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ABSTRACT

Nigeria is endowed with great ecotourism sites such as Obudu Ranch Resort and Waterfalls, which have attracted both local and international tourists’ patronage. Despite the fact that the importance of recreation cannot be over-emphasized, most Nigerians hardly go on holidays. The objective of this study is to assess the demand for ecotourism holiday travel among University of Ibadan members of staff. Respondents for this study comprised academic and non-academic members of staff of the University of Ibadan. A multi-stage sampling technique was used to draw respondents for the study. Out of the fourteen Faculties in University of Ibadan, a total of four (29%) were randomly selected. In the second stage, 57% of the Department in each Faculties were sampled. The third stage involved a stratification of the Departmental staff into academic and non-academic. Thirty percent of the members of academic and non-academic staff were sampled. Data were analysed using descriptive, Chi-square and PPMC analyses. The respondents who had positive perception about ecotourism is 52.8%. Higher percentage (46.6%) of respondents visit ecotourism sites annually. Valley and hills were the least demanded ecotourism site. There was no association or relationship between the income of the respondents and their demand for ecotourism travel. Significant relationship were drawn between demographic characteristics and demand for Ecotourism holiday of the respondents. There is significant relationship between respondent perception about ecotourism and demand for travelling to ecotourism site. Busy office schedule and low income ranked highest among the ten constraints documented and possible recommendations were drawn.

Keywords: Water-based recreation, University of Ibadan, Ecotourism demand, Academic and non-academic staff, awareness level.
INTRODUCTION

Tourism is identified as an effective way to revitalize the economy of any destination and widely acknowledged as one of the fastest growing industry globally (Long, 2012). Ecotourism has attracted increasing attention in recent years not only as an alternative to mass tourism, but has a means of economic development and environmental conservation. It accounts for a large share of some countries’ gross domestic product, and so contributes to livelihood of many people, as in Kenya, Madagascar, Nepal, Thailand and Malaysia (Isaacs, 2000). It is often perceived as a mechanism for sustainable tourism development especially in countries with great ecotourism potentials (Weaver, 2001). Accordingly, ecotourism in the last decade has gained popularity and at the same time enveloped into a worldwide phenomenon that shows no sign of slowing down (Srinivas, 2010).

Nigeria is endowed with great ecotourism potentials such as Obudu Ranch Resort, Waterfalls, Warm spring among others, which have attracted both local and international tourists’ patronage. Both public and private agencies that provide and manage recreational facilities must be concerned with the demand for the services they provide (Obinna et al., 2009). Demand in the recreational sense refers to the number of persons taking part in a particular recreational activity and hence is manifested as a demand for facilities (Roberts, 1974). Research has shown that people that take part in recreational activities, particularly outdoor, have improved physical wellness, fewer doctor visits, and normal blood pressure than those who did not. This therefore indicates reduced stress level and better job performance (Laura, 2005; Ajani, 2015).

Despite the advantages present in recreational activities, Nigerians have negative attitude to recreation, possibly because most of them are ignorant of its health, social and economic benefits (Obinna et al., 2009). Nigeria is blessed with a number of tourist centres, notably Kainji Lake National park, Erin-Ijesha Waterfall, Arinta Waterfall, Aketa Lake, Idenre hills, Turan trench and Okomu National Park among others. Till date, their patronage is still minimal due to lack of proper awareness, difficulties in terms of accessibility and low level of development among other factors.

The importance of recreation cannot be over-emphasized; studies involving both outdoor and computer stimulated approaches showed that natural environments in general have a number of psychological benefits compared to urban settings (Ajani, 2015). A great number of studies have been carried out on tourism and tourist activities. For instance, Elkins et al., (2011) carried out a research on the contribution of campus recreational sports participation to sport perceived sense of campus community. He reported that University recreation centers create an environment that foster social relationships and integration which can help acclimate new students to campus life and build a sense of campus community. Ojewola (2008) also did a study on sustainable management of University of Ibadan Awba dam and zoological garden for tourism development. Furthermore, Ashbullby et al., (2013) study revealed that families use beach visits in general for improving psychological and physical health but none has dealt with the demand for recreation among the educational personnel. It is therefore imperative to conduct a study that will show the linkage between demand for recreation and constraint to demand for recreation of members of staff in the University of Ibadan and based on the findings, proffer solutions.

The broad objective of this work is to assess the demand for ecotourism holiday travel among University of Ibadan members of staff (Academic and Non-Academic) while the specific objectives of this study are to assess the level of awareness of ecotourism among the staff.
members, to assess the most visited tourism based centre and to identify hindrances debarring the respondents from going on ecotourism holidays.

METHODOLOGY

Study Area

University of Ibadan was founded in 1948 and is the oldest and one of the prestigious Nigerian Universities. It is located five miles (8 kilometers) from the centre of the major city of Ibadan in western Nigeria. It was originally called University College, Ibadan, then affiliated with London University. In 1962, the name was changed to the current form; the University of Ibadan sometimes called UI. The University offers academic and professional programs at doctoral, masters, diploma and certificate levels through academic Departments in the Faculties of Agriculture, Arts, Education, Science, Social Science, Technology, Dentistry, Pharmacy, Veterinary Medicine, the College of Medicine, and some academic institutes and centers. The University also has the largest number of postgraduate students in the country. The University motto is “for knowledge and sound judgment”.

Figure 1: Map of University of Ibadan, Ibadan Nigeria

Source: Adapted from Ajani (2015)

Respondents of the Study

Respondents for this study comprised academic and non-academic staff of the University of Ibadan.
Sampling Procedure and Sample Size
A multi-stage sampling technique was used to draw respondents for the study. In the first stage, out of the fourteen Faculties in University of Ibadan, a total of four (29%) were randomly selected. The Faculties selected were Sciences, Technology, Agriculture and Forestry and The Social Sciences. In the second stage, 57% of the Department in each Faculties were sampled, which give a total of 4 in Faculty of technology, 5 in Faculty of Sciences, 3 in Faculty of social sciences and 5 in Faculty of Agriculture. This gave a total of 17 Departments on the overall. The third stage involved a stratification of the departmental staff into academic and non-academic. Thirty percent of the members of academic and non-academic staff were sampled across the selected Departments. This gave a total of 103 Academic staff and 77 Non-academic staff. A total of 180 respondents were therefore sampled for the data. However, only 176 instruments were eventually subjected to statistical analysis, giving a return rate of 97.7%.

Sources of Data
The data for the study comprised primary data and it was collected using questionnaire so as to obtain information from members of staff (academic and non-academic) of the University. The administered questionnaire was used to elicit information on respondents’ demographic characteristics, ecotourism related characteristics, perception about ecotourism, level of demand of ecotourism sites and constraints to their demand for travelling.

Measurement of Variables
• Demographic characteristic variables were measured with open and close ended questions. Close ended questions provide suitable list of responses from respondents. The open ended questions were designed to afford the respondents the opportunity to give responses without being limited to any option.
• Ecotourism related characteristics were measured using dichotomy (Yes/No), short answers, open and close ended questions.
• Perception about ecotourism was measured on a 5-point scale, with strongly agree, agree, undecided, disagree and strongly disagree. The scores of 5 to 1 attached respectively for positive statements and a reverse for negative statements.
• A 12-point rating scale was used to rate respondents demand for travelling to ecotourism site where 1 is the absolute demand and 12 is the least demand.
• Constraints to demand for ecotourism holiday travel of the respondents were measured as follows; Not serious=3, Mildly serious=2, Serious=1, Not a Constraint=0.

Data Analysis
Data obtained were analyzed using the statistical package for the Social Sciences (SPSS). The data were mainly expressed as descriptive statistics such as frequency, mean and percentages. Chi-square and PPMC test was used to assess whether any significant difference exist between demographic variables and ecotourism related characteristics and demand for ecotourism holiday travels. PPMC techniques were employed to draw relationship between variables.
## RESULTS

### Table 1: Demographic Characteristics of Respondents

<table>
<thead>
<tr>
<th>Variables</th>
<th>Frequency</th>
<th>Percent(%)</th>
<th>Mean±SD</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Age(in years)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>≤ 30</td>
<td>19</td>
<td>10.8</td>
<td></td>
</tr>
<tr>
<td>31-40</td>
<td>59</td>
<td>33.5</td>
<td></td>
</tr>
<tr>
<td>41-50</td>
<td>65</td>
<td>36.9</td>
<td></td>
</tr>
<tr>
<td>51-60</td>
<td>26</td>
<td>14.8</td>
<td></td>
</tr>
<tr>
<td>61-70</td>
<td>6</td>
<td>3.4</td>
<td></td>
</tr>
<tr>
<td>Above 70</td>
<td>1</td>
<td>0.6</td>
<td></td>
</tr>
<tr>
<td><strong>Sex</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>89</td>
<td>50.6</td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>87</td>
<td>49.4</td>
<td></td>
</tr>
<tr>
<td><strong>Marital status</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Single</td>
<td>22</td>
<td>12.5</td>
<td></td>
</tr>
<tr>
<td>Married</td>
<td>150</td>
<td>85.2</td>
<td></td>
</tr>
<tr>
<td>Widowed</td>
<td>4</td>
<td>2.3</td>
<td></td>
</tr>
<tr>
<td><strong>Highest Educational Status</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SSCE</td>
<td>1</td>
<td>0.6</td>
<td></td>
</tr>
<tr>
<td>OND</td>
<td>12</td>
<td>6.8</td>
<td></td>
</tr>
<tr>
<td>HND</td>
<td>13</td>
<td>7.4</td>
<td></td>
</tr>
<tr>
<td>B.Sc.</td>
<td>42</td>
<td>23.9</td>
<td></td>
</tr>
<tr>
<td>M.Sc.</td>
<td>29</td>
<td>16.5</td>
<td></td>
</tr>
<tr>
<td>PhD</td>
<td>79</td>
<td>44.9</td>
<td></td>
</tr>
<tr>
<td><strong>Religion</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Christianity</td>
<td>138</td>
<td>78.4</td>
<td></td>
</tr>
<tr>
<td>Islam</td>
<td>33</td>
<td>18.8</td>
<td></td>
</tr>
<tr>
<td>Traditional</td>
<td>5</td>
<td>2.8</td>
<td></td>
</tr>
<tr>
<td><strong>Race/tribe</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yoruba</td>
<td>147</td>
<td>83.5</td>
<td></td>
</tr>
<tr>
<td>Igbo</td>
<td>7</td>
<td>4.0</td>
<td></td>
</tr>
<tr>
<td>Hausa</td>
<td>3</td>
<td>1.7</td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td>19</td>
<td>10.8</td>
<td></td>
</tr>
<tr>
<td><strong>Staff category</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Academic</td>
<td>102</td>
<td>58.0</td>
<td></td>
</tr>
<tr>
<td>Non-Academic</td>
<td>74</td>
<td>42.0</td>
<td></td>
</tr>
<tr>
<td><strong>Designation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Junior</td>
<td>49</td>
<td>27.8</td>
<td></td>
</tr>
<tr>
<td>Senior</td>
<td>119</td>
<td>67.6</td>
<td></td>
</tr>
<tr>
<td>Professor</td>
<td>8</td>
<td>4.5</td>
<td></td>
</tr>
<tr>
<td><strong>Family size</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1-3</td>
<td>57</td>
<td>32.4</td>
<td></td>
</tr>
<tr>
<td>4-6</td>
<td>108</td>
<td>61.4</td>
<td>4.09±1.51</td>
</tr>
<tr>
<td>7-9</td>
<td>11</td>
<td>6.3</td>
<td></td>
</tr>
</tbody>
</table>
Fig. 1: Percentage of respondents that had gone on tourism before

Fig. 2: Ecotourism site visited by respondents

Fig. 3: Respondents reasons for visiting ecotourism sites
Fig. 4: Percentage distribution of respondents who go for ecotourism holidays according to gender

Fig. 5: Respondents frequency of visitation to ecotourism site
Table 2  Distribution of Respondents’ Perception about Ecotourism

<table>
<thead>
<tr>
<th>PERCEPTION (N=176)</th>
<th>SA</th>
<th>A</th>
<th>UD</th>
<th>D</th>
<th>SD</th>
<th>mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ecotourism holiday travel is not necessary in an academic environment</td>
<td>8.5</td>
<td>14.2</td>
<td>6.3</td>
<td>27.8</td>
<td>43.2</td>
<td>3.81</td>
</tr>
<tr>
<td>Lack of opportunity to ecotourism holiday travel is not beneficial for university staff</td>
<td>14.2</td>
<td>16.5</td>
<td>20.5</td>
<td>30.7</td>
<td>18.2</td>
<td>3.22</td>
</tr>
<tr>
<td>Ecotourism will provide avenue for university worker to refresh their mental state</td>
<td>33.0</td>
<td>48.3</td>
<td>9.7</td>
<td>2.3</td>
<td>6.8</td>
<td>1.89</td>
</tr>
<tr>
<td>Visiting the natural environment is a necessity for me</td>
<td>29.0</td>
<td>34.7</td>
<td>14.8</td>
<td>15.9</td>
<td>5.7</td>
<td>3.65</td>
</tr>
<tr>
<td>Ecotourism will help the university worker to rejuvenate their social well being</td>
<td>44.9</td>
<td>34.7</td>
<td>12.5</td>
<td>4.5</td>
<td>3.4</td>
<td>4.13</td>
</tr>
<tr>
<td>Ecotourism is highly destructive and should never be encouraged in academic</td>
<td>4.5</td>
<td>6.3</td>
<td>7.4</td>
<td>34.7</td>
<td>47.2</td>
<td>4.13</td>
</tr>
<tr>
<td>environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ecotourism causes environmental degradation to host communities</td>
<td>2.3</td>
<td>6.8</td>
<td>8.5</td>
<td>47.2</td>
<td>35.2</td>
<td>4.06</td>
</tr>
<tr>
<td>Ecotourism encourages ostentatious display of wealth in the community</td>
<td>25.0</td>
<td>33.0</td>
<td>22.2</td>
<td>9.1</td>
<td>10.8</td>
<td>2.38</td>
</tr>
<tr>
<td>Ecotourism encourages cultural conflict</td>
<td>6.3</td>
<td>15.9</td>
<td>14.8</td>
<td>26.1</td>
<td>36.9</td>
<td>3.72</td>
</tr>
<tr>
<td>Ecotourism increases bond between researchers in the academic environment</td>
<td>34.7</td>
<td>33.0</td>
<td>21.0</td>
<td>6.8</td>
<td>4.5</td>
<td>3.86</td>
</tr>
<tr>
<td>Ecotourism brings about positive change in the academic environment</td>
<td>36.9</td>
<td>40.9</td>
<td>12.5</td>
<td>8.5</td>
<td>1.1</td>
<td>4.03</td>
</tr>
<tr>
<td>Ecotourism build environmental and cultural awareness</td>
<td>45.5</td>
<td>42.0</td>
<td>5.1</td>
<td>4.5</td>
<td>2.8</td>
<td>4.23</td>
</tr>
<tr>
<td>Ecotourism does not provide positive experience for university staff</td>
<td>9.1</td>
<td>13.6</td>
<td>10.8</td>
<td>31.8</td>
<td>34.7</td>
<td>3.69</td>
</tr>
<tr>
<td>Ecotourism provide direct financial benefits for conservation</td>
<td>28.4</td>
<td>26.1</td>
<td>23.9</td>
<td>16.5</td>
<td>5.1</td>
<td>3.56</td>
</tr>
<tr>
<td>Ecotourism recognizes the rights and spiritual belief of the people in the host</td>
<td>25.0</td>
<td>41.5</td>
<td>24.4</td>
<td>7.4</td>
<td>1.7</td>
<td>3.81</td>
</tr>
<tr>
<td>community</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ecotourism is becoming unnecessary in Nigeria</td>
<td>10.8</td>
<td>22.2</td>
<td>27.8</td>
<td>19.9</td>
<td>19.3</td>
<td>2.77</td>
</tr>
</tbody>
</table>

Positive statement: SD=1, D=2, U=3, A=4, SA=5,  Negative statement: SD=5, D=4, U=3, A=2, SA=1
### Table 3  Demand for Travel to Ecotourism Centres

<table>
<thead>
<tr>
<th>Ecotourism Centre</th>
<th>Average demand</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Waterfalls</td>
<td>6.40</td>
<td>4th</td>
</tr>
<tr>
<td>2 Hills</td>
<td>5.87</td>
<td>11th</td>
</tr>
<tr>
<td>3 Rock Areas</td>
<td>6.02</td>
<td>7th</td>
</tr>
<tr>
<td>4 Lakes</td>
<td>5.97</td>
<td>8th</td>
</tr>
<tr>
<td>5 Beach</td>
<td>6.59</td>
<td>2nd</td>
</tr>
<tr>
<td>6 Valley</td>
<td>5.52</td>
<td>12th</td>
</tr>
<tr>
<td>7 Forest</td>
<td>5.92</td>
<td>9th</td>
</tr>
<tr>
<td>8 Game reserve</td>
<td>6.55</td>
<td>3rd</td>
</tr>
<tr>
<td>9 Wildlife park</td>
<td>6.72</td>
<td>1st</td>
</tr>
<tr>
<td>10 Warm spring</td>
<td>6.35</td>
<td>5th</td>
</tr>
<tr>
<td>11 Mountain Resort</td>
<td>5.91</td>
<td>10th</td>
</tr>
<tr>
<td>12 River</td>
<td>6.17</td>
<td>6th</td>
</tr>
</tbody>
</table>

### Table 4  Ranking of Constraints to Demand for Ecotourism Travel Holiday

<table>
<thead>
<tr>
<th>CONSTRAINTS</th>
<th>NOT SERIOUS</th>
<th>MILDLY SERIOUS</th>
<th>SERIOUS</th>
<th>NOT A CONSTRAINT</th>
<th>MEAN</th>
<th>RANK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heavy household workload</td>
<td>21.7</td>
<td>20.0</td>
<td>41.1</td>
<td>17.2</td>
<td>1.13</td>
<td>3rd</td>
</tr>
<tr>
<td>Busy office schedule</td>
<td>11.7</td>
<td>23.9</td>
<td>32.8</td>
<td>31.7</td>
<td>1.54</td>
<td>2nd</td>
</tr>
<tr>
<td>Low income</td>
<td>15.6</td>
<td>20.0</td>
<td>33.3</td>
<td>31.1</td>
<td>1.56</td>
<td>1st</td>
</tr>
<tr>
<td>Poor health</td>
<td>11.7</td>
<td>11.1</td>
<td>8.9</td>
<td>68.3</td>
<td>0.61</td>
<td>6th</td>
</tr>
<tr>
<td>Religious beliefs</td>
<td>13.3</td>
<td>11.1</td>
<td>5.6</td>
<td>70.0</td>
<td>0.52</td>
<td>8th</td>
</tr>
<tr>
<td>Cultural beliefs</td>
<td>15.0</td>
<td>8.9</td>
<td>6.1</td>
<td>70.0</td>
<td>0.51</td>
<td>9th</td>
</tr>
<tr>
<td>Lack of Companion</td>
<td>17.8</td>
<td>12.2</td>
<td>4.4</td>
<td>65.6</td>
<td>0.56</td>
<td>7th</td>
</tr>
<tr>
<td>Inadequate Awareness</td>
<td>15.0</td>
<td>20.5</td>
<td>13.3</td>
<td>51.7</td>
<td>0.10</td>
<td>10th</td>
</tr>
<tr>
<td>Poor management at the ecotourism centers</td>
<td>17.2</td>
<td>12.8</td>
<td>45.6</td>
<td>19.4</td>
<td>1.11</td>
<td>4th</td>
</tr>
<tr>
<td>High entrance fee</td>
<td>16.1</td>
<td>22.8</td>
<td>13.9</td>
<td>47.2</td>
<td>1.03</td>
<td>5th</td>
</tr>
</tbody>
</table>

### Hypotheses Testing

**Hypothesis 1:** Relationship between Respondents Demographic and Ecotourism Related Characteristics and Demand for Ecotourism Holiday Travel.

There is no significant relationship between the age ($r=0.08$, $p<0.05$), family size ($r=-0.08$, $p<0.05$), income ($r=0.06$, $p<0.05$), marital status ($\chi^2=0.94$, $p<0.05$), staff designation ($\chi^2=0.74$, $p<0.05$), staff category ($\chi^2=1.09$, $p<0.05$) and sex ($\chi^2=1.46$, $p<0.05$) of the respondents and the demand for ecotourism holiday travel.

**Hypothesis 2:** Relationship between Perception About Ecotourism and Demand for Ecotourism Holiday Travel (PPMC).

There is significant relationship between respondent perception about ecotourism and demand for travelling to ecotourism site ($r=0.15$, $p<0.05$).
Hypothesis 3: Relationship between Constraints to Demand for Ecotourism and Demand for Ecotourism Holidays Travel (PPMC).

There is a negative non-significant relationship between constraints to demand for ecotourism and demand for ecotourism holidays travel ($r = -0.019$, $p<0.05$).

**DISCUSSION**

The result shows that respondents with the age bracket of 41-50 years constitute the major population of members staff of University of Ibadan which means majority of the staff are of active age. Majority, (99.5%) of the respondents had tertiary education. From the result obtained from this study (table 1), it could be deduced that larger population of the respondents (50.6%) were male and Yoruba tribe dominate the total population, Majority (83.5%) of the respondent practice Christianity as a religion.

The mean distribution of respondents’ perception about ecotourism showed that “ecotourism travel build environmental and cultural awareness” ranked highest (4.23+0.15) while “ecotourism will help the University workers to rejuvenate their social well being ranked second. This is consistent with the assertion of Henchy (2011) that recreation creates an environment that fosters social interaction. The respondents perception categorized into “low and high” showed that majority, (52.8%) had positive perception about ecotourism as against the negative perception (47.2%). This agrees with Hassan and Nhemachena (2008) that perception is an important factor influencing adoption or behavior towards a particular practice. It is also in agreement with the findings of (Ajani, 2015) who reported that perceived love to participate in recreational activities at Awba dam among members of staff in the University was high. This result suggests that even though there are more respondents who had vast knowledge about ecotourism, there is need to intensify action to improve how the respondents perceive ecotourism and its importance. This could contribute to increase in demand for travel to ecotourism centers in subsequent years. The benefit of recreation for adults is all encompassing. It has been documented by Schwarzenegger et al., (2005) that recreation enhances active living, helps to limit the onset of disease and impairment normally associated with the aging process.

It was gathered from this study however, that higher percentage (46.6%) of respondents visit ecotourism sites annually (figure 5). This implies that respondents find it hard to spend on leisure either weekly and monthly. This finding is in agreement with the study of Mariki et al., (2011) who reported that Africans find it hard to spend on leisure activities related to tourism. While majority of the ecotourism sites are in demand, this study reveals that Wildlife Park (6.72) is the most demanded, followed by beach (6.59) and game reserve (6.55). However, valley (5.52) and hills (5.87) were the least demanded ecotourism site. This implies that people derive pleasure in game viewing and water based recreational activities. This study is in agreement with the findings of Ajani (2015) who reported that higher percentage of University of Ibadan members of staff and students would love to visit Awba Dam if developed to water based recreational centre. Respondents (73%) that go for ecotourism holidays were male and 27% were female. This gender imbalance may be attributable to the fact that in many part of Africa, men take less roles in house chores. This provides them with more opportunity to travel to different places for business and recreation. Conversely, women’s participation in tourism is limited due to heavy workload that compels them to remain at home doing domestic chores. This finding is in agreement with Mariki et al., (2011) whose report showed that more than 62.9% of tourists that
visit tourist site in Tanzania were male compare to number of females tourists. However, it is not in tandem with the assertions of Ledwaba et al., (2011) that females do more trips to the Loskop Dam Recreation Centre (LDRC) than male in his study on factors that determine the demand for water recreation in the Middle Olifant Sub-Basin. From the result obtained from this study, there was no association or relationship between the income of the respondents and their demand for ecotourism travel. This means an increase in income may not necessarily mean increase in demand for travelling to ecotourism site. This may be the case since participation in recreation may also be the matter of interest, among several other factors. Ledwaba et al., (2011) corroborated this that participating in recreation is mainly about how the recreationist plans on his time and income, because even those who earn less may visit the site more often than those who earn more. There is no significant relationship between demographic characteristics and demand for Ecotourism holiday of the respondents. This may be attributed to the fact that those factors may not be the key determinants of respondents’ demand for travelling during their holidays for leisure in Nigeria. This assertion is in agreement with Sirakaya et al.,(2002) when he deduced no relationship between demographic such as gender, age, occupation and demand for travelling. There is significant relationship between respondent perception about ecotourism and demand for travelling to ecotourism site. This implies that the respondents who perceive ecotourism favorably will more likely demand for travelling to ecotourism site. Demand for travelling to ecotourism site is significantly influenced by the perception of the respondents about ecotourism.

A non-significant correlation existed between respondents’ family size and their demand for ecotourism holiday travel. This suggests that the larger the family size, the less was the demand to go for tourism holiday. This is a big issue in Nigeria because of the economic down-turn we are facing.

A non-significant negative correlation (r= -0.019, p<0.05). existed between constraints to demand for ecotourism and demand for ecotourism holiday travel. This suggests that the constraints may not really be the hinderance for the demand for ecotourism holiday travel. Busy office schedule and low income ranked highest (table 4), among the ten constraints documented in this study. However, in my opinion, the major constraint we Nigerians have is lack of tourism culture or poor tourism culture. Unlike developed countries where people can afford to save for tourism holidays because all the basic amenities like accommodation, functional vehicles and so on are being taken care of by their government, in this country, the working classes have to struggle and save towards capital projects. This has become the norm and unless there is an intervention and interjection by the government, coupled by a lot of merits of tourism education, the importance that people attach to going on tourism holidays may continue to be very low.

**CONCLUSION**

The enormity of the benefits of tourism cannot be over-emphasized. From this study, it has been deduced that general visitation to tourist centres is low among University of Ibadan members of staff and a list of constraints has been identified. Above all, the identified underlying factor that is inherent, is lack of tourism culture. In view of this study, a regular awareness campaign through the radio, television, dailies should be effectively put in place. This might enhance the University community’s awareness about tourism benefits and potentials and the Department of Wildlife and Ecotourism Management should collaborate with the University board to organize
seminars and other educational programs to acquaint the people with the health benefits of recreation and stress the need for both sexes to participate actively in recreational activities.

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THE MARKETING DILEMMA OF CO-BRANDING IN EGYPTIAN HOTEL OPERATIONS: CHALLENGES AND OPPORTUNITIES

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Abstract

Profitability of hotel food and beverage outlets remains a real challenge in today's hospitality market. There is no doubt that the most critical attribute for success is the ability to respond effectively to the dynamic changes of the market needs with an appropriate marketing strategy. A hotel operation partnering with a branded food and beverage operation creates considerable benefits for both parties. In line with this approach, this paper investigates the predicament of co-branding in Egyptian hotel operations. It discusses the challenges and opportunities from financial, marketing and operational perspectives. It intends to explore the potential of implementing a co-branding marketing strategy in hospitality operations and develop a decision-making criterion for such a strategy.

To achieve this aim, an empirical qualitative analysis of semi-structured interviews with a sample of ten marketing managers in Egyptian hotel operations was conducted. The sample combined an equal number of both four and five-star hotel operations. Additionally, a survey was distributed to an equal sample of five customers for each hotel operation within the selected sample. The findings have provided evidence of the importance of co-branding strategy from different perspectives. As for customers, the results of the customers' survey indicated favorable attitudes towards co-branding concept. Furthermore, the outcome confirmed that co-branding offers brands competitive advantages with a potential for greater profitability and higher turnover rate.

Key Words: Co-branding, branding strategy, marketing, Egyptian hotel operations,
1. Introduction

There is no doubt that marketing hospitality operations has become a very difficult task in a highly competitive environment. The challenges have emerged not only by developing the convenient marketing strategy but also by attracting new segments. Increasing profitability and profit centers is a further challenge. In line with this approach, marketers have been addressing strategies that would enhance the market's position of hotel operations. One of these strategies is 'co-branding' strategy, alternatively called 'composite branding' (Park, Jun and Shocker, 1996; Washburn, Till and Priluck, 2000), co-location (Khan, 2006), double branding (Helmig, Huber and Leeflang, 2008) or sub-branding (Keller, 2009). Some authors have even considered this strategy as an 'outsourcing relationship' (Hemmington, 2000).

Providing a hospitality service with food and beverage facility is one of the most crucial functions in this industry. In general, food and beverage departments are normally 'operating below potential' (Hemmington, 2000). The challenge then is to enhance this sales potential, profitability and to attract new segments to the premises of the hospitality operation. In this respect, several marketing tactics have been used for such a purpose. One of which is co-branding through which another brand is allying with another for a new product offer under the auspices of both brand names. It is pairing of two or more significant recognized brands within one space (Khan, 2006). In fact, this new brand may gain more customer awareness and attention than a single brand might do.

The significance of branding and co-branding has been addressed by several authors and researchers like Keller (2009); Kim (2008); Park, MacInnis and Eisingerich (2016) discussing the pros and cons of co-branding. Others dimensions has been also tackled to achieve the synergy effect between the composite brands (Kim, 2008; Washburn et al., 2000). Further issues were also discussed i.e. new operational image in relation to both quality standards and handling problems in addition to the profitability level. In fact, co-branding strategies may be effective in exploiting a product performance advantage or in introducing a new product with an unfamiliar brand name or image.

Co-branding could be a win-win strategy to help drive sales, raise brand image and save marketing and advertising costs. Despite the increasing attention in co-branding, the relationship
between co-branding, customers’ satisfaction and brand loyalty remains largely unexplored (Kim, Lee and Lee, 2007).

2. Literature Review

Hotel restaurant co-branding is considered to have been started by Victor Bergen during the 1930s, who established fast food restaurants within motor-hotels on the highway targeting American families who were away from home. Since then, fast-food restaurants made a major impact on many hotel companies to consider co-branding alliance (Rutherford, 2002).

Industry-wise, the original concept of branding as defined by the American Marketing Association deals with identification of a product/service that makes it unique and differentiates it from its competitors. However, a brand needs to offer a value for its customers in order to be attractive ‘value generating’ (Park et al., 2016).

Co-branding has been considered for the purpose of improving the financial performance. It was considered as a thoughtful strategy. As hotel operations lose profit over their food and beverage facilities, co-branding is considered a good opportunity to catch up with the changing standards, customers' needs and overcoming the loss of business without considerable investment or changing the image of the hotel brand. In fact, research in hotel operations reported a significant increase of sales between 15-20% during lunch business as a result of co-branding (Kim, 2008). Lastly, chain restaurants generate potential traffic and expand market channels which likely ‘offset’ the usual traditional F&B losses in hotels (Boone, 1997).

Moreover, co-branding is considered an innovative way of thinking about brand architecture design. It includes the aspects of promotion, technology development, and production, while maintaining their independence as a separate brand (Stewart, 1995). Co-branding is not a trouble-free model. It is complex and dynamic (Yip, 2005). Researchers like Boone (1997); Boad (1999); Washburn et al. (2000) investigated the pros and cons of hotels abandoning their own on-site restaurants and replacing them with chain-type brand-name operations. More specifically, a strategic question is also imminent whether this alliance suits the image, standard of the hotel operation along with those in the back of the customers' mind.
The advantages of co-branding can be broadly categorized as financial, operational and marketing (Boone, 1997; Prince and Davies, 2002). More specifically it reduces investment costs as launching a new brand can be extremely costly, lowers risks, and provides faster paybacks (Blackett and Russell, 1999). Operational-wise, it includes greater assurance about product quality and should lead to higher product evaluations and premium prices (Erdem and Swait, 1998; Rao, Qu and Rueckert, 1999; Wernerfelt, 1988). As for marketing advantages, co-branding includes sharing customer’s information, expanding market channels and cross promoting each other's brands.

