University (12 pt Times New Roman)

**Abstract** in English language *Leave 1 blank line*

An abstract is a brief summary of the most important points in a scientific paper. It is a highly condensed version of the paper itself. After reading the abstract, the reader knows the main points that the author/authors has/have to make. The reader can then evaluate the significance of the paper and then decide whether or not she or he wishes to read the full paper. Please, do not exceed 800 characters sentences. *Leave 1 blank line*

**Key words:** maximum 10 words. *Leave 2 blank lines*

**JEL Classification:** maximum 3 indexes. *Leave 2 blank lines*

For JEL Classification please, go to: [http://www.aeaweb.org/jel/jel\\_class\\_system.php](http://www.aeaweb.org/jel/jel_class_system.php)

### 1. Introduction *Leave 1 blank line*

The heading of each section should be written in 13 pt, **bold**, Times New Roman, left justified. Please, use numbers 1, 2, ... for the sections. For the text of the section use 12 pt Times New Roman, single spacing. *Leave 1 blank line between blocks of text.*

The length of the paper should not exceed 20 pages, 1800 characters per page, justified. Tables, figures, illustrations and references are excluded from the word count. *Leave 2 blank lines between successive sections and/or subsections.*



### **1.1 Subsection** *Leave 1 blank line*

The heading of each subsection should be written in 12 pt, **bold**, Times New Roman, left justified. Please, use numbers 1.1, 1.1.1.... for subsections. For the text of the subsection use 12 pt Times New Roman. *Leave 2 blank lines between successive subsections and/or sub-subsections.*

#### **1.1.1 Sub-subsection** *Leave 1 blank line*

The heading of each sub-subsection should be written in 11 pt, **bold**, Times New Roman, left justified. Please, use numbers 1.1, 1.1.1.... for subsections. For the text of the subsection use 12 pt Times New Roman. *Leave 2 blank lines between successive subsections and/or sub-subsections.*

## **2. Problem Formulation** *Leave 1 blank line*

Graphs and tables should be numbered as follows: Graph 1, Graph 2 etc; Table 1, Table 2 etc. The heading of each graph and table should be written in 11 pt, **bold**, Times New Roman, left justified. The words "Table 1", "Graph 8" etc. should be on the right. *Leave 1 blank line between the heading and the graph or table.*

Under each graph or table the source must be provided and should be written in 10 pt. *Leave 1 blank line between the graph or table and the source.*

*Leave 2 blank lines between successive subsections and/or sub-subsections.*

## **3. Problem Solution** *Leave 1 blank line*

When citing references in the text, type corresponding number in square brackets [1]. When citing quotations in the text, type the corresponding number in square brackets, and the number of the page, where the quotation can be found [1, p. 45]. *Leave 2 blank lines between successive sections, subsections and/or sub-subsections.*

## **4. Conclusion** *Leave 1 blank line*

Please, follow the instructions carefully, otherwise you will be asked to resubmit the full paper. Thank you for your collaboration and contribution. *Leave 2 blank lines between successive sections, subsections and/or sub-subsections.*

## **5. References** *Leave 1 blank line*

Only material referenced in the text should be cited in the bibliography.

Where there are two authors, both names should be referenced in the text, thus Black, J., Jones, T.

Where there are three or more authors, only the name of the first should appear in the text followed by 'et al.', thus Bruce *et al.*

The full list of all author names should appear in the bibliography.

[1] Author, Title of the Paper, International Tourism and Hospitality Journal, Vol. x, No. x, 20xx, pp. xx-yy, ISSN xxxxxxxxxx

[2] Author, Title of the Book, Publishing House, 20xx, ISBN xxxxxxxx

[3] Author, Title of the Paper, downloaded from <http://www.abc.com/xxxxxx/xxxxxx/xxxx> (last accessed June 7, 2010)

*Leave 2 blank lines*

## **6. Brief description of Author/Authors:**

Please, write the Author's name and titles (in 12 pt, Times New Roman, **bold**), Department, Faculty, University, Address, Country, University web page, email address of Author. Please, introduce the Author's position, main field of research, and interest shortly. Please, do not exceed 500 characters.

## **2. Reviews of Existing Work or Short Essays**

Reviews of existing work or short essays aimed at stimulating debate should be of between 1000 to 2000 words. These will be subject to editorial scrutiny and as such the right, if deemed inappropriate, to not to accept them will be reserved.

## **3. Research Notes**

Research Notes present initial findings and reflections or problems concerning fieldwork and research in general. Research Notes should be between 1000 to 2000 words. While not reviewed, these will be subject to editorial review as such the right, if deemed inappropriate, to not to accept them will be reserved.

## **4. Industry News**

Industry News are short news or reports of between 250 and 1000 words on any conference attended by writer that readers have found to be of particular interest from the field of tourism and services. These will be subject to editorial review as such the right, if deemed inappropriate, to not to accept them will be reserved.

## **Technical Notes for Authors:**

- The paper should be sent to the address of the Editorial Office by email to the address: [journal.tands@vso-praha.eu](mailto:journal.tands@vso-praha.eu) or directly to: [kiralova@vso-praha.eu](mailto:kiralova@vso-praha.eu)
- Please, name the file as follows: **author's surname\_title of the paper** (White\_Tourism Development in Europe)
- To the Subject of the email please write: Journal of Tourism and Services - paper
- Articles should have been proof read and corrected for errors and will be regarded as accurate; authors are responsible for factual content.

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- Simultaneous submissions to other print or electronic journals are not permitted.
- Author proofreading should be sent back to the Editorial Office in 10 days by email to the address: [journal.tands@vso-praha.eu](mailto:journal.tands@vso-praha.eu) or to: [kiralova@vso-praha.eu](mailto:kiralova@vso-praha.eu)

**Journal of Tourism and Services** is an international reviewed scientific research journal, published by the University of Business in Prague since September 17, 2010 that publishes high quality, reviewed essays and analytical papers in English language with focus on tourism and service industry development. Together with scientific part and in order to promote the exchange of current and innovative ideas, the Journal also includes Reviews of Existing Work or Short Essays, Research Notes, and Research and Industry sections to address important topics and advance theoretical knowledge or thinking about key areas of tourism and services. The papers are approved by the Editorial Board and are blind peer reviewed by 2 independent reviewers. Each issue will also seek to include shorter non peer reviewed reviews of existing work or short essays aimed at stimulating debate, research notes to allow researchers to present initial findings and reflections or problems concerning fieldwork and research in general. The Journal is intended for international professionals, academics and students not only for reading but also as a space for publication and source of information for work. The Journal is published twice a year.