As for the disadvantages, according to Boone (1997), some concerns were expressed in applying co-branding strategies with reference to ‘lack of flexibility and number of restrictions e.g. trade dress, access, and parking requirements. Moreover, the strategy may not always lead to a higher profit margin per customer (Lee, Kim and Kim, 2006). However, a hotel property that wants to improve its competitive position and boost overall revenues should consider some form of liaison with an established restaurant brand (Strate and Rappole, 1997). Additionally, inappropriate brand management strategy may lead to customers' confusion of brand identity, poor brand positioning and dilution of customers' evaluations of the core brands.

One of the challenges for this approach is the constant involvement of new variables complicating the daily operations aspects. One of which is whether the co-brand complements the hotel’s facility in various aspects fulfilling the purpose of this alliance (Tasci and Guillet, 2011). Another challenge is the difficulty to find appropriate sites, which cover all requirements for the concept e.g. customer access, visibility, size of facility, and operating space that is separate from the hotel’s other food and beverage operations (Boone, 1997).

Other issues may include monetary commitment and negotiations, including investment and meeting profitability targets. Additionally, the impact on reputation, maintenance of a clear image in consumer's mind or decrease of quality is of a great concern. As such the selection of the right co-brand is essential, and communication is the key to success to avoid consumers' confusion (Yip, 2005).
Successful brands are built on a foundation of meaningful brand strategy. Further, that strategy provides the framework for what your brands mean and how they should be organized. There are various co-branding strategies e.g. vertical co-branding, often defined as ingredient branding (Desai and Keller, 2002), pertains to the vertical integration of products within one product by producers of different value chain steps. In contrast, horizontal co-branding is characterized by the production and distribution of multi-branded product by producers at the same step in the value chain. Within this form of co-branding, a co-branded product may appear in a product category in which both producers are already established (Chang, 2009). According to Boo and Mattila (2002), a co-branded facility relies on both value and quality perceptions in the consumer's mind.

A good example of implementing the co-branding strategy is Marriott Hotel Company. It is considered to be the first hotel chain to establish an internationally recognised restaurant brand within the hotel, linking to Pizza Hut in 1989 (Boone, 1997; Rutherford, 2002). The list also included other followers; inter alia, Carlson, Choice, Hilton, Holiday Inn and Sheraton.

A more comprehensive investigation was done by Boo and Mattila (2002) by which a brand alliance model was proposed. The authors discussed the antecedents of brand alliance versus the consequences. On one side the partner characteristics, consumer characteristics and the motivation for such a venue versus the psychological and behavioural consequences from the other side influenced by the perceptions of brand alliance or perceived fit of brands. The researcher used this model as a reference to guide the variables of this research paper.

Further in a more objective contemplate; Chang (2009) and Zickermann (2014) explored the critical factors for successful co-branding strategy. They identified five main factors (5C) including cost, capital, core, consumer and culture. The authors stressed that these factors need to be thoroughly investigated to guarantee effective and fruitful results of the co-branded facility.

3. Statement of the Problem
A hotel property that wants to improve its competitive position and boost overall revenues should consider some form of liaison with an established restaurant brand (Strate and Rappole, 1997). Apparently, this strategy will need to be properly selected and implemented. Within this context, the co-branded approach will provide such a privilege to hotel food and beverage facilities. The researcher has conducted an observational survey to find out whether this strategy is in practice in the Egyptian hotel operations. Unfortunately, there was no single operation adopting this marketing approach apart from a couple of leasing brand cafes. However, the absence of the phenomenon did not impede the researcher to investigate the potential of adopting the co-branding strategy. Therefore the research question could be phrased as "what is the potential of adopting a co-branding strategy in the Egyptian hospitality market?"

4. Objectives of the Study

Although the phenomenon under investigation was not apparent within the Egyptian hospitality market, the researcher was keen to investigate the co-branding approach amongst hotel operations. Therefore, the objectives of this empirical research are:

1- To appraise how hotel customers perceive the co-branded product/service as it relates to product quality, brand image, innovative product and customer satisfaction.
2- To assess the customers' intention to purchase as regard co-branded food and beverage facilities within the hotel premises.
3- To explore the potential of adopting co-branding marketing strategy between Egyptian hotel operations and branded food and beverage outlets.

5. Methodology

In determining the soundest research strategy (quantitative vs. qualitative), different authors, e.g. Creswell (1994), Silverman (2000), and Yin (2003), argued the significance of selecting the appropriate research strategy. They emphasised the basis on which the selection should be established. While Yin (2003) proposed three queries relevant to the research question - the nature of the phenomenon and its attributes, contemporary, or historical. Creswell (1994) and
Silverman (2000) pointed out that the implications of how the researcher views reality would influence the selected approach and the instruments for data collection and analysis. In the same context, Patton (2002) discussed a pragmatic approach, indicating that some questions lend themselves to numerical answers while others do not, thereby influencing the research design and methods for data collection.

Within the hospitality industry context, Chacko and Nebel (1990) advocate that qualitative research is a more appropriate methodology for hospitality researchers to use, particularly when the subject of the study is concerned with leadership, managerial and behavioural issues and processes.

A three-tier methodology approach was implemented. The field work for this research took place in October 2017. The first stage employed observational research as the researcher surveyed the availability of co-branding tactic in the Egyptian hotel operations as there was no record available. The objective of this stage was to develop the appropriate research design. The second stage implemented semi-structured interviews with a purposeful sample of ten marketing managers of four- and five-star hotels operations. The third stage used a questionnaire addressing hotel guests within the selected sample. The questionnaire was distributed by Guest Relation Officers to an equal random sample of guests from the selected ten hotel brands (five guests from each hotel operation).

The questionnaire consisted of two parts. Part one was directed to identify the profile of the respondents being investigated. Part two of the questionnaire consisted of eight relevant questions meant to gather information from the customers' perspective. It contained questions to identify how the respondents perceive the product/service of “co-branding”. It also addressed issues as regards customers' expectations on issues like product quality, product consistency, purchasing perceived risk and intention to purchase and how important each of those elements was. A three-point Likert-scale was used to indicate agreement, disagreement or neutral status.

As for the third stage, the rationale for conducting semi-structured interviews has been discussed by Bryman (2001), Giorgi (1975) and Kvale (1996). They all confirmed that qualitative research interviews attempt to understand the world from the subjects’ points of view, to unfold
the meaning of peoples’ experiences, and to uncover their lived world prior to scientific explanations. From a methodological perspective, Kvale (1996) confirmed that interviews are basically used to obtain necessary background knowledge from their informants.

The list of questions of the semi-structured interviews and the survey were developed by the researcher based on the review of related literature. Additionally, the questions were also piloted by two marketing managers to ensure clarity and consistency and provide suggestions to improve wording, sequence and structure of the questions and organization of the survey.

6. Analysis and Results

As previously mentioned, the observational survey showed the absence of a co-branding alliance in the Egyptian hospitality market. Therefore, the researcher approach was to find out whether this tactic is viable from two perspectives; customers and management as there is no real-life example to examine.

As regards the customers’ survey, table 1 provides demographic information reflecting on gender, age, nationality, frequency of outdoor dining and dining preferences of the participants.

<table>
<thead>
<tr>
<th>Table 1 Customers' Profile</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
</tr>
<tr>
<td>Gender:</td>
</tr>
<tr>
<td>Male</td>
</tr>
<tr>
<td>Female</td>
</tr>
<tr>
<td>Age:</td>
</tr>
<tr>
<td>&lt;20</td>
</tr>
<tr>
<td>21-30</td>
</tr>
<tr>
<td>31-40</td>
</tr>
<tr>
<td>41-50</td>
</tr>
<tr>
<td>&gt;51</td>
</tr>
<tr>
<td>Nationality:</td>
</tr>
<tr>
<td>Egyptian</td>
</tr>
<tr>
<td>European</td>
</tr>
<tr>
<td>Others</td>
</tr>
<tr>
<td>Frequency of Outdoor Dining:</td>
</tr>
<tr>
<td>Once a week</td>
</tr>
<tr>
<td>Twice a week</td>
</tr>
<tr>
<td>Once a month</td>
</tr>
<tr>
<td>Twice a month</td>
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</tbody>
</table>
The result of the customers' survey indicated favorable attitudes towards co-branding concept. Those positive attitudes are reflected in the frequency of responses presented in Table 2.

### Table 2 Customers' Opinions

<table>
<thead>
<tr>
<th>Statement</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1- Co-branding impacts on product quality positively.</td>
<td>30</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>2- Co-branding influences positively the brand image of the co-branded facility.</td>
<td>35</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>3- Co-branding is an opportunity to introduce innovative product.</td>
<td>38</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>4- Co-branding may influence your satisfaction level.</td>
<td>40</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>5- Co-branding may influence your intention to purchase.</td>
<td>38</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>6- Purchasing co-branded products involves a high perceived risk.</td>
<td>42</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>7- Co-branding affects product consistency.</td>
<td>32</td>
<td>10</td>
<td>8</td>
</tr>
<tr>
<td>8- Co-branding impacts positively on your brand loyalty.</td>
<td>30</td>
<td>7</td>
<td>13</td>
</tr>
</tbody>
</table>

The highest frequency of the survey was relevant to the purchasing perceived risk with 84% with a frequency of 42. The next highest frequencies were for variables related to the influence of co-branding on customer's satisfaction, intention to purchase and introduction of innovative product. Respondents were in agreement with 80% and a frequency of 40 for influencing customers' satisfaction, and 76% in agreement with a frequency of 38 respectively for the other two variables.

As for the lowest frequencies, the impact for product quality and impact on brand loyalty indicated that 60% of respondents are in agreement with a frequency of 30 for each factor. Therefore, offering a co-branded facility would impact positively on product quality and brand loyalty.

Due to the specific nature and objectives of the research topic and design as being exploratory, a qualitative content analysis was applied. Identification of main themes, common patterns to develop consistency as well as differences to develop an overall picture of the topic.
were exploited. Respondents' replies were grouped in categories as they relate to the questions raised.

A key issue about co-branding was the marketing perspective of the concept. The challenge is whether you will be able to attract the existing customers and attract new segment at the same time. Adopting a co-branded marketing strategy would also require unconventional marketing approach. Furthermore, developing the appropriate marketing mix and the right fit for the co-branded facility is a further challenge.

"With co-branding, you attract two segments; those of the hotel and those of the partnering restaurant. That is more traffic in the operation."

Marketing Manager (1)

"It is important to balance the standards of both partners; upgrade to equalize and in the meantime to complement each other to get an exceptional product."

Marketing Manager (2)

The cultural issue appeared to be significant within the respondents' content as well. It relates directly to the organizational culture and the style of management. However, respondents were also concerned about the cultural characteristics of their customers. Therefore, a considerable market research should be conducted to assess the potential of customers' acceptance for a co-branded facility. These characteristics may extend to some demographic data, for instance, age, gender, educational level, etc.

"With a co-branded facility, customers' expectations are very high. They expect an outstanding quality and in return you can charge premium prices and still there is a good value for money."

Marketing Manager (3)

All marketing managers indicated that there should be a criterion to measure the potential for success. They elaborated that some key elements should be included e.g. food quality, food cost level, profitability level, increased customers' satisfaction. They also elaborated that this criterion should include a high degree of fit, similarities and complementariness of the constituent brands.

"There should be an agreed criterion to measure success for a co-branding facility."
Before deciding on a co-branded facility, you need to identify whether there is a fit and acceptance of having a joint product."

Marketing Manager (5)

From an operational perspective, respondents implied that a great deal of organization should be established in terms of management policies and procedures, reconceptualization and design. It has also to include offering a new concept, new menu choices and innovative products.

“What is interesting about co-branding is that you come up with an innovative product and a unique concept. You should offer your new segment a unique product and a special experience.”

Marketing Manager (6)

Seven out of the ten participating marketing managers elaborated on some main operational issues as organizational structure, processes and reporting systems. They stressed that the two brands have to come to a compromise that suits both brands as an image and a management system.

“When it comes to co-branding, coherence is significant to avoid counter-productivity, staff motivation of both brands should be imminent and supporting.”

Marketing Manager (7)

Further and complementary to the process of co-branding was the development of a system for performance appraisal and feedback. This system has to relate primarily with the mission and objectives set earlier by both brands and verified periodically with the performance criteria. This process has also to consider some qualitative issues with reference to improvement in quality standard and customers’ brand perceptions.

7. Discussion and Conclusion

The findings of the study gave rise to a number of themes which matches the literature review as regards the pros and cons of the co-branding marketing strategy (Boone, 1997; Prince and Davies, 2002; Strate and Rappole, 1997). The outcome also highlights the potential of this particular strategy and its impact from various perspectives. The results concluded with a cultural
barrier from the management perspective as it relates to acceptance of both brands to cooperate and integrate with potential drawbacks of quality, customers' satisfaction, customers' evaluation, and finally intention to purchase. The conclusion also implies that a co-branded facility relies on both value and quality perceptions in the consumer's mind according to Boo and Mattila (2002). Moreover, both benefits and drawbacks should be carefully considered if a decision of a co-branded facility is to be taken.

The outcome of this research confirmed that co-branding offers the two brands competitive advantages arising from a shared asset and data base, added value with potentially greater profitability and increased brand equity. This potential is justified by the ability to achieve an excellent fit and synergy between the allied brands (Chang, 2009; Zickermann, 2014). The elements for this fit should include a brand fit, a product fit and a target group fit leading to a proper product positioning. Figure 1 summarizes a model of successful co-branding strategy developed by the researcher. The model is comprised of three stages. The first stage is mainly concerned with market research; identifying the barriers, risks, problems and the potential. The second stage is dealing with the partner selection process handling brand fit, product fit and the target group fit. The outcome stage develops a competitive edge, added-value for the customers and the profitability.

In other words, the first stage is concerned with external environmental scanning, the second stage is related to mainly marketing mix aspects i.e. internal scanning for both allied parties and finally the third stage is the potential outcome if the previous steps were successfully managed and implemented.

The development of feedback and reporting system to monitor the success of the co-branded facility emerged as a must. Mentoring may include analysis of sales figures and other related business traffic. The evaluation should have terms of reference as well. That is relating to both quantitative-economic and in the meantime qualitative-brand related measures.

Brand-relation appeared to be a significant matter. It reflects on performance in many aspects; organisational, interpersonal relations, corporate culture and management philosophy. The deal should be clear enough to identify which partner has the upper hand and final decision. Definitely, this aspect has to be well-sought of and decided earlier to avoid any potential conflict.
What has emerged as well is the apparent lack of appropriate support and enthusiasm for a co-branding culture within the sample interviewed in the Egyptian hospitality market. Associated with this theme is the issue of uncertainty about potential profitability and poor acceptance on the part of the customers for this brand integration within the hotel premises. No matter what a co-branded facility may stand for, it remains a potential and promising marketing strategy and a venue for competitive advantage, a unique selling proposition, added-value and profitability.

In the final analysis, co-branding is a very complicated process. It is not just a mere alliance with a partner within the same industry. It is a process that requires a dedicated work, tough and objective negotiations.

8. Limitations and Further Research

There are several limitations that may influence the generalizability of the outcome; the small number of marketing managers' interviewees and guest respondents. The reasons may relate to
the access barriers and the willingness to participate. Another limitation is the absence of a live model to enable the participating customers and marketing managers to respond featuring a real-live example.

As for future research, the potential research domain may consider the investigation of how hotel customers evaluate hotel-restaurant co-branding; evaluate perceived fit (image) of hotel-restaurant co-branding and perceived risk and how this leads to intention to purchase. Second, further market research would be required to develop a detailed understanding of fit dimensions for selection and success criteria. Other issues could be also considered as for the impact of co-branding product/service on customers’ brand loyalty. Third, the research model can be applied to a larger sample and other segments, for example, three-star hotel operations.

Another area for further research would look into how to develop appropriate strategies from the part of the management to handle the different elements of product/service marketing mix and how to integrate the co-branding products/services. It is also important to investigate the impact of this integration on brand identity. Furthermore, the study should be conducted to a variety of lodging segments, for example, mid-priced or upscale in diversified locations.

Finally, future research may also investigate the constituents of demographic data and how it relates to customers' perception/decision of patronizing a co-branded food and beverage facility within hotel premises.
References


ASSESSING THE IMPACT OF HERITAGE AND TOURISM EDUCATION ON CITIZENSHIP - THE CASE OF ALEXANDRIA UNIVERSITY STUDENTS

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ABSTRACT

Heritage education becomes more and more important in educational and heritage contexts. Cultural heritage education holds great potential for encouraging better participation and involvement innovation in learning. Heritage education supports the broader aims of developing identities and citizenship and therefore, it becomes an essential component of citizenship. This paper draws the attention to the role that heritage education can play in communities and how it can be utilized in raising awareness among citizens in order to help develop and maintain caring and supportive societies. The paper investigates the impact of heritage & tourism education in reinforcing citizenship among Egyptian university students. A survey is carried out on a sample of Egyptian university students who study heritage, archaeology and tourism as their major specialization. Results from the field study revealed the nature of the association between heritage education and citizenship. Results also confirm the vital role of family and cultural and heritage awareness of students in accentuating students’ national identity.

Key Words: Heritage Education - Tourism Education - Citizenship - Identity - Alexandria University.
INTRODUCTION

At the core of citizenship concept is the fundamental human characteristic of identity (Copeland, 2009). Our vision of the past and the effects it has on identity at national, community and personal levels is very closely related to citizenship.

Cultural heritage, on the other hand, is a group of resources transmitted from the past as a reflection of values, beliefs, knowledge and transitions (Apostolopoulou et al, 2014). Heritage is realized as part of a nostalgic response that allows the modernization of what belongs to a community and assists the creation of a sense of belonging (Muriel, 2017). It is evident that cultural heritage education has the potential for stimulating citizenship, cultural belonging and the responsibility of students as a cultural mediator (Gomes et al., 2015).

As a result, the co-existing mutual link between identity, as a significant attribute of citizenship, and cultural heritage is an essential line of research in this sense. However, it is one of the very important yet under-researched areas. Therefore, this paper attempts to make principal contributions to the literature of heritage education and citizenship in Egypt.

This research aims to assess the effect of heritage and tourism education of Alexandria University students who study tourism and heritage as their major specialization and the effects of this education on reinforcing citizenship. The study also explores the various factors that intermediate this effect. In this context, the research attempts to investigate the relationship existing between heritage education among University students and citizenship with its various components like identity, belonging, loyalty and national pride. This study consists of an introduction, literature review, methodology, results, discussion and conclusion which aim to answer the following research questions; is there a significant relationship between heritage education among university students and citizenship; does tourism and heritage education emphasize citizenship components as identity, belonging, loyalty and national pride; which factors in tourism and heritage education are more influential in heritage awareness; does family or university professors play an influencing role in heritage awareness & citizenship reinforcement.

Literature review

It was common that the concept of citizenship relates directly to certain terms such as the democratic political orientation (Alexander, 2006). However, current thinking has accentuated the concept of a “civil society” which is concerned with the connections between citizens in terms of values and shared cultural meanings, social cohesion and the personal development of individuals, norms, and values (Oser & Veugelers, 2008). Consequently, citizenship is found to be the fundamental human characteristic of identity. In turn identity is a product of memory, both personal and collective, and this is based on experience with both tangible and intangible aspects of the past (Copeland, 2009). In addition, Tarrant et al. (2014) specified that Citizenship refers to a national identity with special rights and duties prescribed by the respective government. Relating citizenship with the civil society provides more space for understanding young people’s actual citizenship practices (Geboers et al., 2013). Thus, the development of citizenship through education is current subjects of research.
The identity that can be presented to the world is the cultural heritage of any nation as well as its history which gives it great significance. Moreover, cultural heritage and natural history is accredited to establish the identity of a nation and simultaneously build the nation's character in an era precisely marked by risk, nostalgia, and the crisis of meaning (Muriel, 2017). It can also contribute to public understanding and appreciation of the past through heritage education programs and heritage tourism initiatives at a local, statewide, or regional level (Hasibuan et al., 2011). Therefore, living and being part of today’s knowledge society implies recognizing the importance of the past and imposes considering cultural heritage as a vital context of our identity (Ott and Pozzi, 2011). Educational environment includes subjects such as history which has crucial impact on students’ identity development (Gabdrakhmanova et al., 2016).

Heritage education becomes central in educational and heritage contexts. Boxtel et al. (2011, pp. 9–10) defined heritage education as “an approach to teaching and learning that uses material and immaterial heritage as primary instructional resources to increase pupils' understanding of history and culture”. Copeland (2009) proved that there is a reciprocal relationship between community and heritage education in that it provides a cultural dimension for citizenship education: enables an understanding of contemporary issues by drawing on experience and knowledge of relevant facts, ideas and processes from the past of cultures. Wu (2011) highlighted the significance of teaching culture and heritage to build up a student’s identity. Accordingly, it is empowering him academically, socially, and politically. Cultural heritage education holds great potential for encouraging better participation and involvement innovation in learning. Formal education addresses the aspect of public participation and involvement (Apostolopoulou et al, 2014). Heritage education is a means to boost the learning experience through onsite visitation and appreciation of archaeological resources and what they tell us (Van der Leeuw-Roord, 2005; Ahmed, 2017). Field trips are considered one of the best ways of enhancing learning experience as they help students to memorize the information which has been conveyed from just theoretical to realities (Ahmed, 2017).

Worldwide organizations such as UNESCO are backing both the protection of cultural and natural heritage as well as the use of heritage to improve learning processes of learners (Lakerveld & Gussen, 2009). Besides, heritage awareness is an essential part of any heritage preservation and management. It involves commitment and local support (Shankar & Swamy, 2013). Citizenship establishes the rights and responsibilities towards the archaeological heritage (Copeland, 2009). It has been argued that cultural heritage education could be used as a mean to promote the awareness of sustainable development and its importance (Ocampo & Delgado, 2014, p. 201). Within cultural heritage education, students realize the importance of the heritage and learn how to respect it (Boxtel, 2012). That is why it is required to support schools and universities to develop consciousness about the cultural heritage (European Commission Office de cooperation Europe Aid, 2007).

Through education, it is not only the subjects or curriculums; teachers have been found to play a major role in achieving all educational goals, contributing to shape the personality of their students and playing major role to appraise students’ knowledge and awareness (Srivastava, 2015).

Away from the official education; families are the cultural environment for educating people (Binh, 2012). The role of the family is very vital for individuals to help them communicate with the surrounding environment. However, there is a shortage in studies linking family role to awareness of cultural heritage (Ahmed, 2017).
From the literature review, it is evident that heritage education has been studied through many approaches and perspectives (see for ex. Ott and Pozzi, 2011; Apostolopoulou et al, 2014; Ahmed, 2017…etc.). However, the link between heritage education and citizenship reinforcement was not present directly in the body of literature reviewed about heritage education. Therefore, the empirical study attempts to contribute to the literature by investigating the relationship between tourism and heritage education and the concept of citizenship with its main principles of identity, belonging, loyalty and national pride.

**Methodology**

The objective of the empirical study was to evaluate the effects of tourism and heritage University Education on citizenship. The main research questions are; is there a significant relationship between heritage education among university students and citizenship; does tourism and heritage education emphasize citizenship components as identity, belonging, loyalty and national pride; which factors in tourism and heritage education are more influential in heritage awareness; does family or university professors play an influencing role in heritage awareness & citizenship reinforcement.

In order to fulfill the research objectives and answer the research questions, a quantitative approach was employed. A questionnaire was chosen as the survey instrument for collecting the data within the research case study. The research population was the students of the Faculty of Tourism and Hospitality in Alexandria University whose study specialization was tourism and heritage. These included students from both departments of Tourism Studies and Tourist Guidance. Students from second, third and fourth years of both departments were approached with the survey. In addition to that, recent graduates of both departments were also targeted with the survey. First year students were not included in the population due to the fact that at the time of questionnaire distribution they had only joined the Faculty for one month or less.

Before distributing the survey, and for the purpose of questionnaire validation, two professors from Tourism Studies Department and Tourist Guidance Department reviewed the questionnaire. Each one of them was asked to examine the relevance, clarity and wording of the various parts of the questionnaire. Based on their review, the questionnaire was revised and modified to its final version.

The questionnaire was divided into three sections; the first section included the respondents' profile. The second section comprised questions about tourism and heritage education at the University and their influencers. The third section consisted of questions about citizenship; including elements like identity, pride, loyalty and belonging.

The questionnaire was distributed during October and November 2017. 234 completed questionnaires were returned.

Results were tabulated and analyzed statistically. In this context, citizenship was recognized as the dependent variable, while a number of independent variables were identified, namely; gender, education level, family, increased heritage awareness, professors' influence, field trips, specific curriculums, seminars & cultural symposiums. In order to statistically test the relationship between the dependent variable and the independent variables, a multiple regression analysis was performed. An Analysis of Variance (ANOVA Test) was also carried out in order to
examine the appropriateness of the multiple regression model used. Other descriptive statistics were also utilized.

Results and discussion

Using descriptive statistics (frequency & percentage), the profile of the survey sample was tabulated and reported in table 1, which summarizes the profile of the survey respondents with respect to gender, department of specialization and the education stage.

Table 1: Profile of the Survey Sample

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>70</td>
<td>30</td>
</tr>
<tr>
<td>Female</td>
<td>164</td>
<td>70</td>
</tr>
<tr>
<td>Total</td>
<td>234</td>
<td>100</td>
</tr>
<tr>
<td>Department</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourism Studies</td>
<td>171</td>
<td>73</td>
</tr>
<tr>
<td>Tourist Guidance</td>
<td>63</td>
<td>27</td>
</tr>
<tr>
<td>Total</td>
<td>234</td>
<td>100</td>
</tr>
<tr>
<td>Stage</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Second Year</td>
<td>93</td>
<td>39</td>
</tr>
<tr>
<td>Third Year</td>
<td>54</td>
<td>23</td>
</tr>
<tr>
<td>Fourth Year</td>
<td>48</td>
<td>21</td>
</tr>
<tr>
<td>Recent Graduates</td>
<td>39</td>
<td>17</td>
</tr>
<tr>
<td>Total</td>
<td>234</td>
<td>100</td>
</tr>
</tbody>
</table>

Regarding the profile of the respondents, male students constituted 30% of the total respondents while female students represented 70% of the respondents. Concerning the academic specialization of the respondents, 73% of the respondents were from Tourism Studies Department while 27% were from Tourist Guidance Department. This percentage is proportionate to the actual numbers of students in both departments, in view of the fact that Tourism Studies Department has double the number of students of Tourist Guidance Department in reality. With regards to the education stage, second year students constituted 39% of total survey respondents. Third year students and fourth year students represented 23% and 21% of total respondents respectively. Finally, recent graduates amounted to 17%.

The second part of the questionnaire comprised questions about tourism and heritage education received by students during the course of their study in Alexandria University at the Faculty of Tourism & Hotels. The objective of this section was to compare the tourism and heritage
awareness before and after joining the Faculty. Moreover, Tourism & Heritage awareness determinants and influencers were also evaluated. The questions in this section utilized a 5-point Likert scale ranging from strongly agree (5) to strongly disagree (1). Tables 2 & 3 below summarize the results of this section.

Table 2: Comparing Mean Scores & Standard Deviation of Tourism & Heritage Awareness Before and After Joining University

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Mean</th>
<th>Mode</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>I didn't have enough T. &amp; H. awareness before joining University</td>
<td>31 13</td>
<td>55 24</td>
<td>84 36</td>
<td>33 14</td>
<td>31 13</td>
<td>3.085</td>
<td>3</td>
<td>1.180</td>
</tr>
<tr>
<td>My T. &amp; H. awareness increased vastly after my studies in University</td>
<td>115 49</td>
<td>65 28</td>
<td>35 15</td>
<td>13 5</td>
<td>6 3</td>
<td>4.154</td>
<td>5</td>
<td>1.037</td>
</tr>
</tbody>
</table>

The results indicated in table two demonstrate the magnitude of the change in tourism and heritage awareness before and after joining the Faculty of Tourism and Hotels. The mean score of tourism and heritage awareness before joining the Faculty was (3.085) with a standard deviation of (1.18), while the mean score of tourism and heritage awareness after studying in the Faculty was (4.154) with a standard deviation of (1.037). This difference in mean scores indicates the scale of change that occurred in tourism and heritage awareness among students during the course of their education in the Faculty of Tourism & Hotels.

In order to arrive to the main determinants that influence tourism & heritage awareness in the Faculty of Tourism and Hotels, a number of questions were formulated to measure students' evaluation for the various influencing factors. The mean score and standard deviation of each factor were calculated and a ranking was derived to indicate the degree of influence that each factor exerts in the process of tourism and heritage awareness of students. These results are indicated in table three.

Table 3: Mean Scores & Standard Deviation of Tourism & Heritage Awareness Determinants and Influencers

<table>
<thead>
<tr>
<th>Factor</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professors' Influence</td>
<td>4.07</td>
<td>1.11</td>
<td>1</td>
</tr>
<tr>
<td>Personal Passion and Interest of Students</td>
<td>3.90</td>
<td>1.08</td>
<td>2</td>
</tr>
<tr>
<td>Specific Curriculums</td>
<td>3.67</td>
<td>1.30</td>
<td>3</td>
</tr>
<tr>
<td>Field Trips</td>
<td>3.44</td>
<td>1.58</td>
<td>4</td>
</tr>
<tr>
<td>Seminars &amp; Cultural Symposiums</td>
<td>3.25</td>
<td>1.22</td>
<td>5</td>
</tr>
</tbody>
</table>
The results in table three indicate that some factors have more influence than others in reinforcing heritage awareness among students. Professor's influence had the first rank with a mean score of (4.07), followed by the personal interest or the passion of students about heritage (3.9). Specific Curriculums with a mean score of (3.67) came in the third rank, while field trips (3.44) came in the fourth rank. The last factor was seminars and cultural symposiums with a mean score of (3.25).

The last section in the questionnaire included questions about citizenship which measured specific citizenship components as identity, belonging, pride and loyalty. In this study as indicated earlier, citizenship was formulated as the dependent variable. A number of independent variables were also developed from the literature review. Those independent variables as formulated from the literature review and from the course of the empirical study are gender, education level, family, increased heritage awareness, professors' influence, field trips, specific curriculums, seminars & cultural symposiums.

In order fulfill the research objectives and statistically test the relationship between the dependent variable and the independent variables, a multiple regression analysis was performed. Results of the multiple regression analysis are indicated in table 4.

### Table 4: Multiple Regression Analysis of Results

<table>
<thead>
<tr>
<th></th>
<th>Coefficients</th>
<th>Std. Error</th>
<th>t Stat</th>
<th>P-value</th>
<th>Lower 95%</th>
<th>Upper 95%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intercept</td>
<td>1.066</td>
<td>0.313</td>
<td>3.406</td>
<td>0.001</td>
<td>0.449</td>
<td>1.683</td>
</tr>
<tr>
<td>Gender</td>
<td>0.046</td>
<td>0.140</td>
<td>0.325</td>
<td>0.745</td>
<td>-0.231</td>
<td>0.322</td>
</tr>
<tr>
<td>Education Level</td>
<td>-0.055</td>
<td>0.059</td>
<td>-0.934</td>
<td>0.351</td>
<td>-0.170</td>
<td>0.061</td>
</tr>
<tr>
<td>Family</td>
<td>0.190</td>
<td>0.060</td>
<td>3.157</td>
<td>0.002</td>
<td>0.071</td>
<td>0.308</td>
</tr>
<tr>
<td>Increased Heritage</td>
<td>0.245</td>
<td>0.081</td>
<td>3.043</td>
<td>0.003</td>
<td>0.086</td>
<td>0.404</td>
</tr>
<tr>
<td>Awareness</td>
<td>0.145</td>
<td>0.077</td>
<td>1.885</td>
<td>0.050</td>
<td>-0.006</td>
<td>0.301</td>
</tr>
<tr>
<td>Professors' Influence</td>
<td>0.057</td>
<td>0.050</td>
<td>1.157</td>
<td>0.249</td>
<td>-0.040</td>
<td>0.155</td>
</tr>
<tr>
<td>Field Trips</td>
<td>0.066</td>
<td>0.062</td>
<td>1.067</td>
<td>0.287</td>
<td>-0.056</td>
<td>0.189</td>
</tr>
<tr>
<td>Specific Curriculums</td>
<td>0.130</td>
<td>0.059</td>
<td>2.195</td>
<td>0.029</td>
<td>0.013</td>
<td>0.247</td>
</tr>
<tr>
<td>Seminars &amp; Cultural</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Symposiums</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In table four, the independent variables are shown with their standard errors and statistical significance. The p-values of family, increased heritage awareness, professors' influence, seminars & cultural symposiums (p-value less than 0.05) show that these four variables are statistically significant in relationship to the dependent variable which is citizenship.

Thus, the multiple regression analysis signifies that there is a statistically significant relationship between the dependent variable (citizenship) and four of the independent variables, namely; family, increased heritage awareness, professors' influence, seminars & cultural symposiums. These results are to a great extent in accordance with the literature review that highlighted the influence of family and increased heritage awareness (Binh, 2012, Ahmed 2017). Professors'
influence as an influencing factor has been studied in relation to heritage (Srivastava, 2015), but hasn’t been studied in the context of citizenship as in the case of this study.

The researchers carried out an Analysis of Variance (ANOVA Test) in order to examine the appropriateness of the multiple regression model used and to test whether the overall regression model is a good fit for the data or not. ANOVA Results are summarized in table five.

Table 5: ANOVA Results

<table>
<thead>
<tr>
<th>Df</th>
<th>Sum of Squares</th>
<th>Mean Square</th>
<th>F</th>
<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>8</td>
<td>97.810</td>
<td>12.226</td>
<td>12.935</td>
</tr>
<tr>
<td>Residual</td>
<td>225</td>
<td>212.673</td>
<td>0.945</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>233</td>
<td>310.483</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

ANOVA results in table five indicate that the statistically significant independent variables predict the dependent variable as F= 12.935, p < 0.0005 which confirms that the regression model is a good fit for the data.

Conclusion & Recommendations

Heritage education and awareness has become a popular field of study in recent years and has been investigated through many perspective and various viewpoints. However, the central contribution of this paper is that it is, to the knowledge of the researchers, one of the primary papers to link tourism and heritage education to the concept of citizenship and examine the relationship that exists between both.

Concerning the cultural heritage awareness of students, it was obvious that professors have the main role in raising students’ awareness in addition to students' personal interest, field trips and extracurricular activities.

The research revealed that there is a statistically significant relationship between citizenship as the dependent variable and four of the independent variables, namely; family, increased heritage awareness, professors' influence and seminars & cultural symposiums. This result indicates that reinforcing citizenship aspects like identity, belonging, loyalty and national pride can be augmented through proper tourism and heritage university education, backed up with familial interest and professors' positive influence. In addition to that, extra-curricular activities can prove to be beneficial in this context, like seminars and cultural symposiums.

The study has also shown that factors like gender, curriculums and field trips did not have a significant contribution in accentuating students' national identity in comparison to the previously mentioned factors.

The results of the study have several practical implications; university professors in the field of tourism and heritage, need to be aware of the effect they have on their students, not only in increasing their heritage awareness, but also in reinforcing citizenship principles and values.
whether directly through curriculum design and extracurricular activities, or indirectly through their expressed opinions, beliefs and attitudes.

In addition to that, curriculums and extracurricular activities should be designed bearing in mind the intended outcomes, not only on heritage awareness, but also on accentuating citizenship principles like identity, belonging and national pride. Consequently, these reinforced values of citizenship empower students and recent graduates who work in the fields of tourism and heritage to be more effective contributors to their society and more recognizing and enthusiastic about the significance of the role they do, especially how they reflect and present their country and its identity to the tourists they communicate with.

REFERENCES


APPLICATION OF IMPORTANT – PERFORMANCE ANALYSIS AND SEGMENTATION ANALYSIS IN HERITAGE TOURISM: THE CASE OF THE SPECIAL NATIONAL HERITAGE OF CENTRAL OFFICE FOR SOUTH VIETNAM

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ABSTRACT

The Special National Heritage of Central Office for South Vietnam is a war heritage located in Tay Ninh province, Viet Nam. The site has received about 50,000 visitors per year. The main challenge of the site management is where to allocate development fund for the site. This research used importance – performance analysis (IPA) to help provide the answers. The research interviewed 40 visitors to identify seven themes of benefits visitors expect when choosing to visit the site. Based on the interview analysis, measurement scales and questionnaires were created. The survey was carried out with 388 respondents, in which there were 341 valid responses. Visitors rated high importance on following issues: traffic, pride, historical remnants, knowledge and tour guides. They rated low importance on nature and service. They evaluated low performance on traffic and service. The analysis indicated traffic is the area that should receive highest priority for investment. Pride, historical remnants, knowledge and tour guides are the next priority for investment. Nature and service are two benefit themes of low priority for investment. Segmentation analysis was also used based on the importance criteria. Five groups of customers with distinctive expectations and characteristics are also identified. Practical implications are also discussed.

Key Words: Special National Heritage of Central Office for South Vietnam, Importance – performance analysis, segmentation analysis, investment allocations
ACKNOWLEDGEMENT

This work was funded by the Department of Science and Technology, People Committee of Tay Ninh Province, Viet Nam according to Contract no 12/HD-KHCN dated 24 July 2017.

INTRODUCTION

Heritage tourism has become a trend and attract hundreds of millions of visitors a year worldwide (Timothy 2011; The World Tourism Organization 2011). According to Timothy and Boyd (2003), a destination with the name heritage has large advantages in attracting visitors. The drivers of heritage tourism popularity can be the growing interest of visitors in historical events, in learning past stories and in the discovery of the link with the past or in reconstructing the meaning of the past (McKercher et al., 2005). Heritage tourism is a kind of tourism in that a society reserves valuable cultural or historical resources and intend to share them with travellers from different regions and countries who are interested in culture and history and willing to visit cultural attractive spots, built heritage, historical sites including archaeological sites, castles, museums, or battlefields (Cass & Furnish 2017; Jiang & Homsey 2008; Smith 2009). Heritage tourism has many benefits. It helps preserve historical places, enhance mutual understanding between different cultures and strengthen and diversify tourism economy (OECD 2009). For example, revenues that tourists bring to heritage sites may boost local economies and create job opportunities for local residents (Timothy & Boyd, 2003).

War heritage tourism is the main attractiveness of Tay Ninh, a province 100 km northwest of Ho Chi Minh City, Vietnam since it hosts the location of The special national heritage of Central Office for South Vietnam. The Central Office of South Vietnam (COSVN) was created in 1961 and its functions is to command and coordinate all military and political effort against the government of Republic of Vietnam in the southern part and serve as intermediary for North Vietnam government during the Vietnam war (Wikivisually, 2018). The heritage site is located in Tan Lap ward, Tan Bien district near the Cambodian border. High positioned leaders of COSVN such as General Secretary of Communist Party Nguyen Van Linh, Prime Minister Vo Van Kiet, Senior General Nguyen Chi Thanh, General Tran Van Tra have been living in thatched huts in the jungle to command military activities. Their thatches are called the ‘Bamboo Pentagon’ by American militaries. During the Vietnam war, US and South Vietnamese sent many special forces to search and destroy the headquarters of COSV, but was not successful and resulted in heavy casualties because the apparatus of COSVN could move around in the jungle and can manage military forces up to thousands who are widely dispersed and mobile to defend themselves as well as attack back the US and South Vietnamese militaries (ibid).

In 1990, the site was awarded Historical Heritage by The Ministry of Culture and Information. In 2012, the site was awarded National Special Heritage by The Ministry of Culture, Sport and Tourism. From 1975 till now, the site had undergone three main construction investments. The site covers around 1.644 hectares of land and forest. Main attractions include monuments for different governmental agencies in the war, a museum with more than 1,000 photos and artifacts, a historical cinema, reconstructed thatches where top leaders ever lived, meeting halls, systems of underground tunnels, camping sites...
From 2006 to 2015, the site has received 515,000 visitors, averagely 50,000 visitors a year. Although the numbers of visitors are positive, the management of the site has faced many difficulties. For example, what are the characteristics of visitors and what motivate them to visit the site, what attributes of the site they expect to experience, and how much important are these attributes? Motivations and expectations for a specific heritage site are closely linked to the choice of that destination (Chen & Tsai 2007). The lack of the above information leads the site management to the second challenge: how to allocate investment resource for the development of the site? Should the fund be allocated for collecting more historical artifacts, or for building more hospitality and accommodation facilities, or for promoting activities related to nature and outdoors, or promoting other values appreciated by visitors?

To answers the above questions, the management need to identify attributes of the sites that visitors value for their trip and the importance of these attributes to them. Furthermore, the management need to identify different types of visitors so as to design appropriate products and services (Isaac, 2008). Since the motivations and expectations of heritage tourists vary according to different heritage sites (Ramires et al., 2017), it is very important to identify attributes that are unique and relevant to the heritage site in investigation.

Based on the above, we suggested following research objectives for this study: (1) to identify important attributes that visitors expect when they choose to visit the special national heritage of COSVN (2) to determine the degree of importance and the degree of performance visitors perceive these attributes (3) to segment visitors into different groups with different types of expectations, (4) from the results of objective 1, 2, 3, recommend where to allocate investment resource for the site.

LITERATURE REVIEW

Heritage visitors’ classification and segmentation technique

There are many ways to define heritage tourism. From supply side perspective, heritage tourism is defined as “an immersion in the natural history, human heritage, arts, philosophy and institutions of another region or country” (The World Tourism Organization, 2011). From demand side perspective, heritage tourism is considered as a type of travel where heritage is the core product and the main motivation for travellers (Swarbrooke 1995).

As one of the benefits of heritage tourism is to enhance local economy where the site lies (OECD 2009), many heritage management have an urge to promote more visitors to the site. To do that successfully, the management need to design different services suitable to different groups of visitors with distinct needs and expectations. To identify different groups of distinct expectations, researchers in heritage tourism frequently use segmentation technique with benefits, expectation, motivations for the trips as segmentation criteria (Tsiotsou & Vasioti 2006). For example, Silberberg (1995) segmented visitors for museums and historical sites into four types: accidental cultural tourists, adjunct cultural tourists, in part cultural tourists and greatly cultural tourists. Poria et al (2006) studied visitors to Anne Frank House in Amsterdam, the Netherlands, a heritage site in memoirs of Anne Frank, a German-Jewish who hid in the
annex of the house from the Nazis for 25 months, writing her diaries describing life in the annex. In their study, they segmented travellers into three types: travellers who perceived not connected to their own heritage, travellers who perceived to be a part of their heritage and travellers who are not aware that the site is a part of their heritage. Nguyen and Cheung (2013) in their study of tourists from package tours for World Heritage City of Hue, Vietnam adopted two criteria for segmentation: the importance of the visit and the depth of heritage experiences proposed by McKercher (2002). They identified five segments: sightseeing, purposeful, serendipitous, incidental and casual visitors. Nyaupane and Andercek (2014) in their study of visitors for a heritage site in Arizona, US, based on the motivations of visitors, suggested two groups: the ‘true cultural heritage tourists’ group who care about tangible and intangible heritage and the ‘spurious cultural heritage tourists’ group who care about activities carried out during the trip, such as engaging with nature, sports or business activities. Recently, Ramires et al (2017) adopted two criteria: expectation for culture and leisure, and value for money in segmenting tourists for World Heritage City of Portal, Portugal and identified three segments: ‘conventional cultural tourists’, ‘spontaneous cultural tourists’ and ‘absorptive cultural tourists’.

Importance-Performance Analysis (IPA)

Importance-Performance Analysis (IPA) is one of the most popular tools used in tourism to identify which attributes of a certain destination travellers perceive to be important, and how well these attributes perform (Lai and Hitchcock, 2015). IPA helps identify the gaps between travelers’ perceptions of the importance of an attribute and the perceived performance of that attribute (Martilla and James 1977). The great implications of IPA is that it allows managers know which attributes needed to be improved or maintained, and which attributes have been underinvested or overinvested. From the information, managers can design more appropriate resource allocation for the organizations (Sever 2015).

In details, IPA helps graph the mean importance and performance of various attributed of a destination perceived by travellers. Thus, each attribute will fall into one of the four quadrants with following labels: Quadrant I: ‘Concentrate here’, Quadrant II: ‘Keep up the Good Work’, Quadrant III: ‘Low Priority’, and Quadrant IV: ‘Possible Overkill’.

While IPA is widely used in tourism (Lai and Hitchcock 2015), its practice in heritage and historical tourism is still limited to a few studies. For example, Rivera and Severt (2009) utilized IPA to investigate traveller experience and perception for a religious theme site named WordSpring in Orlando, Florida. They identified 18 attributes of the site and collected data from 176 visitors. The results showed that attributes such as spiritual activities, inspirational experience and something for everybody fall into the quadrant I “Concentrate here”, indicating more resource should be allocated to improve these attributes. Quadrant “Low priority” includes the price for food, gifts, restaurant facilities, transportation access, indicating that travellers do not pay much attention to these attributes. Physical layout of the facilities and admission price fell into the quadrant “possible overkill”, meaning that these attributes are not perceived important by visitors but their performance satisfied visitors well. Thus, the implication is to reduce investment on these two attributes. The seven remaining attributes (cleanliness, interaction with personnel, Christian theme…) are considered important and well-performed by
the site. Another notable study for heritage site utilizing IPA is by McGuiness et al (2016). The site is Hamelin Pool Marine Nature Reserve, a popular short-stop site in Shark Bay World Heritage in Australia. The study surveyed 700 visitors regarding 14 attributes of the site. Data analysis also showed that the majority of attributes fell in the ‘Keep up the good work’ quadrant, two items in the ‘Possible overkill’ quadrant (‘To visit the Old Telegraph Station’ and ‘Swimming in the area’), one item at the border of ‘Low priority’ quadrant. No items fell in the ‘Concentrate here’ quadrant. The result implied that the site managers have allocated resource appropriately to satisfy the current needs of visitors.

Since IPA tool helps management identify easily and objectively where to allocate investment resources to serve visitors better, this study aims to use IPA tool to assess the perception of visitors about the importance and the performance of various attributes for the heritage for COSV so as to help crafting resource allocation for the site.

**METHOD**

**Qualitative research phase**

For the first research objective, which is to identify important attributes that visitors expect when they choose to visit The special national heritage of COSVN, we chose to interview directly 40 respondents. The sample size for this phase of research is based on the rule of information saturation (Glaser & Strauss 1967; Grady 1998). For interviewees who have not visited the site, the research team described shortly the heritage site and show them a short clip about site. Here is the link of the clip: https://www.youtube.com/watch?v=ZTQoUp0butQ. We used theme analysis to analyze the interview contents and identified 25 attributes of the site. We proposed six themes that cover those attributes. The themes and corresponding attributes are presented as below.

<table>
<thead>
<tr>
<th>Themes</th>
<th>Attributes of the site expected by interviewees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Historical Remnants</td>
<td>Historical remnants at the site must be impressive.</td>
</tr>
<tr>
<td></td>
<td>The site must retain many artifacts in the resistance with historical value.</td>
</tr>
<tr>
<td></td>
<td>The memorial houses for soldiers at the site must be solemn.</td>
</tr>
<tr>
<td></td>
<td>The trench system restored from war period at the site must be impressive.</td>
</tr>
<tr>
<td>Pride</td>
<td>Visiting the site helps you feel proud of the victory of the revolutionary soldiers of Vietnam.</td>
</tr>
<tr>
<td></td>
<td>Visiting the site helps you recall the history of the heroic war of Vietnam.</td>
</tr>
<tr>
<td></td>
<td>Visiting the sites helps you understand more about the revolutionary tradition of Vietnam.</td>
</tr>
<tr>
<td>Knowledge</td>
<td>Visiting the site helps you have more knowledge about many species of forest trees.</td>
</tr>
<tr>
<td></td>
<td>Visiting the site helps you understand the management.</td>
</tr>
</tbody>
</table>
process and the activities of the revolutionary leaders and soldiers in the war period.

Visiting the site helps you have more knowledge about the trench system, tunnel shelter ...

When visiting the monuments, you are free to explore many places.

Traffic

The road system leading to the site must be in good quality

It should take less time to travel to the site

Service

If you stay overnight, the site can provide you with many accommodation services.

Food and dining services at the site must be well provided.

There are many types of experiential entertainment activities organized by the site

There are many areas for teambuilding activities at the site

Visitors are provided with adequate information when visiting the site

(Tour guides)

Tour guides at the site must be enthusiastic.

The tour guides’ explanation of the site should be attractive.

Nature

Natural ecosystem at the site is diverse.

The atmosphere at the site must be quiet

The nature of the site must be kept original

The atmosphere at the site must be fresh.

Road leading to the site must have canopy forest on both sides.

Qualitative research phase

Quantitative method was used to achieve the research objectives 2 and 3. Based on the results of theme analysis in the qualitative research phase, which include 25 attributes and 6 themes, we develop survey questionnaire to measure the degree of importance and the degree of performance each respondent perceived. We asked six people who are knowledgeable about tourism and research method to provide feedbacks for this draft. Based on their feedbacks, we revised the wording, make one new theme named ‘Tour guides’ with two attributes departed from the ‘Service’ theme. Based on this revision, we construct the survey questionnaire following structure recommended by Martilla and James (1977) for IPA. Then we carried three surveys from May 2018 to end of June 2018. The first survey collected 176 responses from visitors at the site and residents in Tay Ninh province who have visited the site before. The second survey collected 125 responses from diversified people who lived in Ho Chi Minh city. The third survey collected 87 responses from officers and staff who worked in various governmental agencies in Ho Chi Minh city. The first and second used paper survey, whereas the third survey used online survey with Google form tool. The respondents were asked to self-complete the questionnaire. Uncomplete responses were deleted and finally 341 responses are qualified and put into analysis. Respondents who have not visited the site are exempted from answering the section about degree of performance in the questionnaire.
Data analysis

Important-performance analysis (IPA) was carried out on seven themes with 25 attributes. Means scores of each theme are plotted on the IPA grid. We chose the scale means for the placement of the crosshairs as this choice are mostly used in the literature (Oh 2001; Tonge and Moore 2007). For segmentation purposes, K-means cluster were utilized since it is easy to use when data has many variables and it can provide tighter clusters than other cluster methods. We also chose the above seven themes of expectations about the site answered by respondents as the criteria of segmenting analysis.

RESULTS

Demographic statistics

Of 341 completed questionnaires, 46% are male and 54% are female. Regarding age, nearly 70% are from 17 to 35 age. Regarding occupation, 54% are office employees, 23% are students. Regarding workplace, 48.4% are civil servants and 34.6% currently not working for any organization. Regarding monthly income, 52.8% have less than 7 million Vietnam Dong currency (VND) (about 23,000 VND = 1 USD), 15.2% from 7 to 10 million VND. 62% prefer one day tourist trip and 27% prefer two-days trip.

Nearly 85% of respondents know about the heritage site before. 47% know the site through friends, co-workers and relatives whereas 29% are aware of the site through newspaper and online news. 73% have visited the site before, of which, 46% visited once, 19% visited twice and 13% visited three times. 24% visited less than one year ago and 30% visited more than one year ago. 54% visited in a tour trip, 15% visited by motorbikes, and 4% visited by their own cars.

When being asked to describe the purpose of the trip, on a five point Likert scale of agreement, the mean score of visiting for the memoirs of history is highest (mean = 4.2), the mean score of visiting for participating the activities of their working organization is second highest (mean = 3.9), the mean score of visiting for entertainment and relaxation purpose is lowest (mean = 3.3).

Regarding the intention to visit the site in the next six months, mean score is 3.6 on a five points Likert scale. Regarding the intention to introduce the site to friends and co-workers, mean score is 3.8

Importance-Performance Analysis

The result of level of importance showed that pride is the largest motivation for respondents to visit the site (mean = 4.4). To be specific, respondents expect to experience pride about historical tradition of the resistance against the invaders of the country, about the heroic lives of leaders and soldiers who have lived in the site. Traffic (mean = 4.3) is the second most important expectation, which include the time to travel to the site and the quality of the roads leading to the site. The next important motivation is knowledge (mean = 4.2), which is the expectation to have
more knowledge about the war history and the struggling lives of leaders and soldiers in the jungle. The next important theme is the historical remnants at the site such as war artifacts, houses, memorials, tunnels (mean = 4.2). The next importance is about the enthusiasm and attractive explanation of onsite tour guides (mean = 4.1). The two themes of expectation receive least importance are Service (mean = 4.0) and Nature (3.9). Service includes accommodation, food, entertainment, team building activities. Nature is expectations about forest and trees, the quietness, freshness and original preserve of the site.

Regarding analysis of degree of performance which shows the evaluation of respondents about 25 attributes belonging to the seven themes, the highest mean was assigned to theme Pride (4.4), then Historical remnants (4.1). Attributes belonging to three themes Nature, Knowledge, Tour Guide are the next high on the scale (4.0). Service and Traffic receive the lowest performance on the scale with 3.8 and 3.6 respectively (Table 2) which indicated that visitors are not satisfied with these two attributes.

Table 2 The mean of importance and performance evaluation

<table>
<thead>
<tr>
<th>Themes</th>
<th>Importance</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean</td>
<td>Standard deviation</td>
</tr>
<tr>
<td>Historical remnants</td>
<td>4.2</td>
<td>0.8</td>
</tr>
<tr>
<td>Nature</td>
<td>3.9</td>
<td>0.9</td>
</tr>
<tr>
<td>Traffic</td>
<td>4.2</td>
<td>0.8</td>
</tr>
<tr>
<td>Pride</td>
<td>4.4</td>
<td>0.7</td>
</tr>
<tr>
<td>Knowledge</td>
<td>4.2</td>
<td>0.7</td>
</tr>
<tr>
<td>Service</td>
<td>4.0</td>
<td>0.9</td>
</tr>
<tr>
<td>Tour guides</td>
<td>4.1</td>
<td>0.8</td>
</tr>
</tbody>
</table>

For the analysis of the results, the mean scores of each importance and performance of each theme were plotted on the four-quadrant grid. We used the grand mean for all scores as the crosshair (the gridline placement in the matrix) as suggested by Janes and Wisnom (2003). Four out of seven themes fell into the ‘Keep up the good work’ quadrant. The theme Nature fell into the ‘Possible overkill’ quadrant. The theme Service fell into ‘Low priority’ quadrant. The theme Traffic fell into ‘Concentrate here’ quadrant.

The figure 1 results showed that expectations belonging to the four themes Pride, Knowledge, Historical Remnants and Tour Guides received highest mean importance and performance, indicating that visitors expect very much about historic values and the feeling of pride about the heroic tradition as well as the acquirement of knowledge of the site and the quality of tour guides. The theme Traffic fell into ‘Concentrate here’ quadrant indicated that this attribute theme is very important to visitors when choosing to visit the site, and priority for investment should be made for attributes belonging to this theme. The theme Nature fell into the ‘possible overkill’ indicated that the nature of the site is highly evaluated by customers, but it is not the main focus or expectation when they choose to visit the site. Lastly, the theme Service fell into ‘Low priority’, indicating attributes belonging to Service is not of good performance to visitors, but luckily, it is also not important to them compared to other attribute themes. Thus, resource allocation related these two attribute themes should be limited or of low priority.
The IPA results indicated that the site management have allocated resource rightly and the current investment strategies so far is on the right track to satisfy the demand of surveyed visitors. This is supported by the visitors’ willingness to return (mean = 3.6) and willingness to recommend the site to others (mean = 3.8). In the coming years, investment strategies should give priority to the improvement of transportation to the site such as road quality, modern bus service … in order to reduce the travelling time and increase the comfort for visitors on the go. The second priority should be on investment activities that inspire the pride and the knowledge of visitors about the site, about the heroic spirit of soldiers during the war. Investment allocation should also focus on enriching historical remnants onsite, for example, to collect more historical artifacts and non-physical values that facilitate the learning of visitors and the feeling of pride about the heroic resistance during the war. Activities inspiring the pride of visitors about the site, about the war history can be promoted. For example, the site can organize activities so that visitors can experience living like soldiers in the war. Also, resource should be allocated to improve the quality of tour guides or staff in charge of interpreting and explaining the site and its stories to visitors. Finally and most importantly, IPA results indicate that minimum resource should be allocated to the construction of more facilities for accommodation, restaurant, entertainment… since these service are not important to visitors. The same rule should be applied to nature landscape at the site since visitors do not demand highly the nature and nature-related benefits with their trip to the site. 

Figure 1: Importance–satisfaction grid with attribute themes rating for the heritage site of COSVN
Segmentation analysis and discussion

As mentioned in the method section, we used the above seven themes of expectations as the criteria for segmentation. The result showed five groups of distinctive expectations.

Table 3 Five segmented groups and mean on seven benefit themes

<table>
<thead>
<tr>
<th></th>
<th>Enthusiastic tourists</th>
<th>Typical tourists</th>
<th>Incidental tourists</th>
<th>Value un-sharers</th>
<th>High demand tourists</th>
<th>Sample</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>n</td>
<td>59</td>
<td>133</td>
<td>29</td>
<td>12</td>
<td>108</td>
<td>341</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage</td>
<td>17%</td>
<td>39%</td>
<td>9%</td>
<td>3%</td>
<td>32%</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Historical remnants</td>
<td>4.06</td>
<td>4.04</td>
<td>3.23</td>
<td>3.73</td>
<td>4.71</td>
<td>4.2</td>
<td>84.9</td>
<td>.000</td>
</tr>
<tr>
<td>Nature</td>
<td>3.77</td>
<td>3.77</td>
<td>2.99</td>
<td>3.82</td>
<td>4.44</td>
<td>3.9</td>
<td>49.3</td>
<td>.000</td>
</tr>
<tr>
<td>Traffic</td>
<td>3.26</td>
<td>4.39</td>
<td>3.22</td>
<td>4.46</td>
<td>4.82</td>
<td>4.2</td>
<td>160.8</td>
<td>.000</td>
</tr>
<tr>
<td>Pride</td>
<td>4.62</td>
<td>4.34</td>
<td>3.59</td>
<td>2.56</td>
<td>4.83</td>
<td>4.4</td>
<td>107.8</td>
<td>.000</td>
</tr>
<tr>
<td>Knowledge</td>
<td>4.11</td>
<td>4.09</td>
<td>3.22</td>
<td>4.02</td>
<td>4.73</td>
<td>4.2</td>
<td>108.7</td>
<td>.000</td>
</tr>
<tr>
<td>Service</td>
<td>3.33</td>
<td>4.00</td>
<td>3.10</td>
<td>4.18</td>
<td>4.64</td>
<td>4.0</td>
<td>114.3</td>
<td>.000</td>
</tr>
<tr>
<td>Tour guides</td>
<td>4.1</td>
<td>3.95</td>
<td>3.03</td>
<td>4.04</td>
<td>4.72</td>
<td>4.1</td>
<td>84.8</td>
<td>.000</td>
</tr>
</tbody>
</table>

The first group accounted for 17% sample size. Like the whole sample size, they consider Pride, Historical remnants, Knowledge and Tour guides important. Their main distinction is that they do not consider Traffic important. We labeled them “Enthusiastic tourists”.

The second group accounted for 39% of sample size. This group is most similar to whole sample size regarding the mean of importance evaluation. They rate high importance on Pride, Historical remnants, Knowledge, Tour guides and Traffic. We labeled them “Typical tourists”.

The third group accounted for 9% of sample size. Their main difference is their importance rating about all themes are all low. They also rate low importance on the Traffic issue. The rating indicated that this group seem do not expect much when traveling to the site. Maybe they just follow their friends or co-workers to visit the site without any serious expectation. We labeled this group “Incidental tourists”.

The fourth group accounted for only 3% of sample size but bear a very distinctive characteristic. This group rate low on the importance of the theme Pride (mean = 2.56), not very high on the theme Historical remnants (mean =3.71) but expect quite high on knowledge, service, tour guides and traffic. Since this group do not share the value Pride about the heroic resistance. therefore, we labeled this group “Value un-sharers”.

The last group accounted for 32% of sample size. Their main characteristic is that they rate highest on the importance of all themes, even Service and Nature. We named them “High demand tourists”.

Chi-square test and Anova were used to examine the difference among groups regarding demographics and behaviors. Significant difference among groups were found in age, occupations, workplaces, media to know the site, the visited times, the intention to visit the site in six months, intention to introduce friends and coworkers to travel, and purpose of visits. There was no significant difference among groups regarding gender, income and time to visit the site. In details, regarding age, high demand tourists and value un-sharers have highest percentage of age from over 55 than other groups (both 17% vs. sample percentage = 7%), incidental tourists
have higher percentage of age from 17-25 than other groups (55% vs. sample percentage =31%). Regarding occupation, incidental tourists have highest percentage of students (52% vs. sample percentage = 23%) than other groups, high demand tourists and enthusiastic tourists have higher percentage of civil servants and office staff (59% and 61% vs. sample percentage = 55%). High demand tourists also have highest percentage of war veterans (12% vs. sample percentage = 7%). Regarding media to know the site, enthusiastic tourists have highest percentage to know the site through online and paper news (61% vs. sample percentage = 48%) whereas high demand tourists has highest percentage to know through friends and co-workers (40% vs. sample percentage =29%). Regarding times to visit, it is interesting that high demand visitors and enthusiastic visitors has highest percentage to have visited the site three times (20% and 17% vs. sample percentage = 13%). Regarding intention to visit (again) in the next six months, high demand tourists rated highest mean (4.07 vs. sample mean = 3.57). Regarding intention to introduce the site to friends and coworkers, high demand tourists and enthusiastic rated highest mean (4.36 and 4.03 vs. sample mean = 3.84). Regarding the purpose of the trip, high demand tourists and enthusiastic tourists rated highest mean on the purpose of historical and traditional memoirs (4.48 and 4.29 respectively vs. sample mean = 4.17), whereas value un-sharers rate lowest on this purpose (2.83).

**Conclusion and implications**

The special national heritage of COSVN is one of the most important heritage not only in Tay Ninh province but also in Viet Nam. The site management is facing the core question: where to allocate the fund for development? This research attempt to answer the above question by looking at the issue from demand side perspective. We focused on identify attributes that visitors expect when visiting the site, quantify these attributes according to importance – performance rating, and then use Importance – performance analysis to identify where to best allocate resource. We also use segmentation analysis to identify different groups of visitors with different expectations and demographic characteristics.

The IPA analysis helps identify Traffic as the area that the site management should focus on resource investment right now and with highest priority since visitors rate high importance on traffic issue and currently didn’t satisfy with it. Traffic means the quality of the roads leading to the site and the time for travellers to travel to the site. The current road is not designed for high-speed travelling, so this is one of the most challenges for the management since this is out of the reach of the authority of the site management. The IPA analysis also indicates four themes that visitors expect very important and the site is performing well. They are attributes belonging to pride, knowledge, historical remnants and tour guides. The result suggests that the site management should also keep investing resource on these attributes so as to make it better and better. The theme that visitors do not highly demand, but the site is performing well is related to nature. The theme of low importance but the site is not performing well is related to service. The results indicate these two themes should be of low priority in investment. Since service in this study refer to only accommodation, food and entertainment activities, service activities that enhance the experience of pride, knowledge of visitors should not be limited. Likewise, investment for nature landscape that enhance the above four important themes should be of priority for investment. But investment for natural landscape that promotes entertainment or relaxation purposes should be limited.
The research also used the seven themes of benefit importance as criteria for segmenting the visitors. The result showed five groups of visitors that are distinct in their expectations when visiting the site. Among these, enthusiastic, typical and high demand visitors are the majority and has highest intention to visit (again) and to introduce the site to friends and co-workers. Only a few differences regarding demographic and behaviours among the five groups are found significant.

The result of this research is useful for management of the site to decide which attributes of the site they should increase/decrease priority for improvement and investment if they want to satisfy more visitors with limited resources. The result also help management to choose the targeted group of visitors that suit most to the values and the strengths of the site. For example, if the management choose the three groups enthusiastic, typical and high demand visitors as their targeted customers, they will have information to design products and services suitable to the needs of these groups.

Finally, this research has many limitations. The sample size is not representative for the whole visitors of the site. The construction of seven themes of expectations and the survey questionnaire is quite subjective. This leads to the question of the validity of the survey questionnaire. But we have no choice in this issue since each heritage site is unique in its attributes, so it is not practical to use measurement scales in the literature. Last but not least, among five segmented groups, two groups have small sample size, so its characteristics and profiles could not be generalized.

REFERENCES


INVESTIGATING THE RESPONSIBLE TOURIST BEHAVIOUR IN EGYPT’S ECOTOURISM DESTINATIONS: A CASE STUDY OF SIWA

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ABSTRACT:
Siwa has always been considered an ecotourism destination due to the uniqueness of its cultural attractions and the fragility of its diverse ecosystems. In spite of the rich literature about Siwa, its attractions, sustainable tourism development in it, and conserving its assets, little literature deals with the responsible tourist behaviour approach. Tourists who go to ecotourism destinations is supposed to have high environmental awareness and responsible behaviour. While tourists go to ecological areas because they are attracted by the natural resources, not all of them engage in positive environmental behaviour.

This study aims to investigate the ecological responsible behaviour of tourists in Siwa using a quantitative approach. It proposed three research questions: How far tourists in Siwa are committed to a responsible behaviour paradigm? Is there a correlation between age and responsible tourist behaviour? Is there a difference between international and domestic tourists in their commitment to responsible tourist behaviour?

To answer these questions, a questionnaire was designed to measure the most common attributes of responsible behaviour. The questionnaire was composed of 21 responsible tourist behaviour attributes before, during and after the trip. It was handed to tourists on site. The measurement of the behaviour was through a three-points scale (always, rarely, never).

The questionnaires were administered to tourists in Siwa during the period between January - May 2018. 460 questionnaires were distributed based on random sampling technique, 392 questionnaires were valid for analyzing using SPSS 22.0 was used for descriptive statistical analysis and correlation analysis. The results showed a moderate tourist responsible behaviour in Siwa. Anova test proved the correlation between age and responsible tourism behaviour. While Pearson chi square showed there is differences between domestic tourists and international tourist regarding the different attributes of tourist responsible behaviour.

Keywords: Responsible, tourist, behaviour, Siwa.
INTRODUCTION:

Tourists significantly contribute to the degradation of the environment in destinations such as the gas emissions associated with traveling, picking flowers, carrying seeds on clothes, collecting flora and fauna specimens, disturbing the wildlife habitats, polluting the environment, overcrowding and any behaviour that impact the environment directly or indirectly (Lee et al., 2013).

Such intentional and unintentional behaviours of tourists have risen the issue of environmental responsible behaviour in tourism (ERB) emphasizing that realizing sustainability in tourism cannot be done only through the efforts of the public and private sectors to attain different approaches in tourism development such as sustainable tourism, alternative tourism, ethical tourism, but also through the alteration of tourist behaviour itself.

Responsible tourism has risen as an answer to increasing international pressure on the tourism sector to address issues of global warming, social inequality and diminishing natural resources. Thus, the term responsible tourism focuses on fostering the sense of responsibility of the traveler towards the visited place. It is not a separate, isolated form, but it intertwines with all forms of human activity and evolves with the changing needs and attitudes of people (Weeden, 2014).

Responsible tourism is not a type of tourism per se. It is a paradigm in which responsibility towards the destination's ecology, culture, and communities is a priority. The notion of responsibility can be a component of existing product segments such as nature-based, cultural and community-based, volunteer and educational, backpackers and youth, adventure and high-end tourism (Mody et al., 2014); segments that are compatible with the nature of tourism activities in Siwa. Given this understanding, it is appropriate to examine the literature that has addressed this concept of responsibility from a tourist's perspective.

LITERATURE REVIEW

Scholars have adopted various terminologies to describe behaviour that protects the environment. ‘Environmental responsible behaviour’ is also labelled as Green behaviour, ‘eco-friendly behaviour’, ‘environmental behaviour’, ‘conservation behaviour’, ‘pro-environmental behaviour’, ‘environmentally friendly behaviour’ and ‘being sustainable and green’ (Wang et al., 2018).

This pro-environmental behaviour (PEB) was defined as actions taken by an individual or a group that benefit the natural environment, enhance environmental quality, or promote the sustainable use of natural resources (Larson et al., 2015). These actions encompass a range of dimensions from conservation lifestyle behaviours in the private sphere (e.g. recycling, energy conservation) to public sphere activities such as environmental citizenship (e.g. voting for pro-environmental policies, donating to support conservation), social environmentalism (e.g. participating in conservation organizations), and land-stewardship (e.g. working to enhance wildlife habitat) (Larson et al., 2018).

In the tourism context, there is several studies that tried to define the responsible behaviour as the behaviour that reflects tourists’ understanding of the impact of their behaviour on the environment and their acting by the norms in the destination (Steg & Vlek, 2009; Puhakka, 2011; Kim & Thapa, 2018; Wang et al., 2018). Also, Kang and Moscardo (2006) see environmentally responsible behaviour as a consequence of environmental attitudes, measured by behavioural...
norms such as collecting information on destinations before travel and following behavioural norms. The Taiwan Ecotourism Association (2011) stated that responsible behaviours of tourists at a destination should include appreciating the life-styles and cultures of host residents, improving the welfare of residents, conserving the natural environment, and being environmentally responsible for the destination (Chiu et al., 2014).

Lee (2011) adopted the same approach when he defined ERB for a specific destination. Meanwhile, Halpenny (2010) indicated that pro-environmental behaviour ranges from volunteer behaviour to site-specific best practices, including voluntarily visiting a destination less or not at all when the area is recovering from environmental damage.

All the above definitions related tourist responsible behaviour to their respect to the natural and cultural attributes in the destinations and how far they are aware to the impact they make. Thapa (2010) adopted more active approach by adding political action, education, recycling community activism, and green consumption to the context of responsible behaviour. It also includes support environmental policy, respecting local customs and values, participating in local activities and protecting natural habitat (Larson et al., 2015)

Environmentally responsible behaviour may depend on an individual's environmental commitment, concern, and knowledge (Aragon-Correa et al., 2015). Wang et al. (2018) considered the key components of responsible behaviour the pro-environmental lifestyle and conservation lifestyle actions (e.g. recycling plastic and paper, reusing linen and towels, energy/water conservation). Everyday behaviours, such as selecting the garbage, dispensing with plastic bags or care about the origin of food products reflects an environmental responsibility towards destinations, thus a responsible tourist is the one who conduct a responsible behaviour.

Therefore, Debicka & Oniszczuk-Jastrzabek (2014) point out that the “responsible tourist” aims to enjoy the culture, the customs, the gastronomical offer and the tradition of the local population in a respectsful way and always tries to contribute to the development of responsible and sustainable tourism. Lee et al. (2013) added that a tourist who strives to reduce environmental impacts, contributes to environmental preservation and/or conservation efforts, and does not disturb the ecosystem and biosphere of a destination during recreation/tourism activities.

From all the above definitions the common traits of responsible tourist behaviour could be summed as: Understanding the impact of his behaviour, acting by the destination norms, collecting information before travel, appreciating the lifestyle and culture of the host community, improving the welfare of residents, conserving the natural environment, adopting conservation lifestyle actions, political pro-environmental actions and education, and supporting environmental policies.

In order to study ERB in tourism, some researchers have developed uni-dimensional instruments for a specific purpose, such as determining behaviours in intertidal zones, determining the intention to pick flowers, choosing eco-label products and protecting marine resources, determining the behaviours in dormitories, understanding wild land preservation voting intentions, recycling, and evaluating public transportation (Chang, 2010; Chao& Lam, 2011). Meanwhile, several scholars have developed scales on a uni-dimension for general purposes (Han et al., 2010; Kim & Han, 2010; Park & Boo, 2010; Lee et al., 2013). This study will adopt the second approach that consider general responsible behaviour scale uni-dimensional.
TOURISM IN SIWA

Although the oasis of the Western Desert have much in common, Siwa is still the most fascinating of all the oasis, not only for its history, but because of its natural beauty and its people's culture and traditions.

Siwa potentialities rely mainly on its distinctiveness from other parts of Egypt or even of the surrounding North African countries. Its reputation as a distant and isolated oasis, where tourists can have different experiences from those they can have in other parts of Egypt. It is the only authentic oasis in Egypt where people live as their ancestors did. Its history has been formed by many civilizations.

Tourism in Siwa provides travellers with a chance to experience the unique qualities of the desert and its human activities and lifestyles (Boumedine, 2008).

It is situated 120 km east of the Libyan border and 300 km south of the Mediterranean coast in the western desert. The oasis stretches in an east–west direction along a depression 17 m below sea level. One can get to Siwa either by motor coach or private cars. (Abdel Ghani, 2012; Rady, 2011)

The oasis is renowned for its beautiful scenery, irrigated fields, millions of palm groves, Acacia groves, olive trees, as well as large lakes, The sand dunes, water streams, mountains, Water springs, where the hot water coming from springs includes ordinary and sulfurous water, Dry climate that helps curing respiratory system diseases, Rays that have curative characteristics for skin diseases, ancient monuments and archeological sites. Old Siwa Oasis is famous for its traditional way of life, Traditional communities with unique culture of Berber and Bedouin descent, Interesting customs, Local handcrafts (pottery, sewing and embroidery, jewelry). (IUCN, 2007)

Siwa Protected Area was established as a natural protectorate, under the provisions of Law 102 of 1983, with Prime Ministerial decree no. 1219/2002. Siwa’s natural reserve is characterized by its biological diversity presented in a variety of flora and fauna species in addition to its natural and cultural heritage importance which recommends it as one of the World Heritage sites. The area is also characterized by its unique geological compositions. Since the establishment of the Siwa Protected Area (PA), the development of sustainable forms of tourism had been identified as one of the main opportunities in the region that could provide sustained economic benefits to both the local community and the nation (IUCN, 2007). Given the specific character of desert, the rich cultural and natural resources of the region, cultural and nature-based eco-tourism are the main tourism types developed in the oasis.

Siwa tourism development witnessed two phases: Phase 1, in which all of the hotels were 1-2 stars in the down-town of Siwa with number of rooms which does not exceed 25 rooms per hotel and in this phase the visitors were small groups coming to Siwa for adventure or cultural tourism. Phase 2 started in the 2000’s with the opening of Adrere Amellal Hotel which was a genuine eco-lodge rebuilt from using the remains of a group of old Siwi houses. It offers a diverse range of tours, each emphasizing a specific aspect of the safari experience (history and archaeology, nature and landscape, wildlife, physical challenges) marketable to a wide range of target audience (Abdel Ghani, 2012).
Starting from the 2000’s tourists, especially Europeans and Arabs have been willing to pay high prices for a high-level service and to enjoy the unique local characteristics of the oasis (Rady, 2011).

Tourists in the oasis are divided into three categories as shown in table (1) independent travellers, tourists on tour packages, daily visitors (IUCN, 2007; Rady, 2011).

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Individual tourists</strong></td>
<td>often backpackers, young, have less money to spend, stay longer time in the area often visiting all parts of the oasis, including the desert, and are more likely to have contact with the local community and patronize Siwan businesses. Most independents visit Siwa as part of countrywide tour, often travelling to other destinations in the Middle East.</td>
</tr>
<tr>
<td><strong>Mass tourists</strong></td>
<td>Most tourists on package tours are European, older, have more money to spend, stay two or three nights in the area, have less contact with Siwans. Tours are mainly organized by foreign tour operators with local arrangements made through Egyptian tourist companies.</td>
</tr>
<tr>
<td><strong>Daily visitors</strong></td>
<td>Another type of organized trips is the daily tours from resorts on the North coast. After a 5-hour bus trip, visitors have a whistle-stop tour lasting approximately 5 hours to ‘sightsee’, before returning to the resorts on the Mediterranean coast on the same day.</td>
</tr>
</tbody>
</table>

Tourism to Siwa is highly seasonal due to climatic factors, with visitors avoiding the hotter summer months. First-May through mid-September is the low season in Siwa. The high season in Siwa extend from November to the first week of March. The most popular months for tourism in Siwa have historically been December and January because of the favourable weather conditions (Abdel Ghany, 2012).

Tourism in Siwa has witnessed a large drawback after the 25th January 2011 Revolution. This drawback happened to all the Egyptian tourist destinations. Since then the number of tourists increased gradually till 2017 when the international tourists has just reached approximately the number as 2011. The same happened with the domestic tourists visiting Siwa except for the year 2016. The number of Egyptian tourists in Siwa jumped to 41.8% from 6351 tourists to 15164 tourists. Table (2) shows that Domestic tourism is a key segment of demand in Siwa.

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of tourists</th>
<th>Egyptians</th>
<th>International</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>9789</td>
<td>4052</td>
<td>5737</td>
</tr>
<tr>
<td>2012</td>
<td>7957</td>
<td>3894</td>
<td>4063</td>
</tr>
<tr>
<td>2013</td>
<td>5771</td>
<td>3493</td>
<td>2278</td>
</tr>
<tr>
<td>2014</td>
<td>9409</td>
<td>5380</td>
<td>4029</td>
</tr>
<tr>
<td>2015</td>
<td>9539</td>
<td>6351</td>
<td>3188</td>
</tr>
<tr>
<td>2016</td>
<td>2—0027</td>
<td>15164</td>
<td>4863</td>
</tr>
<tr>
<td>2017</td>
<td>21728</td>
<td>15982</td>
<td>5746</td>
</tr>
</tbody>
</table>

Source: Egyptian Tourist Authority, Siwa office.

Table (2) shows that the number of international tourists in Siwa was quite close to the number of domestic tourists, till 2016 and 2017, as a large rebound (44.8%) happened in the number of Egyptians visiting Siwa, which means that Siwa has been depending more on domestic tourism.
The uniqueness of Siwa and the fragility of its ecosystem means that tourism development there must be based on principles of precaution and effectiveness. In her study, Amara (2010) confirmed that it is important to promote visitors’ codes of conduct in such areas.

Incoming tourists to Siwa go there to enjoy its attractions knowing how unique and fragile it is, they are supposed to know the need to conserve its natural and cultural attractions. Normally tourist who visit to protected area are supposed to be environmentally responsible. Amara (2010) found that the majority of Siwa’s visitors in addition to experts perceived Siwa as a natural asset that need to be preserved. Both parties agreed that the priority goes to improve Siwa’s local community’s way of life, as well as, its visitors’ experience. But does that mean that tourists in Siwa behave responsibly?

**EMPIRICAL STUDY**

The study was conducted in Siwa as one of the most well-known eco-tourism destinations in Egypt. As stated by Weeden, 2008 ecotourists are supposed to be committed to ERB in the destinations they visit as they share the same profile as responsible tourist, Yet ecotourists should not be regarded as an homogenous group, tourism researchers continue to treat them as such, preferring to develop a range of typologies rather than a deep understanding of what motivates their behaviour (Priskin, 2003). That is why it is important to investigate the tourist ‘s behaviour in tourist ecotourism destinations to assure that the tourism development in these fragile eco-systems will not have a destructive impact on them. Therefore, This research aims to find an answer the following questions:

**Q1: How far tourists in Siwa are committed to a responsible behaviour paradigm?**

**Q2: Is there a correlation between age and responsible tourist behaviour?**

**Q3: Is there a difference between international and domestic tourists in their commitment to responsible tourist behaviour?**

In order to answer these questions, a questionnaire was designed to measure the most common attributes of responsible behaviour before, during and after the trip to Siwa. The questionnaire is composed of 21 items trying to make it a quiet short questionnaire (To encourage the tourists to answer it, as it was handed to them on site), but reliable to give an indication to the degree of their responsible behaviour.

The responsible tourist behaviour items were mainly collected from the results of a qualitative study conducted by Weeden, 2008 to identify the values of ethical and responsible tourists. She identified 24 attributes of responsible tourist behaviour, these attributes were revised and compared with other studies in related papers (obtained using keywords such responsible tourist, responsible behaviour, environmental responsible behaviour, green behaviour, environmental behaviour), and were modified by the researcher to be more compatible with the nature of Siwa as a destination.

Attributes were classified by the researcher into pre-trip, during the trip and post trip attributes. Pre-trip attributes included gathering information about the destination before travelling, supporting eco-friendly tourism organizations (having a responsible attitude), the preparations to the trip that include; preference to travel alone, dealing with eco-friendly travel agencies and
reserving in eco-friendly hotels. During the trip attributes included; dealing with locals, supporting the local economy, respecting local regulations and customs, limiting gas emissions by preferring to walk over car use, supporting natural environment conservation, energy saving behaviour, being aware of the impact he causes as a tourist. As for the post trip, the researcher asked about the tourists’ predisposition to support the destination even after returning home.

To measure the degree of commitment to the responsible tourist behaviour a three- points scale was used (always, rarely, never).

The questionnaire was originally written in English and it was translated into Arabic by the researcher and revised by an Egyptian professional English professor. The questionnaire was developed and given to tourism experts to ensure the consistency of the questions. The items were objects to reliability and validity analyses. Reliabilities were assessed using Cronbach's Alpha coefficients, which ranged from 0.810 to 0.850 and were therefore all considered acceptable.

The survey was administered in Siwa during the period between January -May 2018. Each tourist was given the two versions of the questionnaire (Arabic-English). In total, 460 questionnaires were distributed based on random sampling technique, 392 valid questionnaires were retrieved excluding the uncompleted questionnaires. SPSS 22.0 was used for descriptive statistical analysis, Anova T test was used to find the correlation between age and responsible tourist behaviour (Q2), and a chi square of each responsible tourist behaviour attribute was used to reveal the differences between domestic and international tourist’s responsible behaviour in Siwa.

RESULTS &DISCUSSION

The profile of the respondents shown in table (3) was dominated by males (71.2%) while females were 28.8%. Most of the respondents were in the age group between 30-50 (34.6% from 30 to 39, 25.4% from 40-50). The response rate is balanced between domestic and international tourists with a higher percentage of Egyptians 52.5%, 47.5% are foreigners from various nationalities (European - Arab-Far east- Russian).

<table>
<thead>
<tr>
<th>Table (3) Respondents profile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
</tr>
<tr>
<td><strong>Gender</strong></td>
</tr>
<tr>
<td>Male</td>
</tr>
<tr>
<td>Female</td>
</tr>
<tr>
<td><strong>Age</strong></td>
</tr>
<tr>
<td>20-29</td>
</tr>
<tr>
<td>30-39</td>
</tr>
<tr>
<td>40-50</td>
</tr>
<tr>
<td>50-60</td>
</tr>
<tr>
<td><strong>Nationality</strong></td>
</tr>
<tr>
<td>Egyptian</td>
</tr>
<tr>
<td>Foreigners</td>
</tr>
</tbody>
</table>

As for the responsible tourist behaviour before the trip, 47.5% rarely get historical and cultural information about Siwa before going, but 32.7% never do. While 39.7% don’t get any
information about the natural environment. 50.8% support hotels, airlines and tour operators that employ responsible environmental practices, whereas 36.3% don’t prefer to travel independently and 34.1% rarely prefer the independent travel. 47.9% don’t prefer to travel with an eco-friendly tour operator and 40% rarely do. And 54% prefer staying in eco-hotels and locally-owned hostels.

### Table (3) Responsible tourism behaviour aspects

<table>
<thead>
<tr>
<th>Attributes</th>
<th>Always %</th>
<th>Rarely %</th>
<th>Never %</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>I get information about the culture &amp; history of the place before visiting it</td>
<td>19.9</td>
<td>47.5</td>
<td>32.7</td>
<td>2.13</td>
</tr>
<tr>
<td>I get information about the nature and environment of the place before visiting it</td>
<td>26.6</td>
<td>33.7</td>
<td>39.7</td>
<td>2.13</td>
</tr>
<tr>
<td>I support hotels, airlines and tour operators that employ responsible environmental practices, such as energy conservation and recycling.</td>
<td>16.9</td>
<td>50.8</td>
<td>32.2</td>
<td>2.15</td>
</tr>
<tr>
<td>I prefer to travel independently</td>
<td>29.5</td>
<td>34.1</td>
<td>36.3</td>
<td>2.07</td>
</tr>
<tr>
<td>I prefer to travel with eco-responsible tour operator</td>
<td>12.1</td>
<td>40</td>
<td>47.9</td>
<td>2.12</td>
</tr>
<tr>
<td>I prefer Staying in eco hotels and locally owned hostels</td>
<td>19.4</td>
<td>54</td>
<td>26.6</td>
<td>2.07</td>
</tr>
<tr>
<td>I try to communicate with local people</td>
<td>44.8</td>
<td>40.9</td>
<td>14.3</td>
<td>1.69</td>
</tr>
<tr>
<td>I eat local food and drink local brands and brews.</td>
<td>16.5</td>
<td>32.4</td>
<td>51.1</td>
<td>2.35</td>
</tr>
<tr>
<td>I follow local regulations.</td>
<td>33.4</td>
<td>47.5</td>
<td>19.1</td>
<td>1.86</td>
</tr>
<tr>
<td>I respect local dress codes</td>
<td>31</td>
<td>42.6</td>
<td>26.4</td>
<td>1.95</td>
</tr>
<tr>
<td>I support locally owned businesses</td>
<td>16.0</td>
<td>57.9</td>
<td>26.2</td>
<td>2.10</td>
</tr>
<tr>
<td>I prefer visiting places less known to tourists</td>
<td>16.7</td>
<td>23</td>
<td>60.3</td>
<td>2.06</td>
</tr>
<tr>
<td>I buy locally-made souvenirs and crafts</td>
<td>28.3</td>
<td>42.1</td>
<td>29.5</td>
<td>2.01</td>
</tr>
<tr>
<td>I participate in local festivals/events for cultural exchange</td>
<td>21.8</td>
<td>34.4</td>
<td>43.8</td>
<td>2.22</td>
</tr>
<tr>
<td>I participate in outdoor activities</td>
<td>15.7</td>
<td>60.0</td>
<td>24.2</td>
<td>2.08</td>
</tr>
<tr>
<td>I walk and avoid using cars whenever possible</td>
<td>17.7</td>
<td>8.5</td>
<td>73.8</td>
<td>1.91</td>
</tr>
<tr>
<td>I do not buy products made from endangered animals and plants</td>
<td>19.6</td>
<td>64.2</td>
<td>16.2</td>
<td>1.97</td>
</tr>
<tr>
<td>I don’t waste water.</td>
<td>44.1</td>
<td>35.8</td>
<td>20.1</td>
<td>1.76</td>
</tr>
<tr>
<td>I turn off lights and air-condition when I leave the room</td>
<td>48.7</td>
<td>23</td>
<td>28.3</td>
<td>1.8</td>
</tr>
<tr>
<td>I think about my impact as a tourist when I am on holiday</td>
<td>34.4</td>
<td>56.2</td>
<td>9.4</td>
<td>1.92</td>
</tr>
<tr>
<td>After returning home, I think how I can support program and organizations that are working to protect the welfare, culture and environment of Siwa</td>
<td>12.4</td>
<td>37</td>
<td>50.2</td>
<td>2.38</td>
</tr>
</tbody>
</table>

Mean of ERB attributes measured on 3points scale with: always =1, rarely=2, never=3

During the trip, 44.8% prefer to communicate with the local community, but 51.1% don’t eat local food or drink local brands and brews. The results revealed that 47.5% follow local regulations. Furthermore, 42.6% rarely respect local dress codes, whereas 33.4% always do. Also, 57.9% support locally-owned businesses, and 42.1% buy locally-made souvenirs and crafts. Additionally, 60.3% do not like to visit places less known to tourists. 43.8% do not participate in local festivals/events for cultural exchange but 34.4% participate rarely in them. Moreover, 60% of the respondents rarely participate in outdoor activities, while 24.2% never do. 73.8% do not prefer walking over car use. In addition, 64.2% do rarely buy products made from endangered animals and plants but 44.1% and 48.7% always conserve in both water and electricity consumption consecutively. Finally, 56.2% of the respondents think rarely about their impact as tourists on Siwa, while only 34.4% always think about it.
After the trip, 50.2% do not ever think how they can support programs and organizations that are working to protect the welfare, culture and environment of Siwa, but 37% of them rarely think about it.

In general, the results provide an answer for the first research question as it show that the tourist responsible behaviour in Siwa is moderate (Average mean =2.03, 2< 2.03 >3) overall answers to responsible tourist behaviour attributes was closer to rarely (rarely=2) , tourists in Siwa rarely collect information about the historical and cultural aspects of the oasis more than the natural aspects. This may due to the reputation of Siwa as a unique heritage and cultural destination. Respondents generally support hotels, airlines and tour operators that employ responsible environmental practices. This support is reflected into their preference to stay in eco-hotels and locally- owned establishments in, but it is not the case when it comes to dealing with eco-responsible tour operators, especially that most of them do not like the independent travel. Furthermore, Tourists like to communicate with local people, and rarely respect their regulations and dress codes. They support their business, buy the locally made souvenirs, but they do not like to consume their food or beverages and do not prefer to attend their cultural festivals. They rarely participate in outdoor activities, but they don’t prefer walking over using car may be because of the hot weather and as well as, the diverse impacts caused by the cars on the environment (gas emission). Moreover, most of the respondents do not prefer to buy products made from endangered animals and plants, but they are fully aware of energy conservation. Sometimes, they rarely are aware of the impacts they cause as tourists in the oasis. In sum, tourists’ responsible behaviour in Siwa is higher during the trip (Average Mean=1.9 ,1> 1.9 <2) than before (Mean=2.1) and after the trip. They are not very interested in supporting the oasis after their return at home. (Mean=2.38).

As for the second research question, the correlation between age and environment responsible behaviour was tested using an ANOVA t-test (table 4). a significant correlation was proved as (p=0.000) (f=21.9). Age is inversely correlated with responsible tourist behaviour as ($\beta$= -0.62, t= -4.614) which mean that the answers of younger age groups was closer to the minimal value(always=1), than older age group’s answers .Thus, they behave responsibly towards the environment more than elder age groups.(table 5)

Table (4) Anova test for the correlation between age and responsible behaviour

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>1.615</td>
<td>1</td>
<td>1.615</td>
<td>21.290</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>29.507</td>
<td>389</td>
<td>.076</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>31.122</td>
<td>390</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Av_RB
b. Predictors: (Constant), السن
Table (5) regression coefficients between the age and environment responsible behaviour

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.158</td>
<td>.034</td>
<td>62.777</td>
<td>.000</td>
</tr>
<tr>
<td>age</td>
<td>-.062</td>
<td>.014</td>
<td>-.228</td>
<td>-4.614</td>
</tr>
</tbody>
</table>

This result mean that younger respondents are more committed to the ERB than older respondents this finding is different of Diamantopoulos et al. (2003) who concluded that while sociodemographic variables were useful in profiling UK consumers in terms of environmental knowledge and attitudes, they were not conclusive with regard of behaviour, but it is consistent with the findings of Mintel,2001 who concluded that responsible behaviour is affected by age as more ethical group were likely to be aged 25-44.

The third research question was tested by calculating Pearson’s Chi square for each question to find out if there is a correlation between responsible tourist behaviour and whether the tourists are domestic or international. There were significant diff erences between the domestic and international traveller responsible tourist behaviour (p=0.000). This is consistent with the findings of Mody et al.,2014 who found significant differences between the domestic and international traveller. Table (6) shows the difference between domestic and international tourists in pre-trip responsible tourist behaviour

Table (6) domestic and international tourists in pre-trip responsible tourist behaviour

<table>
<thead>
<tr>
<th>attributes</th>
<th>Always N</th>
<th>Rarely N</th>
<th>Never N</th>
<th>Pearson Chi-square (sig 2sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I get information about the culture &amp; history of the place before visiting it</td>
<td>D</td>
<td>I</td>
<td>D</td>
<td>I</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>80</td>
<td>118</td>
<td>118</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>108</td>
<td>76</td>
<td>63</td>
</tr>
<tr>
<td></td>
<td>33</td>
<td>37</td>
<td>83</td>
<td>127</td>
</tr>
<tr>
<td></td>
<td>62</td>
<td>39</td>
<td>13</td>
<td>128</td>
</tr>
<tr>
<td></td>
<td>15</td>
<td>35</td>
<td>81</td>
<td>130</td>
</tr>
<tr>
<td></td>
<td>21</td>
<td>59</td>
<td>96</td>
<td>106</td>
</tr>
</tbody>
</table>

* p=0.000 significant relation, n domestic=217, n international=169
The main differences between domestic and international tourists in pre-trip responsible behaviour is in the search of information 40% of international tourist get information about culture and history, 63.9% of them get information about the nature versus 0.9% in both attributes for domestics. International tourists also support hotels, airlines and tour operators that employ responsible environmental practices, such as energy conservation and recycling, and prefer to travel with eco-responsible tour operators more than domestic tourists.

As for the responsible behaviour during the trip (table 7) the major difference between international tourists and domestic tourists is that domestic people follow the regulations (always 49%) more than international tourists (never 46.7%), domestic tourist prefer to attend to local festivals (52.9%) more than international tourists, who prefer walking over using cars (31%)

Table (7): domestic and international tourists during the trip responsible behaviour

<table>
<thead>
<tr>
<th>Attributes</th>
<th>Always</th>
<th>Rarely</th>
<th>Never</th>
<th>Pearson Chi-square (sig 2sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I try to communicate with local people</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>I</td>
<td>D</td>
<td>I</td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>93</td>
<td>71</td>
<td>103</td>
<td>66</td>
</tr>
<tr>
<td>International</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I eat local food and drink local brands and brews.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>I</td>
<td>D</td>
<td>I</td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>2</td>
<td>66</td>
<td>92</td>
<td>42</td>
</tr>
<tr>
<td>International</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I follow local regulations.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>I</td>
<td>D</td>
<td>I</td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>107</td>
<td>31</td>
<td>89</td>
<td>86</td>
</tr>
<tr>
<td>International</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I respect local dress codes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>I</td>
<td>D</td>
<td>I</td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>87</td>
<td>41</td>
<td>50</td>
<td>126</td>
</tr>
<tr>
<td>International</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I support locally owned businesses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>I</td>
<td>D</td>
<td>I</td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>44</td>
<td>22</td>
<td>93</td>
<td>146</td>
</tr>
<tr>
<td>International</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I prefer visiting places less known to tourism</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>I</td>
<td>D</td>
<td>I</td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>26</td>
<td>43</td>
<td>117</td>
<td>111</td>
</tr>
<tr>
<td>International</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I buy locally-made souvenirs and crafts</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>I</td>
<td>D</td>
<td>I</td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>45</td>
<td>72</td>
<td>110</td>
<td>64</td>
</tr>
<tr>
<td>International</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I participate in local festivals/events for cultural exchange</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>I</td>
<td>D</td>
<td>I</td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>31</td>
<td>59</td>
<td>50</td>
<td>92</td>
</tr>
<tr>
<td>International</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I participate in outdoor activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>I</td>
<td>D</td>
<td>I</td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>20</td>
<td>45</td>
<td>104</td>
<td>123</td>
</tr>
<tr>
<td>International</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I walk and avoid using cars whenever possible</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>I</td>
<td>D</td>
<td>I</td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>20</td>
<td>53</td>
<td>165</td>
<td>119</td>
</tr>
<tr>
<td>International</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I do not buy products made from endangered animals and plants</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>I</td>
<td>D</td>
<td>I</td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>33</td>
<td>48</td>
<td>139</td>
<td>105</td>
</tr>
<tr>
<td>International</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I don’t waste water.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>I</td>
<td>D</td>
<td>I</td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>110</td>
<td>72</td>
<td>45</td>
<td>103</td>
</tr>
<tr>
<td>International</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I turn off lights and air-condition when I leave the room.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>I</td>
<td>D</td>
<td>I</td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>83</td>
<td>118</td>
<td>33</td>
<td>62</td>
</tr>
<tr>
<td>International</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I think about my impact as a tourist when I am on holiday</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>I</td>
<td>D</td>
<td>I</td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>58</td>
<td>56</td>
<td>130</td>
<td>109</td>
</tr>
<tr>
<td>International</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*p = 0.000 significant relation, n domestic = 217, n international = 169
Table (8) shows that international tourists are more concerned about supporting the oasis after returning home (20.7%) more than domestic tourism (7.3%).

The weak responsible behaviour of domestic tourists before and after the trip reflects a lack of awareness of the aspects of environmental responsibility, and a weak degree of commitment to ERB

<table>
<thead>
<tr>
<th>Attributes</th>
<th>Always</th>
<th>rarely</th>
<th>Never</th>
<th>Pearson Chi-square (sig 2sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>After returning home, I think how I can support program and organizations that are working to protect the welfare, culture and environment of Siwa</td>
<td>D</td>
<td>I</td>
<td>D</td>
<td>I</td>
</tr>
<tr>
<td></td>
<td>16</td>
<td>35</td>
<td>53</td>
<td>101</td>
</tr>
</tbody>
</table>

*p=0.000 significant relation, n domestic=217, n international=169

CONCLUSION AND RECOMMENDATIONS

The basic elements of responsible tourism include responding to the needs of both tourists and host communities, as well as protecting and enhancing the attractiveness of tourism destinations through conserving the environment which is the biggest tourist attraction that must be protected, nurtured and preserved for future generations.

The results indicate that knowledge and awareness does not necessarily translate to changes in practices. There is therefore a need for more information dissemination about how to be more environmentally responsible as a tourist. This requires that the tourist industry provides more options and awareness campaigns. The tourist ought to be aware of the fact that every tourist destination does not only consist of earth, water, air, flora and fauna, but also has a specific history, culture and heritage. Responsible tourists should be fully informed about the place to which they are going, to have the ability to adapt to its social, cultural and environmental differences. Education on these aspects is particularly important, in order to strengthen tourist’s cognition regarding the environment. An interpretation strategy must be followed using relevant themes, interpretation brochures, pro-environmental corners and eco-tours. An ecological-oriented homepage on internet about the oasis should focus on the constructs of Responsible behaviour expected from the tourist.

On the other hand, the enhancement of the quality of ecological attractions and facilities can encourage tourists to comply with the responsible conducts. Raising tourist satisfaction is also important to gain their loyalty, which is important to their commitment to the preservation of the oasis’ assets and will encourage them to participate in initiatives to support the oasis even after their return home. (Kim & Thapa, 2018)
REFERENCE


AGE DIVERSITY MANAGEMENT IN FIVE-STAR HOTELS: IMPORTANCE-IMPLEMENTATION ANALYSIS

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Abstract
The main aim of this study was to investigate and analyze the importance of age diversity management practices (ADMPs) and the implementation from perspectives of managerial- and entry-level food and beverage (F & B) employees, working in F & B departments, and HR managers in the Egyptian five-star hotels in the cities of Cairo and Sharm El-Sheikh. Data were collected from 400 participants. The findings revealed that there was a significant and moderate positive correlation between the importance and the implementation of ADMPs. Moreover, there was a significant variance between the importance and the implementation of ADMPs. Most ADMPs were more important and implemented in the five-star hotels.

Keywords: diversity management practices; Age, Egypt
1. INTRODUCTION

Diversity is vital in the global economy (Barak, 2013) and to accomplish the success (Marriott, 2016). Diversity refers to the differences in age, tenure, educational background, social status, economic status, lifestyle, and etc. (Woods & Sciarini, 1995). Additionally, Maxwell, McDougall and Blair (2000) defined diversity as the differences in race, culture, nationality, gender, age, disability, and working experience. Saxena (2014) defined workforce diversity as differences and similarities among employees in terms of gender, perceptions, language, age, and etc. Age is one of diversity dimensions (Dastane & Eshegbe, 2015; Wrench, 2016). In addition, age is an important diversity category (Boehm & Dwertmann, 2015). Dastane and Eshegbe (2015) stated that there is an age diversity among people. More, employees from various ages have increased in the place of work (Booth, Robson, Welham, Barnard & Bartlett, 2009; Boehm & Dwertmann, 2015). Therefore, the management of age diversity in operations is a challenge (Parry & Tyson, 2011). Diversity management (DM) is the process of focusing positively on differences among employees to benefit from them (Bartz, Hillman, Lehrer & Mayhugh, 1990). In addition, Farren and Nelson (1999) found it critical to maintain and benefit from diversity by creating the spirit of cooperation among employees. DM among employees is one of the most valuable organizational issues (Soni, 2000).

DM programs are a critical matter for researchers (Kellough & Naff, 2004). To add, Manoharan, Gross and Sardeshmukh (2014) confirmed that there is a lack of studies focused on DM in hotels. Moreover, it is critical to conduct researches about DM in hotels (Besler & Sezerel, 2012). Since, DM among employees is a challenge for international managers in recent days (Csaba, 2013). The fair hiring of employees should be implemented in the foodservice operations (Durrani & Rajagopal, 2016). It is still observable that age could not be managed well because of the unfair salary between individuals even though they work at similar tasks and have the same qualifications (e Arraes, Menezes & Simonassi, 2014). However, DM is a critical matter in the hospitality industry, there is a lack of researches aimed at investigating the importance-implementation of age diversity management practices in this industry, specifically in Egypt. Many previous researches indicated the importance of managing age diversity, see the study of Gardenswartz and Rowe (2009) who stated that age is one of the most important dimensions of diversity that have an impact on the treatment of individuals inside organizations and on individuals' roles in life. Therefore, the present study aimed at investigating and analyzing the importance-implementation of ADMPs in the Egyptian five-star hotels, specifically in Cairo and Sharm El-Sheikh cities. It provided weighty contributions to the management of age diversity in the Egyptian hotel sector and formed one of the first empirical studies conducted in Egypt on workforce diversity. The research's problem can be stated in the next question;

*What is the importance-implementation of age diversity management practices in the Egyptian five-star hotels?*

2. THEORETICAL BACKGROUND AND HYPOTHESES

2.1. The Concept of Diversity and its Management

On one hand, diversity is the variations among people in such dimensions as age, gender, and ethnicity (Esty, Griffin & Hirsch, 1995; Kandola & Fullerton, 1998; Soni, 2000). In addition, Jones and George (2010) illustrated that diversity is the differences among individuals in such dimensions as age and gender. To add, diversity is the variations among people in a race, color, religion, sex, national origin, education, sexual orientation, values, abilities, organizational function, tenure, and personality (Cole & Kelly, 2011). More, diversity can be defined as the demographic variety among people in the workplace, particularly in terms of
race, sex, culture, national origin, handicap, age, and religion (Dessler, 2011). Ultimately, diversity means the distinction among people in abilities, experiences, competencies, and qualifications (Mazur, 2015). On the other hand, valuing diversity can be defined as appreciating the differences among individuals to create a more productive and creative firm to attract diverse consumers (Kandola & Fullerton, 1998). According to Miller and Rowney (1999), DM is the efforts of establishments for an active recruitment and the ability to create a suitable working environment for workers from diverse backgrounds. Eventually, DM is the management of heterogeneity among people (Wrench, 2016). Diversity among employees can impact on the management of human resources and productivity of the association. Thus, similarities and differences should be well-managed to acquire new ideas and viewpoints (Gardenswartz & Rowe, 2009). More, it is important to establish a proper workplace in hotels to manage diversity (El-Said, 2013). Aretz and Hansen (2003) confirmed that poor DM has a destroyed impact on the organization. Managers should be aware that diversity does not cause positive impacts automatically (Boehm & Dwertmann, 2015). Besides, Booth et al. (2009) recommended that to manage diversity properly in the workplace, it is essential to encourage and support everyone in the firm. Managing age is necessary to satisfy workers in foodservice operations (DeMicco & Reid, 1988).

2.2. Diversity Management Practices

DM programs may be implemented either formally or informally according to the needs of the operation (Weaver, Wilborn, McCLEARY, Lekagul, 2003). DM is necessary not only during recruitment but also after the selection of employees (Fiske & Lee, 2008). Additionally, DM is critical to connect among individuals from diverse ages to create the unity between them (Rosado, 2006). There are positive outcomes of managing age properly in the hospitality industry because older and younger employees complete each other in the workplace. In addition, operations that have diverse groups of ages are able to provide a high service-quality more than other operations that are based on employing younger workers only (Furunes & Mykletun, 2005). The next subtitle illustrates ADMPs.

- Age Diversity Management Practices (ADMPs)

Age diversity in the workplace has disadvantages and advantages according to the management (Boehm & Dwertmann, 2015). Older employees are people who have the age over 55 years (Parry & Tyson, 2011). But, young people are between 16 and 18 years' old (Booth et al., 2009). Creer (2013) stated that all industries and the government sector concern on the impact of an employment of older individuals on the productivity of the nation and economic performance. There are at least three or four generations at work in any organization (Wambui, Wangombe, Muthura, Kamau & Jackson, 2013). Moreover, if age as a category of diversity is managed in an effective way in the workplace, then advantages will be maximized and disadvantages will be minimized in operations. On one hand, advantages include a high commitment, better performance, and more creativity. On the other hand, disadvantages include a low performance and a high discrimination (Boehm & Dwertmann, 2015).

Magd (2003) resulted that there are advantages of older employees in small and medium-sized hospitality operations in Scotland. For illustration, these benefits include their ability to build a good image about the operation, having good communication skills to deal with guests, their ability to achieve a high quality in the workplace, having the loyalty to the firm, their respecting for authority, a high job satisfaction, a low rate of absenteeism, and etc. Besides, they are self-motivated and cause less accidents. Furthermore, DeMicco and Reid (1988) indicated that older workers perform well, remain stable on the job, and learn fast. But, disadvantages of older workers include requiring high costs, hard to adopt new technologies, inflexibility to change them, and etc.
Furunes and Mykletun (2005) concluded that heavy works should be avoided and flexible working hours need to be provided for older workers (55+ years old). They resulted that training programs did not be designed to manage older workers only. Moreover, they concluded that Norwegian hospitality managers have positive experiences in how to manage older and younger employees. There are no barriers to the recruitment of older and younger workers, but few managers prefer to recruit older employees. Older managers are more positive towards older employees.

Operations should build a good reputation in the market about their respect for diverse ages of employees. During the interview of candidates, it is critical to focus on skills and experiences rather than their ages. Furthermore, recruitment strategies and performance reviews should be based on the person’s ability and performance rather than age (Creer, 2013). The job advertisement should avoid focusing on a specific age without presenting logical reasons (Booth et al., 2009). It is critical for management to communicate effectively with a multiple generational workforce. A generation is a group of individuals has common birth years, age, location, and etc. Operations and policymakers are increasingly trying to retain older employees as long as possible (Tolbize, 2008). To manage older workers well, it is essential to provide them with fair treatment, pay, and job security as younger ones. Older employees may prefer to receive additional training. Furthermore, a flexibility of work is critical for them. For illustration, options to achieve flexibility in work include; job sharing, few hours per day or week, few days per week, purchased leave, timeout without pay, working from home arrangements, and etc. (Creer, 2013). Moreover, equal traits should be provided for older people (Barak, 2013). Mentoring at work is essential to develop personnel. In addition, senior individuals should provide junior ones with the support either psychosocial or that is related to their careers (Kram, 1988). Long working hours and tough works should be taken into consideration to avoid unfairness in the treatment of younger employees (Booth et al., 2009).

Older people are able to perform tasks in a proper way because they have experiences more than younger ones. Even though personality is more important than age in the recruitment of employees, individuals should be matured to have a unit management position. It is hard for older workers to learn computer skills. Some operations retain elder workers until retirement age, even though the effectiveness of the firm may be reduced, especially if they are aged 60+ (Furunes & Mykletun, 2005). Parry and Tyson (2011) stated that young individuals every so often feel that they have a discrimination in mortgages, housing, and employment. Haynes and Ghosh (2012) recommended that it is important to develop young and inexperienced professional employees. According to Marriott (2013), equal opportunities are provided without focusing on a specific age. The hospitality operations concern on younger people more than older ones. So, there is a discrimination against older employees in the hospitality industry more than other industries (Lucas, 1993), even though they are vital in the foodservice industry (DeMico & Reid, 1988). Different ages of employees are critical in restaurants to deal effectively with diverse guests. To avoid conflicts, it is essential to build teams from diverse ages (Furunes & Mykletun, 2005). The research conceptual framework and hypotheses are indicated in Figure (1).

- **Hypothesis 1.** There is a relationship between the importance and the implementation of ADMPs.
- **Hypothesis 2.** There is a significant variance between the importance and the implementation of ADMPs.
3. METHODS

3.1. Sample and Procedures

This study based on a self-administered questionnaire to collect data from managerial- and entry-level F and B employees, working in F & B departments, and HR managers in the Egyptian five-star hotels in the cities of Cairo and Sharm El-Sheikh. The two destinations are famous in the field of tourism and hospitality and have diverse ages in the five-star hotels. The F and B departments were surveyed since F & B management is a significant part in hotels (Rutherford & O'Fallon, 2007). The complete census technique was used in the selection of five-star hotels. Thus, the total number of surveyed five-star hotels in Cairo was 29, whilst Sharm was 42 according to the Egyptian hotel guide (EHG, 2015-2016). Only 42 hotels (11 located in Cairo, 31 located in Sharm) were willing to participate with a response rate of 59%. There was approximately 3820 of managerial- and entry-level F and B employees, working in F & B departments, and HR managers in all the accepted hotels. 45 participants from each hotel in Cairo and 21 from each hotel in Sharm were chosen, totaling 1146.

Measurement items were modified to be suitable for the present study. The questionnaire was translated into Arabic language to fit the Egyptian society. Ten qualified and skilled academics in Alexandria University, Egypt evaluated the questionnaire accurately. As well, a pilot study was conducted by distributing the questionnaire to 16 employees and managers in 4 hotels to check all questions. For the importance scale, the (α) coefficient is (0.8); whereas for the implementation scale, the (α) is (0.7) (see table 1). The Cronbach's alpha (α) assured the acceptable internal consistency. Finally, the questionnaire was distributed personally during July and August 2017. Only 400 questionnaires returned back from 1146 distributed among participants, with a response rate of 35% and were considered usable for data analysis.

<table>
<thead>
<tr>
<th>Constructs</th>
<th>Cronbach’s Alpha α</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Importance of ADMPs</td>
<td>0.8</td>
</tr>
<tr>
<td>2. Implementation of ADMPs</td>
<td>0.7</td>
</tr>
<tr>
<td>Importance &amp; Implementation</td>
<td>0.8</td>
</tr>
</tbody>
</table>

Table 1. Reliability Analysis

3.2. Measures

The questionnaire was designated to measure the importance and the implementation of ADMPs. This part consisted of ten questions. The researchers used a five-point rating scale of 1 = “unimportant at all”, 5 = “very important” to assess the importance of each attribute. Additionally, a five-point rating scale 1 = “absolutely no”, 5 = “absolutely yes” was used to assess the implementation of each attribute. Measurement items were developed from Furunes and Mykletun (2005); Tolbize (2008); Booth et al. (2009); Haynes and Ghosh (2012); Barak (2013); Creer (2013). Also, questions about demographic characteristics were involved in the questionnaire. Analyzing data was based on SPSS 23.0. In addition, importance-implementation analysis was conducted to evaluate the importance and the implementation of age diversity management practices. By basing on many studies, such as Martilla and James (1977) and Huang, Kuo and Xu (2009), importance-implementation analysis technique was applied by calculating the mean rating for each measurement item by the descriptive statistics.


4. RESULTS

4.1. Respondents' Profile

As displayed in Table (2), the majority (78%) of the respondents were entry-level F & B employees. Managerial-level F & B employees formed (16.3%) of the participants, whereas HR managers made up (5.8%). Also, findings cleared that the percentage of the largest age group (37.8%) included those whose ages ranged between 25 and less than 35 years, followed by those whose ages are less than 25 years old (25.3%). Those whose ages are between 35 and less than 45 years old composed (21.5%) of the entire population. The minority of the respondents were of an age of 45 years and more (8.3%). The smallest number of respondents worked in staff cafeterias (1%), nevertheless the largest number worked in restaurants (39.8%). In terms of job status, the greater part of employees worked with contracts (93.3%), but others were casual (6.8%). According to educational background, the majority (54.3%) of participants had a bachelor's degree.

2. Table 2. Respondents' Profile (n = 400).

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency (n)</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Position</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managerial-level F &amp; B employees</td>
<td>65</td>
<td>16.3</td>
</tr>
<tr>
<td>H.R managers</td>
<td>23</td>
<td>5.8</td>
</tr>
<tr>
<td>Entry-level F &amp; B employees</td>
<td>312</td>
<td>78</td>
</tr>
<tr>
<td><strong>Place of Work</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No Answer</td>
<td>30</td>
<td>7.5</td>
</tr>
<tr>
<td>Restaurant</td>
<td>159</td>
<td>39.8</td>
</tr>
<tr>
<td>Café</td>
<td>17</td>
<td>4.3</td>
</tr>
<tr>
<td>Bar</td>
<td>43</td>
<td>10.8</td>
</tr>
<tr>
<td>Discotheque</td>
<td>5</td>
<td>1.3</td>
</tr>
<tr>
<td>Kitchen</td>
<td>43</td>
<td>10.8</td>
</tr>
<tr>
<td>Room Service</td>
<td>39</td>
<td>9.8</td>
</tr>
<tr>
<td>Banquet And Conference Section</td>
<td>16</td>
<td>4.0</td>
</tr>
<tr>
<td>Human Resources Department</td>
<td>24</td>
<td>6.0</td>
</tr>
<tr>
<td>Staff Cafeteria</td>
<td>4</td>
<td>1.0</td>
</tr>
<tr>
<td>Other</td>
<td>20</td>
<td>5.0</td>
</tr>
<tr>
<td><strong>Educational Background</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No Answer</td>
<td>28</td>
<td>7.0</td>
</tr>
<tr>
<td>Student</td>
<td>6</td>
<td>1.5</td>
</tr>
<tr>
<td>Less than secondary school</td>
<td>11</td>
<td>2.8</td>
</tr>
<tr>
<td>Secondary school</td>
<td>18</td>
<td>4.5</td>
</tr>
<tr>
<td>Technical school</td>
<td>104</td>
<td>26.0</td>
</tr>
<tr>
<td>Graduate (Bachelor's Degree)</td>
<td>217</td>
<td>54.3</td>
</tr>
<tr>
<td>Post-graduate</td>
<td>9</td>
<td>2.3</td>
</tr>
<tr>
<td>Other</td>
<td>7</td>
<td>1.8</td>
</tr>
<tr>
<td><strong>Job Status</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contracted Employee</td>
<td>373</td>
<td>93.3</td>
</tr>
<tr>
<td>Casual Employee</td>
<td>27</td>
<td>6.8</td>
</tr>
<tr>
<td>No Answer</td>
<td>29</td>
<td>7.3</td>
</tr>
<tr>
<td>Less than 25 years</td>
<td>101</td>
<td>25.3</td>
</tr>
<tr>
<td>25 and less than 35 years</td>
<td>151</td>
<td>37.8</td>
</tr>
<tr>
<td>35 and less than 45 years</td>
<td>86</td>
<td>21.5</td>
</tr>
<tr>
<td>45 years and more</td>
<td>33</td>
<td>8.3</td>
</tr>
</tbody>
</table>
4.2. The Relationship between Importance and Implementation of ADMPS

As shown in table (3), the importance of ADMPs was significantly, positively, and moderately correlated to the implementation of ADMPs with a spearman's correlation coefficient of (rs= 0.279) and the significance value was (.000< 0.01). Therefore, hypothesis (1) was accepted in this study.

<table>
<thead>
<tr>
<th>Diversity Dimension</th>
<th>Spearman's Correlation Coefficient (rs)</th>
<th>P-value (Significance)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age (Importance &amp; Implementation)</td>
<td>0.279**</td>
<td>.000</td>
</tr>
</tbody>
</table>

Correlation is significant at the 0.01 level (2-tailed). **

3. Table 3. Spearman's Correlation Coefficient (rs)

4.3. Importance-Implementation Analysis

The mean difference between importance- implementation of ADMPs attributes was indicated in table (4). There was a negative gap in all cases which indicated that the performance was less than the importance of ADMPs. The gaps were non-zero as illustrated by the implementation gap analysis and Paired Samples T-Tests. Furthermore, All the implementation gaps are significant (P-value < 0.05), except the gap related to the practice of effective communication of management with employees of diverse ages (P-value > 0.05). There were significant variances between the importance and the implementation mean scores as displayed by Paired

4. Table 4. Mean Difference Between Importance- Implementation of ADMPs attributes

<table>
<thead>
<tr>
<th>Attribute Number</th>
<th>Attribute Description</th>
<th>Mean Importance Rating</th>
<th>Mean Implementation Rating</th>
<th>Gap (P-I)</th>
<th>P-value (Significance)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age (Overall Mean)</td>
<td></td>
<td>4.38</td>
<td>3.75</td>
<td>-0.63</td>
<td>0.000*</td>
</tr>
<tr>
<td>1.</td>
<td>Providing a fair treatment for younger and older employees.</td>
<td>4.43</td>
<td>3.98</td>
<td>-0.45</td>
<td>0.001*</td>
</tr>
<tr>
<td>2.</td>
<td>Focusing on skills and experiences of candidates during the interview rather than their ages.</td>
<td>4.29</td>
<td>3.79</td>
<td>-0.5</td>
<td>0.000*</td>
</tr>
<tr>
<td>3.</td>
<td>Providing fair salaries and rewards for younger and older employees.</td>
<td>4.39</td>
<td>3.70</td>
<td>-0.69</td>
<td>0.000*</td>
</tr>
<tr>
<td>4.</td>
<td>Training and developing young and inexperienced employees.</td>
<td>4.53</td>
<td>3.88</td>
<td>-0.65</td>
<td>0.000*</td>
</tr>
<tr>
<td>5.</td>
<td>Focusing on abilities and performance of employees rather than their ages during their performance evaluation.</td>
<td>4.35</td>
<td>3.85</td>
<td>-0.5</td>
<td>0.000*</td>
</tr>
<tr>
<td>6.</td>
<td>Fairness in distributing working hours for employees of different ages.</td>
<td>4.55</td>
<td>3.80</td>
<td>-0.75</td>
<td>0.000*</td>
</tr>
<tr>
<td>7.</td>
<td>Effective communication of management with employees of diverse ages.</td>
<td>4.42</td>
<td>4.06</td>
<td>-0.36</td>
<td>0.055*</td>
</tr>
<tr>
<td>8.</td>
<td>Providing job security for younger and older employees.</td>
<td>4.53</td>
<td>4.00</td>
<td>-0.53</td>
<td>0.000*</td>
</tr>
<tr>
<td>9.</td>
<td>Providing the opportunity of working few hours per day or week for older employees in the F &amp; B department.</td>
<td>4.12</td>
<td>3.20</td>
<td>-0.92</td>
<td>0.000*</td>
</tr>
<tr>
<td>10.</td>
<td>Preparing flexible working schedules for older employees.</td>
<td>4.20</td>
<td>3.29</td>
<td>-0.91</td>
<td>0.000*</td>
</tr>
</tbody>
</table>
Samples T-Tests. Hence, hypothesis (2) was supported in this study. The following subtitle clarified the variations between the importance and the implementation of ADMPs according to (table 4).

- Age

All ages diversity management practices were very important. Except, providing the opportunity of working few hours per day or week for older employees (\(\bar{x}: 4.12\)) and preparing flexible working schedules for older ones (\(\bar{x}: 4.20\)) were important. These two practices had the lowest mean importance scores in comparison with other ages diversity management practices. The ADMPs with the highest mean importance scores; were fairness in distributing working hours for different ages (\(\bar{x}: 4.55\)), training and developing young and inexperienced employees (\(\bar{x}: 4.53\)), and providing job security for younger and older ones (\(\bar{x}: 4.53\)). All ages diversity management practices were mostly implemented, with the exception of providing the opportunity of working few hours per day or week for older employees (\(\bar{x}: 3.20\)) and preparing flexible working schedules for older ones (\(\bar{x}: 3.29\)). These two practices were moderate in their implementation with the lowest mean implementation scores in comparison with other ADMPs. The highest implemented ADMPs with high mean scores were effective communication of F & B management with diverse ages (\(\bar{x}: 4.06\)) and providing job security for younger and older employees (\(\bar{x}: 4.00\)).

4.3.1. Importance-Implementation Matrix

Distribution of the 10 items of ADMPs were shown on the importance-implementation analysis matrix. This graph was split into four parts as illustrated (see figure 2). Most of the attributes fell in the quadrant B (keep up the good work), nevertheless a few of them fell in the quadrants A (concentrate here), C (low priority), and D (possible overkill). According to this grid, the practice (number: 3) had a high importance, but it was less implemented. Practices (number: 9, 10) were low important and less implemented. Practices (number: 2, 5) were low important and high implemented. The most ADMPs had a high importance with a high implementation. These practices' numbers were (1, 4, 6, 7, 8). The five-star hotels, specifically the F and B departments should focus on directing more efforts to the quadrant (A) to achieve a high implementation of the high important practice. The F & B departments should sustain the high implementation of the ADMPs fallen in the quadrant (B).
Mann-Whitney U-test displayed that there were significant differences between respondents of ages less than 25 years, and 45 years and more (P-value=.000 < 0.05); between participants of ages of 35 and less than 45 years, and 45 years and more (P-value=.000 < 0.05); 25 and less than 35 years, and 35 and less than 45 years (P-value=.034 < 0.05); 25 and less than 35 years, and 45 years and more (P-value=.001 < 0.05) regarding the importance of ADMPs. Practices of providing the opportunity of working few hours per day or week (x̅: 4.15) and preparing flexible working schedules (x̅: 4.29) for older employees were important for employees of ages of 35 and less than 45 years. But, according to the employees of ages of 45 years and more, they were neutral in their opinions about the importance of these two practices with (x̅: 2.82) and (x̅: 2.73). This means that employees at the age category from 45 and more may be more loyal to the operation, so they do the best efforts and do not need to work few hours per day or week; to achieve the operational objectives which they believe strongly in them. Additionally, they may have high operational positions that are distinguished with a low physical exertion. Significantly, the next figure (3) illustrated results of hypotheses testing.

5. DISCUSSION

Managerial-level employees assured that it is not easy to manage diversity properly among workers, especially age diversity. Because, diversity management needs a conscious management in hotels. Cooperation and collaboration among the F and B management, the upper management of hotels, and the HR departments are required to manage workforce diversity in the F and B departments. The strategy of diversity is very useful in hotels to accomplish a competitive advantage. The Egyptian five-star hotels have diverse ages, educational levels, and job status. Through discussion with HR managers, it was revealed that many qualified staff departed hotels and travelled abroad regarding the temporary recruitment contracts that are renewed each year and due to the low job security. Some of recruitment managers claimed that some universal chain-managed hotels prefer to recruit younger employees without experiences and to teach them all proper standards inside the chain; they stated that the personnel with experiences may have past mistakes that require hard corrective actions inside the workplace. *Flexible procedures* can be implemented by each manager inside his/her department in hotels to motivate personnel, but these procedures should be derived from the organizational culture of the hotel or the chain.

*Providing fair salaries and rewards for younger and older employees* is a high important and less implemented practice but *Providing the opportunity of working few hours per day or week for older employees, and Preparing flexible working schedules for older employees* are low important and less implemented practices in the five-star hotels. *Providing a fair treatment for younger and older employees, training and developing young and inexperienced employees, fairness in distributing working hours for employees of different ages,*
effective communication of management with employees of diverse ages, providing job security for younger and older employees have a high importance with a high implementation in the food and beverage departments.

Older employees are people who are over 55 years in age (Parry & Tyson, 2011). While young people are between 16 and 18 years old (Booth et al., 2009). HR, recruitment, and restaurant managers defined older employees as people who are 35 years old and more. One of the reasons for increasing the number of younger employees in the five-star hotels is that many of the older ones are not satisfied with the bad conditions in the hotel sector leading to their quitting. The recruitment of new individuals who are of 35 years and above is not encouraged in the F & B departments in such positions as waiters, waitresses, or busboys. More, HR managers hire them in managerial positions if they have the required experiences and skills. Most employees in the F & B departments belong to ages less than 25 years old; and 25 and less than 35 years old, because they are more energetic. This agrees with the study of Lucas (1993) who assured that the hospitality operations concern about younger workers more than older ones; and the study of Furunes and Mykletun (2005) who stated that few Norwegian hospitality managers prefer to recruit older employees. But, Magd (2003) claimed that there are advantages for older employees in small and medium-sized hospitality operations in Scotland. Moreover, older people are able to perform tasks in a proper way, because they have more experience than younger ones (Furunes & Mykletun, 2005).

Equal traits should be provided for older workers (Barak, 2013). Also, this practice is highly implemented for both younger and older employees in the Egyptian five-star hotels. Booth et al. (2009) stated that it is necessary to avoid unfairness in the treatment of young personnel regarding long working hours and tough works. Additionally, the present study resulted that different ages are provided with fair working hours in the five-star hotels. Focusing on skills and experiences of candidates during the interview rather than their ages; and Focusing on abilities and performance of employees rather than their ages during their performance evaluation are less important and highly implemented practices in the five-star hotels. Focusing on skills and experiences of candidates during the interview rather than their ages is a very important practice for individuals of ages between 35 and less than 45 more than the age group of 25 and less than 35. This means that older individuals are often more experienced than younger ones, so they prefer hotels focusing on their skills and experiences during the interview rather than their ages. Focusing on abilities and performance of employees rather than their ages during their performance evaluation is very important for both employees of ages between 35 and less than 45; and between 25 and less than 35. More, these two practices are critical as indicated by Creer (2013).

6. THEORETICAL AND PRACTICAL IMPLICATIONS

Theoretically, the present study provided weighty contributions to the management of age diversity in the Egyptian hotel sector and formed one of the first empirical studies conducted in Egypt on workforce diversity. It aimed at investigating and analyzing the importance-implementation of ADMPs in the Egyptian five-star hotels, specifically in Cairo and Sharm El-Sheikh cities. It had a high value in the field of research since managerial- and entry-level F & B employees, and human resources managers participated in it. As well, diversity was achieved in the sample since independent, chain-affiliated, city, and resort five-star hotels were surveyed. Written and formalized diversity management practices should be implemented properly by all managerial-level employees to satisfy entry-level ones. More, an ongoing development of management practices should be
accomplished according to the need of employees and organizational culture. It is critical to benefit from age diversity in the workplace to increase creativity, productivity, profitability, and to reduce job conflicts. To add, upper management in hotels should encourage the recruitment of diverse employees to achieve the operational success.

Managerial-level employees have to be educated and trained by the Egyptian ministry of tourism about valuable diversity management practices and how to be implemented efficiently and effectively in order to build a positive workplace. Additionally, qualifications, experiences, and skills should be taken into consideration during the process of recruiting managers to be able to create a good workplace in the food and beverage departments. Criteria of recruitment and evaluating employees’ performance have to be equal. More, diverse employees should be fairly respected and motivated by managers. Hotel managers should train employees about how to deal with each other in a respectable manner. Cooperation and creating dialogues among upper management of hotels, F & B managers, and HR managers are vital to manage diverse employees in the F & B departments. F & B managers who wish to make employees more satisfied with their jobs, should give a big attention to the implementation of diversity management practices. To reduce the labour turnover in the Egyptian five-star hotels, F & B and HR managers are advised to implement the valuable diversity management practices efficiently and effectively.

The five-star hotels, specifically the F and B departments have to focus on directing more efforts to achieve a high implementation of the high important practice; providing fair salaries and rewards for younger and older employees. Moreover, the F & B departments should sustain the high implementation of the high important ADMPs; providing a fair treatment for younger and older employees, training and developing young and inexperienced employees, fairness in distributing working hours for employees of different ages, effective communication of management with employees of diverse ages, and providing job security for younger and older employees. HR managers can hire older people at the age of 35 years and above in food and beverage managerial positions if they have the required experiences and skills. Additionally, it is recommended to recruit younger people who are less in age than 35 years old in high-needed efforts jobs in the food and beverage departments, such as captains, waiters, or busboys. Five-star hotels during the interviews should focus on ages, skills, and experience of the candidates that are to be hired in F & B departments. Actually, these hotels are advised to concentrate on abilities and performance of personnel rather than their ages during their performance evaluation. Less-classified hotels can accomplish the success in their marketplaces and workplaces by benchmarking the high important ADMPs. Ultimately, educational curriculums of faculties and institutions of tourism and hotels should be provided with diversity management practices to help the hospitality students have great knowledge.
REFERENCES


Abstract

Deceptive or unethical marketing practices have become a growing phenomenon that practiced by many tourist organizations. This study investigates the perception of marketing deception practices in all element of marketing mix (7ps) from hotel guests’ perspective, and testing the impact of these practices on consumers’ overall image (cognitive image and affective image, intention to recommend and intention to revisit). The study utilized the intercept and judgmental sampling method. The research population is the guests who had experienced hotel services in Alexandria and Matrouh in Egypt. A total number of 320 questionnaires were distributed. The outcomes affirmed the existence of marketing deception in all seven elements of marketing mix, which negatively influence consumers’ image (cognitive image, affective image, recommend intention and revisit intention). The findings implied that hotels and marketers are practicing marketing deception in all elements of marketing mix (7ps) with a high degree, which lead to a negative consumers’ image regarding the hotel experience. The study provided valuable recommendations to reduce the phenomenon of marketing deception and increase the awareness of consumers and hotel toward these practices and its negative effects.

Keywords: marketing deception, cognitive image, affective image, intention to recommend, intention to revisit.
Introduction

The hospitality and tourism industry is vulnerable to deceptive, unethical, and misleading marketing practices due to hypercompetitive market environment and the inherent characteristics of the service sector; inseparability, intangibility, and variability. The industry relies on frequent marketing deception practices to influence the consumer to make improper purchasing decisions that lead to an increase of sales and profits. Notwithstanding, the consumer will soon realize that he has been manipulated or deceived by the marketer, which may lead to the loss of financial resources and market position of the marketer or the organization in the long-term. Specifically, marketing deception practices have negative consequences on both the consumer and the organization (marketer). It leads to consumer dissatisfaction, doubt, loss of confidence, and increase distrust which lead to negative behavioral intentions (intention to repurchase and intention to recommend). On the other hand, the organization suffers from high long term losses; bad reputation, loss of customers and loss of investors, loss in sales, and negative attitude toward the brand. Deception may take any form of misrepresentation, omission, or misleading practices in any element of the marketing mix. The marketer may manipulate or hide significant information about the product or service quality, names, brands, price, promotion place, methods or information such as weight, value, history, fat, protein, calorie, and so on. (Yeung, 2004; Yaman & Gurel, 2006; Darke and Ritchie 2007; Beck et al, 2007; Özdemir & Tokol, 2009; Abu-Rumman and Al-Zeedat, 2010; Xie and Boush, 2011; Tilikidou, and Delistavrou, 2011; Salaymeh, 2013; Lee and Tsang, 2013; Hashem, 2013; Siham, 2013; Knani, 2014; Germelmann and Held, 2014; Ullah, and Hussain, 2015; Gaber, et al, 2018; Nicolaides, 2018).

The problem of this study is the increasing of marketing deception practices in the service sector in general and in the tourism and hospitality sector in particular. Deceptive marketing is a growing phenomenon that has become practiced by many tourist organizations. This is especially in the emerging markets in the developing nations where consumers are vulnerable to appealing marketing in which the real facts are frequently hidden. The growth of this phenomenon is due to globalization, intensive rivalry, technological advancement and the availability of consumer alternatives, which are an incentive for many companies to encourage marketing deception in different ways. The specific problem is that numerous hotels fall into the snare of dishonestly marketing their products without considering the consequences of their deception practices. Numerous organizations obtrusively lie, misrepresent, distort or hiding the facts when marketing their products or services to consumers so as to deceive and tempt them into purchasing products and services. Numerous hotels do not having a clear code of ethics and do not always consider the ethical basics. Some hotels view ethics to be a restriction on their profitability. When making marketing decisions, numerous organizations focus on achieving the company profits and ignoring at the same time to address consumer needs and community interests in the long-term. Although, consumers realize that there is a marketing deception, they do not have adequate knowledge about deception techniques, and they are frequently unable to discover and avoid it (Aditya, 2001; Yaman & Gurel, 2006; Brian et al, 2006; Beck et al, 2007; Kotler, 2007; Abu-Rumman and Al-Zeedat, 2010; Tilikidou, and Delistavrou, 2011; Chaouachi and Rached, 2012; Lee and Tsang, 2013; Hashem, 2013; Knani, 2014; Hersh, and Aladwan, 2014; Nekmahmud, et al, 2016; Al-Zyadat, 2017; Ullah, and Hussain, 2015; Gaber, et al, 2018; Nicolaides, 2018).

Despite that numerous organizations across all sectors have used the marketing deception practices; there is a research gap in understanding these practices and its effect on consumers’
image. First, studies on ethic issues in the hospitality industry are limited compared to those undertaken in the more general business area. Second, the marketing deception subject has received great interest of scholars and consumer protection associations in the developed countries. Meanwhile, it has not received such interest in the Arab and developing countries and there a few studies on this subject. The role of official bodies and consumer protection associations in marketing deception in developing countries is still extremely limited and below the level of desire. Third, most previous studies have examined marketing deception in one dimension of the marketing mix. There is a lack of studies that have dealt with it as a whole, or with all dimensions of marketing mix elements. Fourth, previous studies dealt with marketing deception on the one perspective and consumer’s image on the other. There is a lack of studies on the marketing deception practices and its impact on consumers’ image and behavioral intentions, particularly in the hotel sector (Aditya, 2001; Yaman & Gurel, 2006; Darke, and Ritchie 2007; Tipton, et al, 2009; Abu-Rumman and Al-Zeedat, 2010; Lee & Tsang, 2013; Knani, 2014; Ullah, and Hussain, 2015; Al-Zyadat, 2017; Gaber, et al, 2018; Nicolaides, 2018).

In light of the problem of the study and the lack of studies that addressed marketing deception practices topic and its relation with consumers’ image in the hotel sector, this study examines the hotel marketing deception practices and its impact on the image of consumers in Egypt. Therefore, the purpose of this study is to answer the following questions:

1. Are there marketing deception practices in all elements of the hotel marketing mix in Egypt from consumer perspective?
2. Is there an effect of marketing deception practices on hotel consumers’ image (cognitive, affective, intention to recommend, and intention to revisit)?

**Study Objectives**

The study investigates marketing deception practices in all elements of marketing mix and its effect on the image of the customers in order to enhance the awareness of these practices and its consequences. Specifically, the study examines the impact of marketing deception practices in the seven marketing mix dimensions (7p’s) (product, price, promotion, place, personnel, process, and physical evidence) on the four dimensions of consumer’s image (cognitive, affective, intention to recommend, and intention to revisit). The specific objectives are to:

1. Assess the perception of marketing deception practices from customer perspective in the hotel sector in Egypt.
2. Assess the effect of marketing deception practices on consumer’s image (cognitive, affective, intention to recommend, and intention to revisit)
Literature Review

1- Marketing Deception

The Merriam-Webster Dictionary (2018) defined deception as “the act of causing someone to accept as true or valid what is false or invalid”. According to American Marketing Association Dictionary (2018), deception is “an unethical sales practice involving withholding information or telling white lies”. Deceptive marketing is “any advertising or promotion that misrepresents the nature, characteristics, qualities or geographic origins of goods, services or commercial activities” (The Free Dictionary, 2018).

From a legal perspective, the Federal Trade Commission (FTC) (1983) defined deception as any “misrepresentation, omission or practice that is likely to mislead the consumer acting reasonably in the circumstances, to the consumer’s detriment”. However, the FTC’s definition is focused more on legal issues; it is ignored three elements from psychological perspective: (a) the actually or potentially misleading act, (b) the reasonableness of the consumer’s response before the deceptive act, and (c) the material effects of the act for the consumer. The marketing deception should be addressed additionally from psychological, social, and ethical perspectives (Chaouachi and Rached, 2012).

From a social perspective, Aditya (2001) defined deception in marketing as “any act, claim or message that (a) causes at least some consumers acting reasonably to make decisions that they would not otherwise make, (b) leads at least some consumers acting reasonably to believe something about the product, brand or manufacturer that is not verifiably true or (c) has the potential to foster distrust of any kind, general or specific, or in other ways causes an erosion of ethical values deemed desirable in society”. Accordingly, there are two main types of deception: commission deception through an act that misleads the target party and omission deception through a failure to act. From consumer behavior perspective, there are two main types of deception: legal deception and behavioral deception. The behavioral perspective focused on the gap between fact and belief and therefore focused on misleading aspects of communication (Xie and Boush 2011; Chaouachi and Rached, 2012; Germelmann and Held, 2014).

Marketing deception can be defined as “a misleading technique used by marketers to increase sales and earn more, but these profits are only in the short term, because the consumer will soon discover this misleading method and it will not be easy to fall into it again” (Piccolo, et al, 2017). Marketing deceptive is “unethical behavior between the buyer and consumer, which is intended to deceive the consumer when promoting a product” (Al-Zyadat, 2017). Gaber, et al (2018) indicated that marketing deception is “every marketing practice or transaction between the marketer and the consumer involves the creation of a negative impression (consumer judgment) on the consumer at or after the deal, often accompanied by the structure of the marketer in deception resulting in an improper purchase decision that harms the consumer”.

As shown in Figure 1, Serota and Levine, (2013) provided a generalized model of marketing deception and considered deceptive marketing as “the failure to fully disclose all pertinent information to a customer or to provide all agreed upon services”. Marketing deception is a marketing practice by which a consumer’s false impression is created toward the product and the
marketing mix elements which may lead to a consumer’s false decision which harming him in any way. Some marketers practice deception to influence the consumer to make incorrect purchasing decisions which leading to marketers’ positive outcomes through increasing sales and profits (Salaymeh, 2013). Germelmann and Held (2014) indicated that “deception occurs when a marketer tries to deceive a consumer by setting or maintaining a wrong expectation (i.e. an expectation that the product or service cannot objectively fulfill) through marketing communication”.

Areas of inquiry by marketing scholars are largely Framed by the FTC definition of deception

<table>
<thead>
<tr>
<th>Sender (marketer)</th>
<th>Message (advertisement)</th>
<th>Receiver (consumer)</th>
</tr>
</thead>
<tbody>
<tr>
<td>deceptively</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Puffery and other 'acceptable' lies</td>
<td>not injured</td>
<td></td>
</tr>
<tr>
<td>Judged truthful</td>
<td>Inaccurate (deceived)</td>
<td></td>
</tr>
<tr>
<td>Economic or physical injury</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Questions raised in the literature on deceptive marketing:

- Is there intent?
- Is it deceptive?
- Who is deceived?
- Is the deception perceived?
- Has there been material injury?

Figure 1: A Generalized Model of Marketing Deception (Serota and Levine, 2013)

Marketing deception has negative consequences on both the consumer and the organization (marketer). More specifically, perceived marketing deception leads to consumer dissatisfaction, doubt, loss of confidence, and increase distrust which lead to negative behavioral intentions (intention to recommend and repurchase). Moreover, business organizations that involved in marketing deception will suffer significant long-run losses: bad reputation, loss of customers and loss of investors, loss in sales, and negative attitude toward the brand. Overall, marketing deception practices are a waste of the economic resources for the consumer and society as a whole (Darke and Ritchie 2007; Germelmann and Held, 2014; Gaber, et al, 2018).

Business organizations have been practicing marketing deception for many reasons. The first is the lack of awareness of the marketers toward the concept of deception and its negative effect on consumers, and the possible damage to the organizations that focus only on short-term profits while ignoring long-term profits. Another reason is the weakness and ineffectiveness of the role played by consumer protection associations, particularly in Arab and developing countries when compared with the foreign countries. Moreover, another cause is the negligence of consumers for reporting deception which they have perceived or experienced, and demanding a compensation for the harm caused by marketing deception. Moreover, another motive is the lack of legislation, laws and penalties on organizations which practice marketing deception. Finally, the lack of
awareness of consumers toward the methods of marketing deception, and consumers’ inability to detect, learn and benefit from the deception situations in any way (Gaber, et al, 2018).

2- Marketing Deception Practices

There are many marketing deception methods and techniques which gathered into the following areas (Hashem, 2013):

1. Deception practiced by marketers and producers towards the consumer in different areas such as title, contents and components, price, contrast and manipulation of marks, bad promotion and other different issues.
2. Decrease the supply of products in the quantity required or hidden for the purpose of causing speculation in the circulation of goods in the market and increase prices.
3. The degree of the commitment to present and display the right data and facts that represent the truth of the advertised products and through different promotional tools.

Particularly, marketing deception can take numerous types of misleading, misrepresentation, or omission practices in any component of the marketing mix (7p) (Brian et al, 2006; Özdemir & Tokol, 2009; Abu-Rumman and Al-Zeedat, 2010; Tilikidou, and Delistavrou, 2011; Salaymeh, 2013; Hashem, 2013; Siham, 2013; Hersh, and Aladwan, 2014; Nekmahmud, et al, 2016; Gubiniova and Bartáková, 2017; Gaber, et al, 2018; Chonko and Hunt, 2000):

1. **Product** deceptive practices may incorporate utilizing a trademark, name or brand similar to the original or famous ones. It also includes the lack and insufficient information about product or service characteristics such as size, weight, degree, content, product origin, location, brand, nutritional value, fat, protein, calories, salts, guarantee and post selling services and so forth. It may contains hide the country of origin and the claim of another country of origin, mix high quality products with inferior quality products and sell them together as high quality, manipulate the date of validity without regard to consumer interest, and the imaginary development of the product or service.

2. **Price** deceptive practices can include any practice that makes customers believe that the price they pay for a product or service is lower than it actually is. It includes offer illusive sales or fake discounts on prices, advertising misleading prices, set a high price to inspire high quality, add sales tax on some non-taxable products, and decreasing the prices of goods whose validity is nearing completion.

3. **Promotion** deceptive practices may include any attempt to provide false advertising and sales promotion. It includes misleading and insufficient information, advertising with a high degree of exaggeration and exaggeration, hiding a fact or important information about the product, organizing fake competitions for consumers, fake cuts in prices, placing photos of products with certain ingredients on billboards or menus while the truth they are not on offer, advertise to create the impression that they ‘help’ society, and state they are ‘the best’ in what they do.

4. **Place** (distribution) deceptive practices include the poor transport, transfer, and distribution of a product which does not meet the standards, lack of information of the production sources and product location, false or poor product delivery method, deception in reservation and guiding signs, setting the price without stating the unit weight, claim increase prices from the source, reduce price or change its identity in case of damage or
expiration, sell free samples which are not in fact the right of the consumer, embarrassing personal information about the consumer through the Internet, the false announcement that all services and products are available in the place (organization) while the truth is otherwise, and deception through the Internet and electronic booking.

5. **Process** deceptive practices include manipulate the procedures and processes of producing and offering products and services in ways that appear to be contrary to reality, incompatibility of the service actually provided with the agreed service, deception in the quality of service or product offered, manipulation of the production of food and beverage such as mixing natural juice with industrial juice or frozen meat with fresh meat or local meat with imported meat, and claiming that procedures used to provide the long term service warrant the high price.

6. **Personnel (people)** deceptive practices include manipulate the skills, appearance, response, contact of people in processes and production of an organization. It includes an incompatibility between the requirements for providing the service and the expertise and scientific qualifications of the service providers. Finally,

7. **Physical evidence** deceptive practices include the practices of false description of tangible items such as furniture, equipment, design, décor, color, and appearance. It is the incompatibility and inadequacy of the environment of the organization with the advertised product or service specification. The researcher summarized the marketing deceptive practices in the marketing mix elements (see Questionnaire and Appendix 2).

### 3- Components of Image

Scholars in several disciplines and fields agreed that the image construct has three main components: cognitive evaluations, affective evaluations, and conative/behavioral evaluations. This three-component model has been proposed in numerous discussions of attitudes, particularly in the area of marketing (Lin, *et al.*, 2007; Bigné, *et al.*, 2008; Yuksel *et al.*, 2010; Agapito, *et al.*, 2013; Basaran, 2016; Slabbert, and Martin, 2017; Ghazi, and Ammar, 2018). According to this model, image is a construct consisting of three main components:

1. **Cognitive/Perceptual evaluation** refers to the consumers’ thoughts, beliefs, and knowledge formed through direct interaction with product or service offerings, or through processing secondary sources of information, such as word-of-mouth and advertisements.
2. **Affective/emotions evaluation** refers to the consumer’s feeling, emotion, and mood reactions (liking/disliking) about an object.
3. **Conative/behavioral evaluation** refers to the consumer’s actual response or intention to repurchase or revisit, and intention to recommend or spread positive word of mouth. it is the action step based on result of both cognitive and affective evaluation.

### 4- Research Model and Hypotheses:

The research model is designed for explaining consumers’ perceptions toward hotel marketing deception practices, and its relation to their image ((Figure 2). The proposed model is based on the seven elements of marketing mix (7ps) and the three-component model of image (the cognitive-affective-conative). The marketing deception practices are measured by the seven
marketing mix elements (Product, Price, Promotion, Personnel, Process, Place, and Physical evidence). On the other hand, the overall consumers’ image is measured by cognitive evaluations as well as affective evaluations that lead to their conative/behavioral evaluations (intention to recommend, and intention to revisit) (Lin, et al, 2007; Bigné, et al, 2008; Yuksel et al, 2010; Agapito, et al, 2013; Basaran, 2016; Slabbert, and Martin, 2017; Ghazi, and Ammar, 2018). This model examines whether dimensions of marketing deception influence consumers’ assessment of cognitive, affective, and conative/behavioral evaluations (intention to recommend and intention to revisit), and whether cognitive and affective evaluations influences the conative/behavioral evaluations (intention to recommend and intention to revisit).

This model examines whether dimensions of marketing deception influence consumers’ assessment of cognitive, affective, and conative/behavioral evaluations (intention to recommend and intention to revisit), and whether cognitive and affective evaluations influences the conative/behavioral evaluations (intention to recommend and intention to revisit).

The study hypotheses test the existence of marketing deception practices from consumer perspective as well as test the effect of these practices on consumers’ image. A research model was proposed in which nine hypotheses were developed:

1. H1: There are marketing deception practices in all elements of marketing mix (7p’s dimensions) from hotel customer perspective at the level of importance ($\alpha \geq 0.05$).
2. H2: There is statistically significant effect of the marketing deception practices (7p’s dimensions) on consumers’ cognitive image at the level of importance ($\alpha \geq 0.05$).
3. H3: There is statistically significant effect of the marketing deception practices (7p’s dimensions) on consumers’ affective image at the level of importance ($\alpha \geq 0.05$).
4. H4: There is statistically significant effect of the marketing deception practices (7p’s dimensions) on consumers’ intention to recommend at the level of importance ($\alpha \geq 0.05$).
5. H5: There is statistically significant effect of the marketing deception practices (7p’s dimensions) on consumers’ intention to revisit at the level of importance ($\alpha \geq 0.05$).
6. H6: There is statistically significant effect of the consumer’s cognitive image on their intention to recommend at the level of importance ($\alpha \geq 0.05$).
7. H7: There is statistically significant effect of the consumer’s cognitive image on their intention to revisit at the level of importance ($\alpha \geq 0.05$).
8. H8: There is statistically significant effect of the consumer’s affective image on their intention to recommend at the level of importance ($\alpha \geq 0.05$).
9. H9: There is statistically significant effect of the consumer’s affective image on their intention to revisit at the level of importance ($\alpha \geq 0.05$).
Method of study

1- Study Type and Approach:

This research study used descriptive-analytical approach to investigate consumers’ perceptions of marketing deception practices in all elements of marketing mix and its effect on their image (cognitive, affective, intention to recommend, intention to revisit) in Egyptian hotels. The descriptive approach is used by reference to published literature related to the subject of the study from books, articles and previous studies to prepare the theoretical side of the research. The analytical method is used to analyze the data statistically and reveal the nature of the relationship between the variables of the study. Moreover, this study used deductive approach by developing a theory and hypotheses and then designing a research strategy to test the validity of hypotheses against the data (this call a top-down approach) (Saunders et al, 2009).

This study used two types of data sources. First, the secondary data (desk survey) were collected from the library sources and the audit review of previous studies on the subject of the study. It sets the pace for the development of the study theoretical framework, hypotheses, and survey questionnaire. Second, the primary data (field survey) were collected from fieldwork by using a written self-administered questionnaire that covered the theoretical framework and the hypotheses on which the study was based. The choice of questionnaire survey is mainly due to obtain relatively highest participation and high confidence that right person has responded. By questionnaire, the researcher has time to keep continuous contact when questions arise (Sekaran and Bougie, 2013; Saunders et al, 2009).

2- Data Collection Instrument

The questionnaire was developed to measure the practices of deception in the seven elements of marketing mix and its effect on image from the perspective of guests staying in Egyptian hotels. It was built based on the conceptual framework and hypotheses of the study through reviewing the literature relating to the concepts of marketing deception and consumer’s image (Figure 2). Moreover, it was adapted from previous developed scales to test marketing deception dimensions and image in the hotel context. The multi-item constructs validated in previous studies were modified to fit the study context. In particular, the final questionnaire consisted of three parts. The first part collected demographic information about each participant including age, gender, social status, educational level and income. The second part measures the consumers’ perception of marketing deception practices in the hotel marketing mix elements (7ps). It includes the practices reflecting deception in the seven elements (dimensions) of hotel marketing mix (product, price, promotion, process, personnel, place, and physical evidence). These practices and dimensions have been formulated based on the results of several studies (Chonko and Hunt, 2000; Abu-Rumman and Al-Zeedat, 2010; Salaymeh, 2013; Hashem, 2013; Siham, 2013; Hersh, and Aladwan, 2014; Gubiniova and Bartáková, 2017; Gaber, et al, 2018). The third part measures consumers’ overall image reflecting the four dimensions of image (cognitive, affective, intention to recommend, intention to revisit). It included 21 attributes adapted from several studies (e.g., Zeithaml, et al. 1996; Basaran, 2016; Slabbert, and Martin, 2017; Ghazi, and Ammar, 2018). “Cognitive/perceptual image” was measured with ten items, “affective image” was measured with six items and “Conative (behavioral) image” (intention to recommend and
intention to revisit) were measured with five items. All the constructs of second and third parts were measured with a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

3- Validity and reliability of instrument of the study

To Verify Content Validity, the first version of questionnaire was judged by interviewing a group of arbitrators specialized in hotel marketing to make right modifications. Many valuable information is provided to improve the content validity of the survey. Some items of the questionnaire have been modified and some have been deleted according to the comments of the jury or arbitrators. The changes made the statements more specific and easier to understand. To Verify Construct Validity, the questionnaire was surveyed to an initial sample size of 15 respondents of the study population. For convergent validity, the composite reliability (CR) and the average variance extracted (AVE) were calculated in order to determine whether the measurement variable was representative of the related construct. All AVEs exceed the cutoff value of 0.50, and all CRs exceed the cutoff value of 0.70. These results provided evidence for convergent validity of each of the constructs involved in the research model of the study. To Verify Reliability, the reliability steps was conducted on the same initial sample using Cronbach's Alpha coefficient (Sekaran & Bougie, 2013). The reliability or internal consistency (Cronbach’s alpha) for each measure, all dimensions, and total questionnaire was above the recommend value of 0.70, which indicating satisfactory internal consistency (Fornell & Larcker, 1981; Hair et al, 1998). Thus the final questionnaire is valid and reliable for application to the basic study sample.

For ethical considerations, the questionnaire was accompanied by a covering letter that emphasized the significance of the issue under investigation but also stressed that participation in the study was voluntary. The respondents were advised that the data collected would be used solely for the purpose to address the research topic. The removal of any personal identifying information or data was the means to maintain confidentiality.

4- Sampling Plan and Procedures

The research population is the guests who had experienced services offered in hotels in Alexandria and Matrouh in Egypt (the northern coast of Egypt). The study used the intercept and judgmental sampling method. Judgmental sampling was employed as only guests who had experienced facilities and services offered in hotels were invited to participate in the study as they have the previous experience through their stay in hotels. The study used an intercepting sample in the two cities (Alexandria, and Matrouh). Consumer intercept survey aims to intercept consumers or potential consumers in their natural environment and deliver a short structured questionnaire on their consumer habits, preferences, perceptions or behavior. The advantages of consumer intercept surveys are the speed in which they can be conducted, their low cost, person-to-person interaction, and the ability to poll a large number of consumers. The major disadvantage of the consumer intercept survey method is that it entails "convenience sampling" meaning that especially in the case of small samples; results may not be as representative as samples developed through random or stratified sampling. However, intercept surveys remain a
powerful technique, and in many cases can approach the reliability of much more expensive and objective sampled samples (Aaker et al, 2013).

The researcher intercepted guests in hotels and tourist sites in Alexandria and Matrouh in Egypt. Fieldworkers approached the respondents from September to October, 2018, explained the goal of the survey and asked for respondents to participate on a voluntary basis. The researcher explained for each of them how to use the questionnaire and made sure that the consumer had experienced the hotel services. A total number of 320 questionnaires were distributed. 221 were returned and 15 were neglected for incompleteness. 206 usable samples were obtained with a response rate of 64%. The respondent profile is summarized in Table 1.

<table>
<thead>
<tr>
<th>Demographics</th>
<th>Frequency</th>
<th>(%)</th>
<th>Travel purpose</th>
<th>Frequency</th>
<th>(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
<td>Male</td>
<td>108</td>
<td>52%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Female</td>
<td>98</td>
<td>48%</td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td></td>
<td>Leisure</td>
<td>134</td>
<td>65%</td>
</tr>
<tr>
<td>16-24 years</td>
<td>27</td>
<td>13%</td>
<td>Work</td>
<td>57</td>
<td>28%</td>
</tr>
<tr>
<td>25-34 years</td>
<td>20</td>
<td>10%</td>
<td>Other</td>
<td>15</td>
<td>7%</td>
</tr>
<tr>
<td>35-44 years</td>
<td>43</td>
<td>21%</td>
<td>Below secondary school</td>
<td>22</td>
<td>11%</td>
</tr>
<tr>
<td>45-54 years</td>
<td>50</td>
<td>24%</td>
<td>Secondary school</td>
<td>30</td>
<td>15%</td>
</tr>
<tr>
<td>55-64 years</td>
<td>55</td>
<td>27%</td>
<td>High school</td>
<td>109</td>
<td>53%</td>
</tr>
<tr>
<td>over 64</td>
<td>11</td>
<td>5%</td>
<td>University degree</td>
<td>30</td>
<td>14%</td>
</tr>
<tr>
<td>Nationality</td>
<td></td>
<td></td>
<td>Postgraduate degree</td>
<td>15</td>
<td>7%</td>
</tr>
<tr>
<td>Arabian</td>
<td>40</td>
<td>19%</td>
<td>Administrative worker</td>
<td>71</td>
<td>34%</td>
</tr>
<tr>
<td>Asian</td>
<td>60</td>
<td>29%</td>
<td>Executive manager</td>
<td>25</td>
<td>12%</td>
</tr>
<tr>
<td>American</td>
<td>55</td>
<td>27%</td>
<td>Freelance</td>
<td>35</td>
<td>17%</td>
</tr>
<tr>
<td>European</td>
<td>51</td>
<td>25%</td>
<td>Retired</td>
<td>55</td>
<td>27%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Unemployed</td>
<td>6</td>
<td>3%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Student</td>
<td>8</td>
<td>4%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Other</td>
<td>6</td>
<td>3%</td>
</tr>
</tbody>
</table>

5- Statistical Data Analysis

The descriptive and analytical methods were used through the SPSS 20.0 statistical program. Descriptive statistics, Confirmatory Factor Analysis (CFA), one sample T-test and Structural Equation Model (SEM) are used to explore the interrelationships between the study variables; product deception, price deception, personnel deception, promotion deception, physical evidence deception, process deception, cognitive image, affective image, intention to recommend, and intention to revisit. Results were interpreted as significant if the associated p-value was less than .05 and highly significant if p-value was less than .01. Hypotheses Tested by one sample T-test and Structural Equation Model (H0: p > 0.05  versus  H1: p ≤ 0.05).

Results
1- Validity and Reliability of the Measurement Model

The confirmatory factor analysis (CFA) using a maximum likelihood estimation method was conducted to assess the reliability and validity of the measurement model. The results indicated that the model adequately fits the data ($x^2 = 238.503$, $df = 58$, $p < .001$, RMSEA = .056, CFI = .953, NFI = .912). Consistency among the multi-items for each construct was assessed. All values of composite reliability exceeded the minimum requirement of 0.60 (Sekaran, and Bougie, 2013). Convergent validity was assessed. All AVE values were greater than the recommended minimum standard of 0.50 (Fornell and Larcker, 1981). Thus, convergent validity was satisfied. Discriminant validity was also tested. The AVE value for each construct exceeded the square of the coefficient representing its correlation with other variables, thus supporting discriminant validity (Fornell and Larcker, 1981).

2-Marketing Deception Assessment (Objective 1/Question 1/Hypothesis 1)

The five-point scale of the study was divided into five intervals to assess the consumer’s perception degree of marketing deception practices and dimensions (Very high: 4.21-5.00, high: 3.41-4.20, moderate: 2.61-3.40, low: 1.801-2.60, very low: 1-1.80). The results are shown in Table 2.

<table>
<thead>
<tr>
<th>Dimensions of Deception Practices</th>
<th>Descriptive Statistics</th>
<th>One Sample T-test</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean</td>
<td>S.D.</td>
</tr>
<tr>
<td>Price deception</td>
<td>4.26</td>
<td>0.92</td>
</tr>
<tr>
<td>Product deception</td>
<td>4.28</td>
<td>0.88</td>
</tr>
<tr>
<td>Physical evidence</td>
<td>4.15</td>
<td>0.76</td>
</tr>
<tr>
<td>Promotion deception</td>
<td>4.40</td>
<td>0.90</td>
</tr>
<tr>
<td>Personnel deception</td>
<td>3.87</td>
<td>1.01</td>
</tr>
<tr>
<td>Process deception</td>
<td>3.95</td>
<td>1.12</td>
</tr>
<tr>
<td>Place deception</td>
<td>3.80</td>
<td>0.83</td>
</tr>
<tr>
<td>Total</td>
<td>4.10</td>
<td>0.74</td>
</tr>
</tbody>
</table>

To test the first hypothesis, which answers the first question, one sample t-test was used as shown in Table 2. The average perception mean score of the seven marketing deception dimensions varied from 4.40 (the highest) to 3.80 (the lowest), out a 5-point scale. However, there was a distinction between the seven dimensions and a priority of perception was evident. The rankings in descending order of the perception mean scores of seven marketing deception dimensions were as follow: promotion deception (4.40), product deception (4.28), price deception (4.26), physical evidence deception (4.15), process deception (3.95), personnel deception (3.87), and place deception (3.80). This result implied that the levels of marketing deception have varied with the different elements of the marketing mix. It should be noted that the overall perception mean score of all marketing deception dimensions was 4.10, which was relatively high. It is greater than 3 (center-neutral) and also reached the significance level value of 0.000, which is less than 0.05. Moreover, the value of (t) of the marketing deception
dimensions was a statistically significant for all dimensions (at $\alpha \leq 0.05$). These results confirmed the existence of marketing deception in all elements of the hotel marketing mix. Therefore the first hypothesis is supported. This result emphasized that hotels and marketers practiced marketing deception on consumers with a high degree when marketing their services. This indicates a high degree of consumer perception and awareness toward the marketing deception practices in all elements of hotel marketing mix. The result indicated that customers have a high awareness that hotels and marketers depends on the various methods of deception in all elements of marketing mix when marketing their services. The high degree perception of market deception practices can be explained by the high desire of hotels to earn profits as much as possible. Moreover, there is no code of ethics in hotels in Egypt as well as the lack of an effective role of consumer protection associations in developing countries such as Egypt. The results of the study showed that hotels focus on achieving their interests in achieving profits without considering the interest of the customer and community.

3- Assess the Impact of Marketing Deception on Consumers’ Image (Objective2/Question 2/Hypotheses2-9)

Table 3: Results of the Structural Equation Model (n = 206)

<table>
<thead>
<tr>
<th>Hypothesized paths</th>
<th>Model summary</th>
<th>ANOVA</th>
<th>Coefficient</th>
<th>Hypothesis Result</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>R</td>
<td>R2</td>
<td>F</td>
<td>Sig</td>
</tr>
<tr>
<td>Deceptive practices on cognitive image (H2)</td>
<td>-0.74</td>
<td>-0.55</td>
<td>37.21</td>
<td>0.00</td>
</tr>
<tr>
<td>Deceptive practices on affective image (H3)</td>
<td>0.76</td>
<td>0.57</td>
<td>40.02</td>
<td>0.00</td>
</tr>
<tr>
<td>Deceptive practices on intention to recommend (H4)</td>
<td>-0.86</td>
<td>-0.81</td>
<td>152.43</td>
<td>0.00</td>
</tr>
<tr>
<td>Deceptive practices on intention to revisit (H5)</td>
<td>-0.81</td>
<td>-0.75</td>
<td>132.20</td>
<td>0.00</td>
</tr>
<tr>
<td>Cognitive image on intention to recommend (H6)</td>
<td>-0.18</td>
<td>-0.10</td>
<td>1.399</td>
<td>0.24</td>
</tr>
<tr>
<td>Cognitive on intention to revisit (H7)</td>
<td>-0.18</td>
<td>-0.10</td>
<td>1.453</td>
<td>0.15</td>
</tr>
<tr>
<td>Affective image on intention to revisit (H8)</td>
<td>-0.20</td>
<td>-0.10</td>
<td>1.873</td>
<td>0.14</td>
</tr>
<tr>
<td>Affective image on intention to revisit (H9)</td>
<td>-0.21</td>
<td>-0.13</td>
<td>1.638</td>
<td>0.16</td>
</tr>
</tbody>
</table>
Goodness-of-fit statistics: $\chi^2 = 641.33$, df = 226, $p < .001$, CFI = .96, NFI = .93, RMSEA = .058.

Structural equation modeling (SEM) was used to test the effect of marketing deception practices on consumers’ image, as shown in Table 3. When evaluating the effect of marketing deception on cognitive image and affective image. The results indicated that the seven marketing deception dimensions ($7p_3$s) had a statistically negative effect on both consumers’ cognitive image ($R = -0.74$, $F = 37.21$, $\hat{\beta} =0.786$, $p <.000$) and consumers’ affective image ($R = - 0.76$, $F = 40.02$, $\hat{\beta} =0.646$, $p <.000$). Moreover, adjusted $R^2$ of cognitive image indicated that 55 % of variance in cognitive image was explained by overall marketing deception dimensions. Therefore, the second hypothesis is accepted that there is a statistically negative effect of marketing deception dimensions ($7p_3$s) on consumers’ cognitive image. Additionally, the adjusted $R^2$ of affective image indicated that 57 % of variance in affective image was explained by overall marketing deception dimensions. Therefore, the third hypothesis is accepted that there is a negative effect of marketing deception dimensions ($7p_3$s) on consumers’ affective image. Overall, the results concluded that the seven marketing deception dimensions is negatively influence consumers’ cognitive image and affective image, supporting hypothesis 2 and hypothesis 3. This result implied that marketing deception dimensions was a significant negative predictor of consumers’ cognitive and affective image. Consequently, this result supported the negative effect of marketing deception on forming guests’ cognitive and affective image in hotel service experiences.

Similarly, when evaluating the effect of marketing deception on recommend intention and revisit intention. The results indicated that the seven marketing deception dimensions ($7p_3$s) had a statistically negative effect on both consumers’ intention to recommend ($R = -0.86$, $F = 152.43$, $\hat{\beta} =0.924$, $p <.000$) and intention to revisit ($R = - 0.81$, $F = 132.20$, $\hat{\beta} =0.849$, $p <.001$). Moreover, adjusted $R^2$ of intention to recommend indicated that 81 % of variance in intention to recommend was explained by overall marketing deception dimensions. Therefore, the fourth hypothesis is accepted that there is a negative effect of marketing deception dimensions ($7p_3$s) on consumers’ intention to recommend. Additionally, adjusted $R^2$ of intention to revisit indicated that 75 % of variance in intention to recommend was explained by overall marketing deception dimensions. Therefore, the fifth hypothesis is accepted which is there is a negative effect of marketing deception dimensions ($7p_3$s) on consumers’ intention to revisit. Overall, the results concluded that the seven marketing deception dimensions is negatively influence consumers’ intention to recommend and intention to revisit, supporting hypothesis 2 and hypothesis 3. This result implied that marketing deception dimensions was a significant negative predictor of consumers’ intention to recommend and intention to revisit. High deception levels spreading negative recommendations about hotel experience through word-of-mouth, directly or indirectly. High deception level did not retaining customers. Consequently, this result supported the negative effect of marketing deception on guests’ intention to recommend and intention to revisit in hotel service experiences.

On the other hand, the results demonstrated that cognitive image perceptions did not significantly influence intention to recommend ($R =0.189$, $F =1.399$, $\hat{\beta} = 0.074$, $p >.05$) and intention to revisit ($R =0.180$, $F =1.453$, $\hat{\beta} = 0.053$, $p >.05$), failing to support the sixth and seventh hypotheses (H6, H7). Similarly, affective image perception did not significantly influence intention to recommend
(R =0.202, F =1.87, β =0.044, p >.05) and intention to revisit (R =0.213, F =1.63, β = 0.048, p >.05), failing to support the last two hypotheses (H8, H9).

Overall, the results concluded that the seven marketing deception dimensions is negatively influence consumers’ cognitive image, affective image, recommend intention and revisit intention, supporting the four hypotheses (H2, H3, H4, and H5). This result implied/emphasized that the seven marketing deception dimensions is a significant predictor of consumers’ cognitive image, affective image, recommend intention and revisit intention regarding hotel experience. This means that the seven marketing deceptions contributes to consumer’s negative image in the Egyptian hotels. This result indicated that the seven dimensions of market deception were key antecedents of tourists’ negative image with hotel experience in the Egyptian hotels. This result implied that the seven dimensions of the marketing deception play a significant role in generating negative consumer’s image in the Egyptian hotels. On the other hand, the results concluded that cognitive image and affective image perception did not significantly influence recommend intention and revisit intention, failing to support the last four hypotheses (H6, H7, H8, H9). This result implied that cognitive evaluations and affective evaluations was not a significant predictor of recommend intention and revisit intention in hotel experience.

The study concluded that consumers have a high awareness that hotels and marketers are practicing marketing deception on all elements of marketing mix (7ps) with a high degree, which lead to a negative consumers’ image and behavioural intention regarding their hotel experience. Overall, while marketing deception dimensions was a significant predictor of cognitive image, affective image, intention to recommend and intention to revisit. Cognitive image and affective image was not a significant predictor of intention to recommend and intention to revisit. These results supported the negative effect of deception on consumers’ image and behavioral intentions in service experiences.

**Conclusion**

This study investigates consumers’ perceptions of marketing deception practices in all elements of marketing mix and its effect on their image (cognitive, affective, intention to recommend, intention to revisit) in Egyptian hotels. This study used descriptive-analytical approach and the intercept and judgmental sampling method. The research population is the guests who had experienced services offered in hotels in the Alexandria and Matrouh in Egypt. A total number of 320 questionnaires were distributed. **First**, the results confirmed the existence of marketing deception in all elements of the hotel marketing mix, supporting hypothesis 1. This result emphasized that hotels and marketers practiced marketing deception on consumers with a high degree when marketing their services. The result indicated that customers have a high awareness that hotels and marketers depends on the various methods of deception in all elements of marketing mix. **Second**, the results concluded that the seven marketing deception dimensions is negatively influence consumers’ image (cognitive image, affective image) and behavioral intentions (recommend intention and revisit intention), supporting the four hypotheses (H2, H3, H4, H5). This result implied that the seven marketing deception dimensions is a significant predictor of consumers’ cognitive image, affective image, recommend intention and revisit intention regarding hotel experience. The seven dimensions of market deception were key
antecedents of tourists’ negative image with hotel experience in the Egyptian hotels. Fourth, the results concluded that cognitive evaluation and affective evaluation did not significantly influence recommend intention and revisit intention, failing to support the last four hypotheses (H6, H7, H8, H9). This result implied that cognitive evaluations and affective evaluations was not a significant predictor of recommend intention and revisit intention regarding hotel experience. Overall, the findings implied that hotels and marketers are practicing marketing deception on all elements of marketing mix (7ps) with a high degree, which lead to a negative consumers’ image and behavioral intentions regarding hotel experience in Alexandria and Matrouh in Egypt.

Study Contributions and Recommendations

This study is relatively unique because it is one of the first studies that connect theory and practice between marketing deception practices in all elements of marketing mix (7ps) and consumers’ image and behavioral intentions. However previous studies examining deception in one area or dimension of marketing, this study examines deception in all marketing mix dimensions (7p's). It helps to give a comprehensive perception of marketing deception practices and its impact on consumers’ image and behavioral intentions. This study contribute to increase hotel consumers’ awareness of marketing deception practices and approaches in different marketing mix elements which increase their ability to detect and avoid deception practices and therefore avoid making wrong purchasing decisions. On the other hand, this study contributes to increase hotels and marketers awareness of the negative effects of deceptive practices on forming negative consumers’ image in the long term. Moreover, this study is an attempt to raise the interest of scholars and consumer protection associations in the subject of marketing deception in the Arab and developing countries. This can result in more studies related to it and further protect consumers from this type of deception.

The study provided recommendations to reduce the phenomenon of deception marketing practices and increase consumers’ awareness toward these practices because of their negative effects on society in general and customers and hotels in particular.

1. The study recommends the need to activate the role of marketing audit and control function on the implementation of the marketing ethics in hotels for its role in the formation of a positive image of the customer. Hotels should reconsideration of the organizational structure and the establishment of a special section that function. Hotels should conduct training courses and workshops for hotel managers and marketers to discuss the seriousness of marketing deception on brand image and the commitment to ethical and social responsibility of hotels towards the community and the consumer. Ethical behavior should be enforced throughout hotel culture and through hotel practices.

2. The study recommends the activation of the law of consumer protection. The official government bodies must address and review the legal legislation that protects the customer, and work to develop them to reduce the phenomenon of marketing deception and directing the necessary penalties for fraudsters. It should sets clear standards for advertising in various means, which gives them the right not to publish or broadcast any declaration with a picture of deception.
3. Activating the role of consumer protection associations on the control of marketing deception in the national markets, which is characterized by its weakness and lack of follow-up to many of the problems experienced by the domestic and foreign tourists.

4. The tourism ministry, hotel associations, or consumer protection associations should sensitize customers through distributing written instructions, announcements, newsletters and visual media in how to deal with hotels which practicing marketing deception.

5. The consumer should submit a complaint when exposed to marketing deception and his complaint should be followed-up by hotels, government agencies and consumer protection associations.

6. Conducting further studies and researches on the phenomenon of deception and ethical practices of the tourism sector in Egyptian society. Further studies can examine if there is a difference in the effect of marketing deception on the image of hotel customers due to the hotel category and consumer demographics.

7. Marketers and hotel should focus on achieving the balance between the three goals of marketing: the company's profits, the needs of consumers and the interests of society (Kotler, 2007).

8. Study Limits

1. Place limits. The study was limited to hotels in Alexandria and Matrouh in Egypt (the northern coast of Egypt).

2. Human borders: the study was limited to the consumers of hotels who had experienced hotel services. As these groups are more able to participate in the study effectively.

3. Time limits: The study was limited to September to October 2018.

4. Scientific borders: The marketing deceptive practices used in this study are considered for example, but not limited to, and therefore can be seen as representing most but not all practices. There may be other practices of marketing deception not addressed in the study.

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Abstract

This paper aims to investigate how ancient drama which flourished in Greek antiquity still represents a portal of touristic attraction and development. Ancient Greek tragedians (Aeschylus, Sophocles, Euripides) as well as Aristophanes’ comedies magnetize and attract tourists and students from Europe and the whole world.

In addition, touristic destinations where tragedy flourished (Athens, Epidaurus, Olympia, Delphi, Delos, etc) have a huge number of views from tourists. This paper suggests how touristic policies and measures can be more effective through promotion of Ancient Greek tragedy. The paper also suggests ideas and certain solutions that overpass the realistic problems of such a touristic and cultural perspective.

Keywords: ancient tragedy, publicity, touristic destinations
Introduction

Ancient tragedy born in Ancient Greece consists a very important cultural European heritage.\(^1\) From many tragedies written by the great tragic poets it is only pieces of Aeschylos, Sofocles, Euripides that were saved in their totality. Greek tragedy led to Greek comedy and, together these genres formed the foundation upon which all modern theater is based\(^2\). Greek drama is broadly accepted that culture and especially antiquity has played a most important role in tourism policy development in Greece from early on in comparison with other countries. Ancient architecture combined with cultural events has been one of the major elements of tourism policy. According to Mitchell & M (2012), art and especially modern aspects art such as cinema can be a way of boosting tourism flows in a country.

The combination of ancient theatre performances with archeological areas is one of the most appropriate applications of this approach.\(^3\) Martha & Kotsaki have supported the view that culture and especially antiquity have played a key role in tourism policy development in Greece from early on and in comparison with other countries. Ancient architecture when combined with cultural events and festivals is a very good way of promoting Greece as tourism destination\(^4\).

It is also today that are taking place actions of ancient drama (dances and songs), ancient orchesis from ancient tragedies of great tragics in big cities\(^5\). Through these events it is easily understood that the municipalities are reinforced and that the cities are shown to Greek and foreign tourists as having various parts and aspects of themselves.\(^6\) Athens with its rich cultural heritage can inspire its citizens and visitors. Also all over Greece, we can admire ancient Greek

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\(^1\) Markezinis, B. (2013), “Heritage of ancient Greek tragedy in European culture”, ed Sideris, p.573

\(^2\) Ancient History Encyclopedia, Greek tragedy http://www.ancient.eu?Greek_Tragedy/

\(^3\) Loukia, M.,Kotsaki, A. (2014) 'Ancient greek Drama and its Architecture as a means to reinforce tourism in Greece’, Elsevier ltd, abstract


\(^5\) According to the Society of development and touristic promotion of the municipality of Athens in the paedestrian zone of Dion.Areopagitou str, the visitors of Athens along with the Athenian citizens, could watch a short representation of Vakxes of Euripides, and Antigone of Sophocles. 20 students of the theatrical crew of the Drama School”‘Athenian Stage”, wearing theatrical dresses, wigs and masks.

drama performances, not so many of them though, and without systematic character towards tourist attraction.\(^7\)

According to Loukia Martha and Amalia Kotsaki, (2014) in their article ‘‘Ancient Greek Drama and its Architecture as a means to reinforce tourism in Greece’’ the undeniable cultural interest of the ancient theatre should be combined with a collective approach aiming in the maximization of the tourist product. {....}. Ancient theatres today, after the necessary excavations can host important performances and constitute a network in Greece. The proposed network would have to include archaeological sites with ancient theatres as well as other touristic attractions such as contemporary cultural centres, areas with outstanding natural beauty, thematic museums and religious destinations. Many of our theatres are being restored and some are used in the summer for performances.

Touristic industry is aiming to direct tourists knowing how they organize their trips according to legends and myths. The scope is to give ancient Greek drama a larger presence so to better promote touristic theatrical activities and to contribute to the building of theatrical sensibility among the people, by offering them entertainment of a multi-cultural nature and high aesthetic standards. Ancient Greek drama constitutes the basis of the contemporary European drama and an element of the world cultural heritage, has direct relevance to today’s world.\(^8\)

Ancient theatres are not limited but also comprise the Little Theatre of Ancient Epidaurus, spectator capacity of 2000, whilst ancient drama performances also take place at the ancient theatres of Elis near ancient Olympia, Thassos with spectator capacity of 2000, Philippi in Macedonia and Dodona in Epirus, one of the largest and well preserved theatres with spectator capacity 18,000\(^9\). In August 2013, the recently renovated theatre of ancient Messene in the Peloponnese was added to the list. Some of the most renowned Ancient Greek Theatres, among a list of 125 catalogued theatres, strewn all around Greece are the following:

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\(^7\) It is really important to see the effort of periphery in attracting tourist through ancient tragedy promotion. An example of this is the presentation from the theatrical stand where Oedipus killed his father Laios, and after then met his fate at the face of Sphinx. (initiative of the Cultural Society ‘‘The martyr Distomo and 218 slaughtered people’’). According to Sophocles, Oedipus killed Laios near Distomo area, in Tristraton, what states that these historical places can be combined with reminiscence of dead people, as dues to their offer to society.

\(^8\) Ancient History Encyclopedia, Greek tragedy http://www.ancient.eu?Greek_Tragedy/

Theatre of Dionysus built around 500 BC on the south slope of Acropolis the Theatre of Dionysus is the first theatre to have been constructed in the world and the oldest one in Greece. Odeon of Herodes Atticus hosts one of the most important cultural events in Greece, the Athens & Epidaurus Festival, hosting a great number of theatrical plays, ancient Greek tragedies and comedies and Concerts. Originally built in 161 AC, it is called Odeon as it was at first used mainly for music events\(^\text{10}\). Epidaurus Ancient Theatre designed by Polykleitos the Younger in the 4th century BC, it seats up to 15000 spectators and it is renowned for its stupendous acoustics whilst Delphi Theatre built with local Parnassus’ limestone, Delphi Theatre seats around 5000 spectators and it is found above the Temple of Apollo. According to Greek mythology, Delphi was the site of the Delphic Oracle and it was considered as the navel (center) of the world- the “Omphalos” of the earth! But last but not least, the oldest place which can be called a theatre is situated in Knossos\(^\text{11}\).

Many of the Greek theatres are being restored and some are used during summer period for performances. However, there are important perspectives of tourists attraction for all over the year which is fruitful for local societies.

However, there are important perspectives of tourists attraction for all over the year which is fruitful for local societies.\(^\text{12}\)

Methodology:

The study is based on the review of the international literature. In addition, the conclusions came out with qualitative data analysis (qualitative method of analysis). More specifically, the researchers visited the Castle of Mytilene and interviewed Greek and foreign tourists (with random sampling) for two consecutive summers 2017 and 2018.

\(^{10}\) [https://www.cycladia.com/blog/tourism-insight/top-ancient-greek-theatres?fbclid=IwAR0_8Klc53hSZhZbQxuTao6oKzAIcRLBL7DjVj6xRN8vQx3vRyyQGDP7c](https://www.cycladia.com/blog/tourism-insight/top-ancient-greek-theatres?fbclid=IwAR0_8Klc53hSZhZbQxuTao6oKzAIcRLBL7DjVj6xRN8vQx3vRyyQGDP7c).

\(^{11}\) [http://www.visitgreece.gr/en/culture/tourist_guides_take_us_around_ancient_theatres?fbclid=IwAR22E7sooFKU0qYVjiqcinLjnsSkxAk0xsZzhUOjQTTHhiiWP-TdJC2yZaKZM](http://www.visitgreece.gr/en/culture/tourist_guides_take_us_around_ancient_theatres?fbclid=IwAR22E7sooFKU0qYVjiqcinLjnsSkxAk0xsZzhUOjQTTHhiiWP-TdJC2yZaKZM).

\(^{12}\) “There is prolongation of touristic period in Greece, problems of the past are confronted in the best way and tourism in Greece was augmented by 40% since 2015. If there is stabiblity in the country, Greece in 2019 can host tourists all the year,” states Helen Kountoura, in National Exhibition of Tourism in Berlin.
In August 2017 they interviewed tourists attending "Backhes" by Euripides and in August 2018, tourists attending "Electra" by Sophocles. Among the researchers’ questions were:

1. How did they learn about the performance?
2. If it would be helpful to attend the performance with subtitles?
3. If the ancient drama attracted them to visit the area (the Mytilene castle)?
4. What are their proposals for further touristic development?
5. What are the opportunities and the challenges?

The conclusions were: 1. The main source of information was Internet.
2. The foreigners replied that the subtitles would help them, however most of them had already read ancient drama before.
3. Both Greeks and foreigners replied that ancient drama had a positive effect on their decision to visit the place and motivated their interest.
4. Opportunities and challenges as well as their proposals are presented below according to the research (Manola, M., Mastora, I. 2017, 2018).

**Opportunities:**

For this end, there should be certain tourist policy instruments through:

- The development of cultural tourism,

- the selection of new tourist destinations exploiting new financial and developmental tools,

- the implementation of new investments of cultural tourism in favour of financed and developmental tools:

  - Incorporation to European resources of financing in favour of modernization of cultural centres and theatres in order to be compatible to ancient drama performances.
  - Expansion of tourist product with supermodern tourist infrastructure, like modern convention centres and theatres with relevant hotel substructure, cultural areas, tuned up to natural and cultural municipal environment.
• The exploitation of worldwide brand name archaeological places hosting ancient theatres (Epidaurus, Delphi, Ancient Elis next to Olympia, Philippi Macedonia e.g.) so as the whole area can be enlarged to be a global touristic and cultural destination
• Researchers and students attraction towards universities in order to develop research and study of ancient tragedy (theatrical and classical studies).
• The ancient tragedy application as means of therapeutic practice (psychology and psychotherapy) according to Aristotle catharsis.
• The organization of conventions and seminars with main theme the ancient tragedy in remote areas of Greece.
• Enactment of more contests and festivals. A good example of this could be the International Festival of Greek Ancient Drama. ¹³(it is noted that the 22nd organization of the International Festival of Greek Ancient Drama was included in the commemoration of the European year of Cultural Heritage of 2018).
• The reinforcement of voluntarism so as to enable festivals and events to be best organized.
• The advance booking of tickets in an international basis.

Ismagilova et al. (2014) claim that “Thanks to tourist expenses additional money comes to a city economy. Growing number of tourists in region undoubtedly cause increase in production of a tourist products, creation of the active consumer market in the tourist center and growth of investment appeal of the local tourist industry”. Touristic industry has always been aiming to direct touristic view knowing how tourists think of organizing their trips based on symbolic prospects.

Challenges
In our effort to select local festivals and events with main subject of action ancient drama in order to attract tourists we confront several challenges:
- Timely programming of hiring seasonal personnel in order to avoid problems in archaeological sites, Museums, ancient theatres.
- Supply of specialized human resources.

¹³ https://greekdramafest.com/category/festival-2018-el?lang=el
- The expansion of the audience in local and foreign spectators by subtitling the performances in Greek and English.
- The coordination of civil and public sectors even in a pilot basis so as to promote cultural promotion of the periphery.
- The necessary peripheral unification of roads and traffic organization along with the system organization of parking areas.
- TV, radio and advertisement publicity of certain events of ancient drama. Moreover according to Croy & Heitmann (2011) many countries so far have used TV or cinema productions as a means of boosting their tourist flows. Winter (2002) points out that such campaigns have been proved to be very successful with famous films such as Tomb Raider and and actually scientific studies have confirmed increases in tourism flows to locations featured in movies and TV productions (Riley et al. 1998). According to Mitchell & Stewart (2012) Australia is an interesting case study because of Crocodile Dundee movies a fact that had a positive effect also in touristic flows of New Zealand. So even neighboring countries many get benefits from such ways of boosting tourism.
- Guarantee of quality, diversity of programs, and numerous raise of theatre productions.

**Conclusion**

Ancient tragedy born in Ancient Greece has always been considered the most important cultural heritage of all Europe. In this paper it was shown the major issue of tourist attraction through ancient drama. Also according to modern scientific literature Touristic policy is based on publicity, sensitization of people worldwide, on common policy in municipalities and communities, on reinforcement good practice of cooperation.

In order to achieve that goal certain difficulties and obstacles have to be surpassed mainly emphasizing on able schedules, programming, and quick peripheral and local organization.
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INTERPRETATION OF AUTHOR-RELATED LITERARY TOURISM SITES:
EVIDENCE FROM THREE SITES IN TURKEY

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Abstract

The actual places associated with authors’ lives are highly attractive in terms of literary tourists seeking authenticity, nostalgia and a connection with the author. Therefore, interpretation is a vital element in these sites. This study aims to evaluate how effective author-related houses in literary tourism and the extent to which they meet the expectations of literary tourists by examining their interpretation forms. In the study, three author-related houses in Turkey were chosen as case studies. These houses are; Necati Cumalı Memorial and Culture House located in Urla-İzmir, Sait Faik Abasıyanık Museum located in Burgazada-İstanbul and Namık Kemal House located in Tekirdağ. Data were gathered through observation and interviews with the authorities of these houses. The results of the study show that different interpretation forms are used in author-related houses, and each interpretation form has different degrees of influence on issues which literary tourists seek such as authenticity, nostalgia and emotional connection with the author.

Keywords: Literary tourism, literary sites, author-related houses, interpretation, Turkey
Introduction

Places associated with a famous person are an important component of the heritage sector (Smith, 2003). Especially the actual places where authors were born, lived and wrote up well-known literary works constitute essential values of touristic destinations as an element of cultural heritage. These values contribute to the tourism development of the destination if they are preserved by remaining faithful to their originality and if their sustainability is ensured. In these actual places which have an essential place in literary tourism, visitors are seeking traces of authors they admire.

Interpretation tells the story behind the scenery or history of an area and interpreters help convey a fuller appreciation and understanding of a place (Beck and Cable, 2011). There is a story of all objects in the house such as the author’s desk, typewriter, pen, books read, notes kept, manuscripts, various personal objects like hat, jacket, wallet, eyeglasses, alarm clock, etc. and various documents like identity card, passport, diploma, marriage certificate etc. Literary pilgrims want to re-listen to the real stories of these objects belonging to authors whom they know very well with an unforgettable experience. To meet these expectations of literary tourists interpretation is a vital element in literary sites.

Interpretation is the product of the interaction between the promotional aspirations of the developer and the diverse subjective reactions of the consumer (Herbert, 2001, p. 318). Literary place developers and managers decide the objects and the documents to be exhibited at the house and the decoration style of the house according to the message to be given. They adopt an interpretation approach by bringing together several interpretation techniques taking into account the characteristics of the literary tourists who constitute their target market. According to Beck and Cable (2011), interpretation is a process which visitors experienced and inspired first-hand, and in this process, interpreters have an essential role. They must be skilled communication and knowledgeable in literary place’s history and the related author. For interpretation decisions to be successful the interpretation principles to be addressed in the following sections must be taken into consideration.

This study aims to evaluate how effective three author-related houses in Turkey in literary tourism and the extent to which they meet the expectations of literary tourists by analysing their interpretation decisions with a qualitative approach. A conceptual framework on literary tourism and heritage interpretation was drawn first in the study, and afterwards, in the findings section, the data gathered by the techniques of interview and observation was analysed with descriptive analysis. Although Turkey has a potential concerning literary tourism, it is inadequate both as a type of heritage tourism and as an academic area. The number of studies focusing the relationship of tourism and literature, choosing the literary sites as a research area, discussing essential concepts in the field of literary tourism or investigating the motivations of literary tourist is deficient. Therefore, this study is important due to it will increase the awareness of Turkey’s literary tourism potential.
Theoretical Framework

Literary Tourism

Literary tourism which is a significant and growing sector of the tourism industry originates when the popularity of a literary depiction or the stature of an individual author is such that people are drawn to visit the places that the author wrote about or was associated with (Busby and Klug, 2001). There are various studies classify types of literary tourism. However, the first and most widely accepted study is Butler’s (1986) study. Subsequent studies have adapted these categories of Butler or have added new categories to this classification. Butler classified literary tourism types into four groups (Butler, 1986 as cited in Busby and Klug, 2001):

1. **Aspects of homage to an actual location:** This classification mostly includes the actual places associated with an author. These sites are usually the house where the author was born, lived or died, the house or another place where the author wrote his works and the graveyard of the author.

2. **Places of significance in the work of fiction:** Tourists may be drawn to literary places that form the settings for novels. Fiction may be set in locations that authors knew, and there is a merging of the real, and the imagined that gives such places a special meaning. Fictional characters and events often generate the strongest imagery (Herbert, 2001).

3. **Appeal of areas because they were appealing to literary and other figures:** This category includes destinations that address literary figures. It contains the development and marketing exercises of destinations by the public and private sector regarding literary tourism.

4. **The literature gains popularity in a sense that the area becomes a tourist destination in its own right:** This category implies that a destination turns into a touristic destination without any effort by the popularity of an author or a literary work.

Busby and Klug (2001, p. 321) who proposed ‘travel writing’ as the fifth type of literary tourism defined travel writing as ‘a vehicle through which places and people have been reinterpreted and communicated to wider audiences’. Studies in this type of literary tourism are usually conducted through guidebooks. ‘Film-induced literary tourism’ was proposed by Busby and Laviolette (2006, p. 149) as the sixth type of literary tourism. The authors defined film-induced literary tourism as ‘tourism resulting from enhanced interest in a destination, secured through reading the literature after viewing the screenplay’. The seventh and eighth types of literary tourism were suggested in the published report by Mintel (2011). These types of Mintel suggested are ‘literary festivals’ and ‘bookshop tourism’. Mintel’s report has mentioned about literary festivals as primarily in the UK there are a vast number of yearly events in which participants can interact with the authors or other celebrities easily as well as the authors have the chance to promote their literary works. Bookshop tourism which is the eighth type of literary tourism is the visitation of tourists to local bookshops for the destination-related works such as guidebooks and maps or books are written by local authors (Hoppen, Brown, & Fyall, 2014 as cited in Mintel, 2011).

This study is included in the category of actual places related to the author which is the first type of literary tourism. These sites attract people who have an intrinsic interest in the authors’ personal life stories. The visits allow contact with places closely associated with
admired authors, allows sight of, and perhaps the chance to touch, artefacts or memorabilia; the setting enhances the experiential quality of these contacts. They have connections not just with the life of the authors but also with the literary works which the authors created. There is a merging of the fact and the fiction which gives such places a special meaning (Herbert, 1996). Robinson (2002) suggested that the house of author is arguably the most powerful tourism resource with appeal across a range of markets. Authors’ houses allow tourists to engage in several emotional experiences and activities. These places are a source of intimacy, authenticity and insight into the mystery.

In literary tourism literature, there are many studies investigated the houses of authors especially associated with Europe which are open to tourism today. These authors are Dylan Thomas, Jane Austen (Herbert, 2001); John Milton (Santesso, 2004); Robert Burns (Bhandari, 2008); Mary Russell Mitford (Booth, 2008); Honoré de Balzac (Petroman, Petroman, & Brătulescu, 2008); Vladimir Nabokov, Alexander Pushkin (Wallace, 2009); Virginia Woolf (Robertson and Radford, 2009); Lord Byron (Busby and Shetliffe, 2013); Anne Frank (Busby and Devereux, 2015; Hartmann, 2013) and Gabriele D’Annunzio (Gentile and Brown, 2015).

There are some essential concepts for actual places related to authors in literary tourism. These are interpretation forms, authenticity, commodification, literary awareness and emotional connection with the author. Although these concepts are related to each other, it would not be wrong to say that in search of authenticity comes first in actual literary places associated with authors. MacCannell (1973) first introduced the relevance of authenticity to tourism. According to MacCannell, tourists are driven by the need for experiences more profound than those associated with the ‘shallowness of their lives’ (MacCannell, 1973, p. 590 as cited in Fawcett and Cormack, 2001, p. 688). Tourists are seeking ‘real thing’ in other words an ‘authentic experience’, but they also want evidence that these things are authentic (Stiebel, 2004). For this reason, authenticity requires careful interpretation regarding place planners or managers. Interpretation which is the subject of this present study is a vital element in literary places associated with the author as in all historical and cultural sites. Other concepts that are sought in actual literary places together with authenticity are nostalgia and the emotional connection with the author. Nostalgia links to emotional involvement with the past, the evocative power of objects and the need to escape a less meaningful present (Gentile and Brown, 2015). The emotional and intellectual relationships between the author and the reader also bring up literary awareness which is another crucial concept regarding literary tourism. Literary awareness refers to the level of knowledge and interest in the author or his/her works.

**Heritage Interpretation**

Heritage interpretation is about explaining the characteristics and significance of a place, its features and its history. This explanation is for residents and visitors, anyone who has an interest in the natural and cultural heritage, the people and the visual and emotional experiences of a heritage site (HISA, 2015, p. 6). According to Freeman Tilden who made the first definition of heritage interpretation, interpretation is ‘an educational activity which aims to reveal meanings and relationships through the use of original objects, by firsthand experience, and by illustrative media, rather than simply to communicate factual information’ (Tilden, 1977, p. 8). Education is the key characteristic of Tilden’s definition, as the main component of the interaction between heritage site and visitors. As is an integral part of heritage tourism, heritage
interpretation involves experience, understanding and enjoyment of the values of cultural heritage by visitors at heritage sites. By communicating the meaning of a heritage site, interpreters facilitate understanding and appreciation of sites by the general public. They also create public awareness about the importance of heritage and its protection (UNESCO and IFT, 2007, p. 90).

Heritage interpretation can be delivered in many ways. One of these ways is a personal interpretation. Personal interpretation involves people such as tour guides, rangers and museum guides explaining to individuals or groups the significance of their site. This interpretation allows the interpreter and the audience to ask questions of each other and to engage in conversations about the site (HISA, 2015). Non-personal interpretation includes exhibitions, panels, signage, digital presentations, websites, recorded audio guides and printed information such as brochures, leaflets, guidebooks, books, maps.

There are many studies about the interpretation of literary places. It is seen that some studies focused on the interpretation strategies of literary sites by evaluating these strategies in terms of site management or by investigating how these interpretation decisions affect the literary tourists’ experiences (Ashworth and Ashworth, 1998; Booth, 2008; Fawcett and Cormack, 2001; Fox, 2008; Gothie, 2016; Hartmann, 2013; Herbert, 2001; Jia, 2009; Marques and Cunha, 2013; Muresan and Smith, 1998; Petroman et al., 2008; Santesso, 2004; Scarfuto, 2013; Tekgül, 2016; Wallace, 2009; Waysdorf and Reijnders, 2016; Young, 2015; Yu and Xu, 2016).

Interpretation of literary places is vital as a determinant of the quality levels of experience and satisfaction of tourists. Each literary site faces choices on the extent of interpretation, related to the forms taken and the messages selected. Interpretation decisions may have many different purposes, or the priority objectives may vary from site to site. These may include economic purposes, the need to profit improvement by attracting visitors or cultural purposes, the effort to wide knowledge and to increase recognisability of an author and his or her literary works (Herbert, 1996). Whatever the purpose is, there are several principles to be considered for the success of interpretation. Tilden (1977) determined six principles of interpretation. Tilden argued that any interpretive effort, whether written or oral or projected by means of mechanical devices, if based upon these six principles, will be correctly directed. Tilden’s first principle is about visitors’ personality and experience. The visitor’s chief interest is in whatever touches his personality, his experience and his ideals. According to Tilden, the visitor is unlikely to respond unless what the interpreter has to tell or to show, touches his personal experience, thoughts, hopes the way of life, social position or whatever else. The visitors see things through their eyes, not those of the interpreter and they translate the interpreter’s words in the light of their intimate knowledge and experience. The second principle of Tilden concerns the relationship between information and interpretation. This principle distinguishes between raw data and message (Dumbraveanu, Craciun, & Tudoricu, 2016). The raw material of interpretation is information but based on this information every visitor shapes the message according to her/his interests, perception levels and personal experiences. In the third principle, Tilden emphasizes the importance of ‘entertainment’ function, the interpreter should tell a story using his/her artistic background and various materials rather than recite information and make sure that the ‘entertainment’ function is in the foreground. In the fourth principle, Tilden reemphasizes that interpretation is not merely giving information to audiences: ‘the chief aim of interpretation is not instruction, but provocation’. According to Dumbraveanu et al. (2016), this principle may be
the most important principle due to impress the ultimate goal of the interpretation process. Provocation means drawing the attention of audiences, stimulating them toward a desire to widen their interest and knowledge and to comprehend the greater truths. According to Tilden’s fifth principle, the fundamental purpose of interpretation is to present a whole rather than a part, no matter how interesting the specific part may be. Visitors of cultural sites such as museums should leave with one or more whole pictures in his mind than with various information pieces. In the case of literary tourism, the managers of author-related houses must choose to wholly describe the author’s entire life story, how this life story is reflected in the literary works of the author and the importance of the house in this life story rather than presenting superficial information about the author in interpretation decisions. In the sixth principle, Tilden laid down is about the young mind. It is necessary to give information to children at the level that they could understand by avoiding scientific language and professional terms.

Besides Tilden’s principles of interpretation, ICOMOS (2008) ratified seven principles for heritage sites, and literary places, especially the actual places associated with the author, must take into account these principles in their interpretation decisions. These seven principles are ‘Access and Understanding’, ‘Information Sources’, ‘Context and Setting’, ‘Authenticity’, ‘Sustainability’, ‘Inclusiveness’ and ‘Research, Training and Evaluation’. In this study, the interpretation decisions of the author-related houses have been evaluated in the light of these principles.

Methodology

The research aims to evaluate how effective author-related houses in literary tourism and the extent to which they meet the expectations of literary tourists by examining their interpretation forms. By this purpose, the study addresses these following questions:

- What are the level of authenticity of the house and the objects exhibited in the house?
- What are the interpretation strategies determined and interpretation techniques used?
- What is the level of meeting expectations of literary tourists?

The research is qualitative and descriptive. It is aimed at developing an in-depth understanding of how different author-related houses in Turkey provide insight into the literary tourism. The case study design which is one of the qualitative research designs is used in the study. Case study design explores a case or cases over time through detailed, in-depth data collection involving multiple sources of information (e.g., observations, interviews, audiovisual material, and documents and reports) and reports a case description and case-based themes (Creswell, Hanson, Clark, & Morales 2007, p. 245). This study used multiple case study design and selected three author-related houses in Turkey. These houses are; Necati Cumalı Memorial and Culture House located in Urla-İzmir, Namık Kemal House located in Tekirdağ and Sait Faik Abasıyanık Museum located in Burgazada-İstanbul.

Observation and semi-structured interview methods were used as data gathering methods in the study. Interviews were conducted on the issues such as the history of the museum, museum operations, authenticity level, interpretation strategies, events, relations with stakeholders, marketing and promotion activities, etc. On August 4, 2017, Necati Cumalı Memorial and Culture House, on August 14, 2017, Namık Kemal House and on August 16,
2017, Sait Faik Abasıyanık Museum were visited. By visiting all parts of the author-related houses, photographs were taken and then interviews were conducted with authorities of the houses. After the visits, various notes were taken through the photos and recordings of interviews were analysed. The obtained data were analysed by descriptive analysis.

Findings

Case 1: Necati Cumalı Memorial and Culture House

Necati Cumalı was born on January 13, 1921, in Florina, Greece. He migrated to Urla district of İzmir with his family in 1924 Turkish-Greek Population Exchange. İzmir is the 3rd biggest city in Turkey and Urla is located in the western part of İzmir, in the centre of the peninsula that carries its name. Urla is an ancient centre; its history goes back to about 2000 BC. Residents, in general, live one or two storey masonry stone buildings. After immigrating to İzmir from Florina, Greece Necati Cumalı also lived in such a stone building until 1957.

Necati Cumalı is one of the best-known authors of 20th-century Turkish Literature with a plain and impressive language and the skill of narrating people in the life naturally. As an author, poet and playwright Necati Cumalı composed numerous literary works. Some of his works are *Kızılçullu Yolu* (The Way of Kızılçullu, poetry, 1943, his first book); ‘*Harbe Gidenin Şarkıları*’ (The Songs of One Who Goes to War, poetry, 1945); ‘*Tütün Zamamı*’ (Time of Tobacco, novel series, *Zeliş* [Zeliş, 1959], *Yağmurlarla Topraklar* [Rain and the Earth, 1973], *Acı Tütün* [Bitter Tobacco, 1974]); ‘*Susuz Yaz*’ (Dry Summer, short story, 1962, filmed in 1963); ‘*Ay Büyürken Uyumam*’ (I Can’t Sleep as the Moon Grows, short story, 1969), Makedonya 1900 (Macedonia 1900, short story, 1976), Viran Dağlar (Ruined Mountains, novel, 1994). The main plays of Necati Cumalı are ‘*Mine*’ (Mine), ‘*Boş Beşik*’ (Empty Cradle), ‘*Ezik Otlar*’ (Crushed Weeds), ‘*Vur Emri*’ (Order to Kill), ‘*Derya Gülü*’ (Sea Rose) and ‘*Nahınlar*’ (The Clogs).

Necati Cumalı used Urla as decor in most of his literary works, and some of the movies adapted from his works were shot in Urla. Therefore, he is integrated with Urla and his house which serves as a museum to honour his memory is a famous touristic attraction that many
tourists visiting Urla want to visit. The ownership of Necati Cumalı Memorial and Culture House belongs to Urla Municipality, and it was restored with the contributions of the Ministry of Culture of Turkey and put into service in 2001. Necati Cumalı Memorial and Culture House which is a typical Aegean house has two floors. The entrance hall, which is considered as information room, is the hall that visitors of the house are welcomed, and the general information about the author is presented. On the wall of the entrance hall, photos of the author, posters of his works and various examples of his poems are exhibited. There is also a bust of the author and a guestbook.

The most significant difference of this house from other author-related houses is the preference of personal interpretation in this house. From the entrance hall, all visitors go on a guided tour through all rooms of the house and obtain detailed information about the crucial periods of the author’s life and his works as well as they learn about the history of the house and the objects exhibited in the house. With this method that enables interactive communication, visitors can ask questions about the author and can express their feelings and thoughts. The museum official stated that visitors rarely didn’t need the guidance and wanted to tour alone.

On the ground floor of the house, the chronological life story of the author is presented on a big panel. In the room used as the living room from two rooms on the ground floor, information about works of the author and prizes he received is presented through big panels. The other room on the ground floor offers a public library service. In this room, there are brochures about the story of conversion the house to the museum is presented on a big panel. In this way, the function of providing information of interpretation is fulfilled at the beginning of the museum visitation.

With regards to signage, it is seen that all rooms of the house are named, and signboards are hanged in the entrance of the rooms in Turkish and English languages. There are also descriptions of objects and documents exhibited, but these descriptions are only written in Turkish.

The construction date of the original version of Necati Cumalı Memorial and Culture House was 1874, but this house was demolished in 1985 by the municipality due to road construction. Afterwards, as a result of an agreement signed between the municipality and the Ministry of Culture the reconstruction decision as a museum house was made and the building
was built as faithfully as possible to its original form. Therefore, regarding authenticity principle, it cannot be said that this house which literary tourists visit is the house the author lived but it was underlined that a significant part of the objects exhibited in the house belonged the author. These objects were brought to this house after his death from the house where he lived in İstanbul. It is possible to see some of these objects in the room which has arranged as working room on the second floor of the house. There are also the author’s objects and personal documents that allow visitors to witness his life on this floor. These include his identity card, passport, marriage certificate, high school physics notebook, mortar collection and various game sets. It is also possible to see the awards of the author on this floor. The second-floor walls are also equipped with the author’s photos, poems and posters of his works. In general, there is no different focus point apart from Necati Cumalı regarding the design of the museum house and the objects exhibited. Hence, it can be stated unequivocally that these interpretation decisions that are preferred a match with the motivations of literary tourists to recognise, understand and connect with the author.

Figure 3: The Working Room of Necati Cumalı

The most preferred interpretation methods at the museum house are guidance, big panels and brochures. Besides these, there is no audio or video recording of the author. Similarly, no audio or video presentation of the author’s life is preferred. There is neither a website nor an official social media page of the museum house. The lack of website and a social media page is a significant shortcoming regarding marketing and promotional activities and tourists wishing to obtain prior information about the house.

Case 2: Namık Kemal House

Namık Kemal was a Turkish author, poet, playwright and journalist. He was born on December 21, 1840, in Tekirdağ which is located in the East Thrace region of Turkey, and lived there until the age of six. His writings and poems are full of feelings for his country and the nation, so he earned a reputation as ‘Liberty Poet’ and ‘Motherland Poet’. His best-known plays are ‘Vatan Yahut Silistre’ (Motherland or Silistra, 1873), ‘Zavalli Çocuk’ (Poor Boy, 1873), ‘Akif Bey’ (Mr Akif, 1874), ‘Gülnihal’ (Young Rose, 1875), ‘Celalettin Harzemşah’ (Celalettin Harzemşah, 1885) and his novels are ‘İntibah’ (Regret, 1876) and ‘Cezmi’ (Cezmi, 1880).
The house where Namık Kemal was born could not be preserved until today. In 1992, an association was founded with the instruction of the governor during that period and the construction of a house that reflects the architectural style of Namık Kemal’s period was started around the house where Namık Kemal was born.

Although Namık Kemal House is put into service to honour Namık Kemal’s memory, it also carries an ethnographic museum characteristic that reflects the cultural characteristics of Tekirdağ, the birthplace of him. The message that the house wants to give to its visitors is not just to narrate Namık Kemal’s life story and to brief about his works as an author but also to show the cultural characteristics and traditions of that period of Tekirdağ at the focus of Namık Kemal.

All objects reflecting Namık Kemal period and Tekirdağ culture are exhibited in the house thanks to the donations of Tekirdağ citizens. This feature is significant in terms of implying the inclusiveness principle of interpretation is applied, and the society is involved in the process.

At the entrance of the two-storey house, many old photos and newspaper reports about Namık Kemal and his period are exhibited. In the hall of the ground floor, all the works associated with Namık Kemal are exhibited, and the official of the house stated that “this archive is the richest Namık Kemal archive in Turkey”.

Figure 4: Namık Kemal House
On the ground floor, there is a room in which kitchen equipment belonging to Tekirdağ Rumelia Region are exhibited and “19th Division Room” which is arranged for Mustafa Kemal Atatürk. It was stated that Atatürk had come to Tekirdağ 5 times, “19th Division” had been established in Tekirdağ and Atatürk had gone to “Battle of Gallipoli” from Tekirdağ and the “Alphabet Reform” had been launched unofficially in Tekirdağ. Also, it was stated that because of Atatürk’s inspiration from Namık Kemal’s ideas a room had been arranged for Atatürk.

On the second floor, there are two rooms arranged as a guest room and bedroom, a room arranged for poets and authors in Tekirdağ and a room named “Namık Kemal Room”. The objects exhibited in these rooms have also been gifts donated by Tekirdağ people. Every room in the house is given a different name. For example, one of these rooms is named as “Şenol Engin Room”, the governor of that period, who gave the instruction decision for the founding of the association, while other carries the name of “Mehmet Serez” the founding president of the association and the researcher who contributed efforts for the house. The signboards of these names are hanged in the entrance of the rooms in the Turkish language. As well as brief descriptions of the objects and documents exhibited in the house, the names of the people who donated the objects have also been specified on them.

On the second floor in the room that arranged as ‘Namık Kemal Room’, there is the genealogy of Namık Kemal and a cartographical sketch showing the regions he served. Even though the room carries the name of “Namık Kemal Room”, none of the objects exhibited in this room and the other rooms of the house belong to Namık Kemal. Although this seems to be a negative situation regarding “authenticity” experience that literary tourists seek, Namık Kemal House authorities tried to turn this deficiency into an advantage in their interpretation decisions by focusing on not only Namık Kemal but also Tekirdağ in that period he lived. However, it is evident that in Namık Kemal House literary tourists who are motivated by an emotional connection with the author could not have quality experience as in other author-related houses.
There is a newspaper as printed information from interpretation methods. Namık Kemal House published a newspaper on December 2, 2016, the anniversary of Namık Kemal’s death by the name of “İbret” which is the namesake of the newspaper Namık Kemal published in the 1870s. This newspaper is presented to all visitors of the house. There is no any printed material provided to visitors other than this newspaper.

There is neither a website nor an official social media page in Namık Kemal House as in Necati Cumalı Memorial and Culture House. There is also no guidance service provided to the guests by the house. However, it was stated that visitors were welcomed in a pleasant environment with tea or coffee as much as possible and could ask about the issues they wonder related to the author.

**Case 3: Sait Faik Abasıyanık Museum**

Sait Faik Abasıyanık was born on November 23rd, 1906 in Adapazari which is a city in northwestern Turkey. Although the author composed two novels called ‘Medar-ı Maişet Motoru’ (An Engine for the Sign of Livelihood, 1944) and ‘Kayıp Aranıyor’ (Lost Wanted, 1953) and a poetry book called ‘ Şimdi Sevişme Vakti’ (Now It is Time to Make Love, 1953) the first thing coming to mind about Sait Faik is his short stories. His most known short stories are ‘Semaver’ (Samovar, 1936), ‘Sarnıç’ (Cistern, 1939), ‘Şahmerdan’ (Punch Press, 1940), ‘Lüzumsuz Adam’ (Unnecessary Man, 1948), ‘ Havada Bulut’ (The Cloud in the Sky, 1951), ‘Kumpanya’ (Theatretical Company, 1951), ‘Havuz Başı’ (The Side of Pool, 1952) and ‘Son Kuşlar’ (The Last Birds, 1952). In short stories of Sait Faik written with a naïve language are prominent with sincerity and his deep human love. Since 1955, the Sait Faik Story Award which is one of Turkish Literature’s most prestigious awards is awarded to a short story author each year to commemorate the memory of Sait Faik Abasıyanık.
Sait Faik Abasıyanık Museum is in Burgazada which is the third largest of the Princes’ Islands in the Sea of Marmara, near İstanbul. It is conveniently located for anyone arriving on the island and facilitates its accessibility with many direction signs. This house was bought from a Greek Family in 1938 by his father. Since his father died the same year, Sait Faik lived in this house with his mother, Makbule Abasıyanık. One day in the last years of his life Sait Faik went to one of the schools of Darüşşafaka Society, which is a foundation that aims equality of opportunity in education for talented orphan children since 1863, and was welcomed very well and warmly by the students. Sait Faik who was very pleased with this asserted that their assets could be donated to Darüşşafaka while he was talking his experience to his mother. His mother adopted this declaration as a will and donated this house after her son’s death to Darüşşafaka Society on condition that as public and free museum.

All the rooms of the three-storey house in Greek Architecture are named by number. On the ground floor of the house, there is the number 1 “Guest Room” and the number 2 “Dining Room” which is connected to this room by an intermediate door. The signboards of these names and numbers are hanged in the entrance of the rooms in the Turkish language as in other author-related houses. On the walls of these two rooms, the photos and memories of Sait Faik with famous people that most of his readers know them well are exhibited on the big panels. Thus, by this interpretation decision, the museum succeeds in attracting literary tourists to the life story of Sait Faik in the first room.
The general decoration of the museum adopts a very stylish and simple style as it is in these two rooms on the ground floor. There are not many objects in the museum, and this simple design makes the museum more effective. The only message the museum wants to give to visitors is Sait Faik’s life story. So, according to this aim, many objects have been left out of the concept. It was stated that this chosen concept was actually based on the will of Mambule Abasiyanik: “Just tell my son”. Through this interpretation form, literary tourists can make their visit without moving from the story of Sait Faik’s life and without focusing on a different object which will lead to the breaking of their connection with him.

All the information belonging to Sait Faik is presented on the big panels and under each of the exhibited documents, detailed explanations are written in Turkish and English. It was stated that because of this extensive information, the guidance service was not given to individual visitors, but it was added that it could be given to groups if requested.

The most critical difference of Sait Faik Abasiyanik Museum from the other two author-related houses is that the author personally lived in that building. In other words, the building is original; it is not a building built after the author’s death. Besides, since the museum began to
serve very soon after Sait Faik’s death, it was possible to keep and preserve the original objects in the house and the personal items of Sait Faik. This feature brings the house to an advantageous position regarding authenticity principle. Especially the rooms on the second floor of the house are very precious for tourists seeking authenticity. One of these rooms was used by Sait Faik as a workroom and a bedroom. In other two rooms, while Sait Faik’s life story is chronologically informed through big panels, it is also possible to be seen the personal documents and items related to this information such as identity card, high school diploma, school notebook, election certificate, passport, cigarette box.

The two rooms on the penthouse were designed with interpretation decisions aimed at establishing an emotional connection with the author. The concept of one of these rooms was designed as ‘Sait Faik’s Burgazada’, and in this room, the quotes from his stories about the island, his own original fishery equipment and his famous hat are exhibited. The other room was designed with the concept of ‘Letter Room’, and it is possible to be seen in the letters he wrote or received. Moreover, the translation of the letters written in the old alphabet was made. Visitors can also write a letter to Sait Faik in this room.

Sait Faik Abasıyanık Museum’s most widely interpretation form is big panels. Brochures are available as printed materials. At the entrance, there is a sketch showing the parts of the house and guides the visitors. It was stated that if requested guidance service could be provided for the groups as well as a documentary film about Sait Faik could be displayed.

Sait Faik Abasıyanık Museum utilises the Internet efficiently unlike the other two author-related houses. The museum has an official website and social media pages such as Facebook, Twitter, Youtube and Tripadvisor. Through this social media pages, information related to Sait Faik, the museum and the events in the museum are shared. Museum officials give feedback to the comments visitors make on this social media pages. This indicates that social media is used interactively by the museum. In this context, it would not be wrong to say that Sait Faik Abasıyanık Museum increases its effectiveness as a museum using multiple interpretation methods.

**Discussion and Conclusion**

The interpretation decisions are made in a literary site are determinative in the quality of the ultimate experience of literary tourists. Author-related literary tourism sites should determine their interpretation decisions by taking into account the elements that motivate literary tourists and their wishes and expectations. In formulating the interpretation strategies in literary places, heritage interpretation principles must be applied. Even though all seven heritage interpretation principles that ICOMOS ratified in 2008 are essential for literary places, some principles are more prominent regarding the characteristics of literary tourism.

The most vital heritage interpretation principle that must be applied to literary sites is authenticity due to an authentic experience is the most sought thing in a literary site by literary tourists. They want to see and touch the real objects that used by the author and want to imagine the scenes about the author such as while walking around, working, reading or eating in his/her own house. Hence, the literary sites that can present the authentic experience literary tourists seek with the evidence and documents meet the expectations of literary tourists. A literary site in which the actual objects of the author are exhibited also brings the nostalgia feeling, and in this
sense, it is appealing to literary tourists. Regarding the authenticity principle for investigated author-related houses, in Sait Faik Abasıyanık Museum literary tourists can find a more authentic experience on the occasion of both it is the actual house that Sait Faik lived in, and the exhibited objects and documents are original.

One of the most important principles of interpretation is information sources. Accurate information about the author and the literary site must be conveyed through selected interpretation methods. In this study, it was revealed that the principle of providing information was applied with various methods such as guidance, printed materials or big panels and it was seen that this principle was given importance by all three author-related houses. However, as Tilden referred in his interpretation principles, these methods such as big panels or printed materials are only methods that can provide the raw data. It is required to be able to present these raw data in a way that draws the attention of visitors through interpretation decisions taken in literary places. Among the three author-related houses investigated, Sait Faik Abasıyanık Museum partially succeeds in this issue. In the museum, the author’s life story is presented in support of the actual objects as well as the author’s various interesting memories are also presented in company with real objects and photographs to make charming the author’s life story. Furthermore, as mentioned in the previous sections, the two rooms arranged in the penthouse are quite special rooms regarding expectations and motivations of literary tourists. Also, it was stated by the authorities of all three author-related houses that several events are occasionally organised. These events are an inspiring interpretive technique that enables information to be presented in different ways and which leads to interest in the author’s life. Various events such as exhibitions, panels, documentary screenings, competitions, etc. should be organised in literary places as much as possible in collaboration with the stakeholders, for instance, local governments, schools, media or non-governmental organisations.

Accessibility of the literary site is another critical feature for literary tourist, and it should be facilitated. The directional signs concerning the literary site in the area where the site is located should be placed in sufficient number. In this respect Namık Kemal House and Sait Faik Abasıyanık Museum are sufficient, but the absence of any direction sign in the district concerning to Necati Cumalı Memorial and Culture House located in Urla makes the accessibility of the site confusing. Along with accessibility, understanding is a crucial principle for literary places. Signboards in the house and explanations of the objects or documents exhibited must be in different languages. Apart from Namık Kemal House, in the other two author-related houses the signboards and some explanations are both in Turkish and English, but it is not sufficient. All interpretation activities should be both in Turkish and in English, this is an essential feature for foreign visitors who want to recognise these Turkish authors whose works had been translated into foreign languages.

Authorities of literary places should focus on different interpretation methods that will make the house attractive. For example, electronic audio guides, visual presentations as well as records of the author’s own voice, if possible. The Internet and especially the social media are also important and should be used for these author-related houses in the museum status. There are any interpretation methods including the use of technology in investigated author-related houses. Being non-profit organisations, affiliating with municipalities or associations, having two or three staff and the lack of budget often make it difficult to using technology in interpretation methods and applying current approaches in marketing and promotion activities.
However, it is also necessary to add that the website and the social media pages are actively used in Sait Faik Abasıyanık Museum.

Author-related literary places are a part of cultural heritage. Therefore, it is essential to preserve their originality and to ensure their sustainability. Authorities of literary places must work with experts and collaborate in the interpretation and exhibition decisions since the beginning stage. This study investigated three author-related houses in Turkey as case studies but did not aim at a comparative analysis of the houses. In future studies, quantitative or qualitative research may be carried out that examine the effects of interpretation forms on the satisfaction level of literary tourists.

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ABSTRACT
Tourism industry data indicate an increase in the sales of travel packages. This increase, however, seems to derive from the current socioeconomic conditions rather than the efforts of travel entrepreneurs. Subsequently, tour operators and travel agents should not be complacent but instead utilize their assets and the research data that displays the evolving needs of their target markets and make their main product, the package tour, relevant to varying markets. A destination’s attractions can serve as a selling point for tour operator packages and destinations. However, recent studies indicate that they are an underused element of marketing. It can serve to enrich tour operators’ packages, enhance the collaboration between tour operators and DMOs and make the mainstream attractive again.

Keywords: Tour operators, package tours, differentiation, specialization, attractions, tourism marketing
1. INTRODUCTION

It is of great interest that despite the general economic crisis, tourism is on the rise, indicating that the travel industry is an economic sector with great potential (UNWTO, 2015). However, the constant economic, political and social changes, worldwide, create shifts in the market and the competitive nature of the travel business requires from all stakeholders involved adjusting.

Over time travelers have become more demanding and have evolved to a new kind of tourist that wants to move outside the concept of mass, undifferentiated packages offered by tour operators and asks for more personalized services (Pirnar et al, 2010). These “new tourists” are good users of internet, seek information at a multitude of websites, usually have environmental or cultural sensitivities, look for variety in their travel experience and can be inclined to spend more in packages that are tailored to their needs (Pirnar et al., 2010).

However, despite the emergence of the “new” tourist, it appears that the economic crisis in Europe has actually increased the sales of tour operators’ package tours, especially those for “all inclusive” services, mainly due to the fact that they offer a multitude of services at attractive prices and a secure business environment (ABTA, 2013, 2016).

Therefore, tour operators are given the opportunity to re-affirm their position as the main providers in the travel market. Due to the crisis and the uncertainty, they have the chance to reinvent their products and find a way to make their mainstream and standardized offering attractive and relevant to the current clientele.

As a result, tour operators have to re-examine the basic elements of their travel packages, like attractions, in order to find competitive advantages for the coming ages and play the card of specialization and experience that can help them deal with competition with one another and the new competitors such as OTA’s (Online travel agents) and e-commerce outlets.

2. THE EVOLUTION OF THE TOURISM MARKET. CURRENT TRENDS AND THE DEMANDING PROCESS OF PLANNING IN TRAVEL AND TOURISM MARKETING

The fields where travel agents and tour operators enjoy an increase on their market share are the sectors of business travel, group tours and cruises (ASTA, 2014), probably for the same reasons (Forbes.com, 2016).

However, statistics indicate that there is also a continuous increase of volume in online travel sales (Euromonitor, 2014, Lefranc, 2014). This market share, mostly sales of OTA’s, concern primarily air-ticket sales and tickets of various types and secondarily hotel bookings. The advantage of OTAs is that they offer something that individual service providers (airlines and hotels) cannot, a one-stop portal web site providing extensive useful information about travel products, usually at discounted rates (Morosan and Jeong, 2008). However, OTAs have limited expertise in the travel industry and handling of destinations and are unable to provide complex tour packages relying mostly on electronic commerce that cannot be a source of sustained competitive advantage, as it is easily to be imitated (Cheung and Lam, 2009).

It appears that, in our days, some of the most prevalent reasons for choosing a package by a traditional travel agent or tour operator have to do with safety and protection schemes in
case of an emergency. The existence of knowledgeable personnel, good value for money, product choices and lower rates follow as reasons to elect a tour operator or agent to travel (ABTA, 2013, 2016).

Apparently the basic elements of the travel package, the destination and its attractions, transportation, accommodation etc. (Middleton, 2001, Morrison, 2013) are not the only driving motives of choice any more. Meaning the uncertainty created by the economic crisis and safety concerns, seem to transfer the interest of travelers on the tour operators’ supplementary services (insurance schemes, support services).

However, travel agents and tour operators should not take for granted this increase of sales as it is a temporary advantage due to the current social and economic environment. To maintain this positive condition they should focus again on marketing their actual product, the travel package. Additionally, tour operators must recognize that travel packages have a life cycle of their own and require differentiation and enrichment of their components to maintain their share of the market and prolong their life span.

Comprehensive packages are still the advantage of tour operators for their good and competitive prices. Differentiation and specialization at competitive rates can enrich their product and access markets that are not tapped yet. Competition among tour operators does not take place in the basic elements of their travel packages, that are quite similar, but on the supplementary services they offer, like safety of choice and service during and after the sale. This suggests that there is room for differentiation and enhancement of the product itself, the tour package.

However, in an already mature market where most established destinations and tour operators offer similar products, what can tour operators and travel agents use to enrich their travel packages and approach new and existing markets offering them the products they demand? With all the 3S destinations promoting the same alluring traits, good weather, nice beaches etc. and with travelers taking as a given a certain quality of accommodation the only thing that can actually serve as a distinguishing element on a package is the uniqueness of a destination and its cultural and natural resources. In a way we have to go back to basics to boost the travelers’ interest, since, as Cooper et al. (2005) suggest, the destination is the main reason for travel.

3. THE EXPERTISE OF TOUR OPERATORS AND TRAVEL AGENTS AS AN ADVANTAGE IN THE TRAVEL MARKET

Tour operators and travel agents have traditionally enjoyed an organic position in the tourism market as the basic intermediaries between the service providers and tourists (Cooper et al., 2005, Lee, Guillet and Law, 2013). Despite the major technological advancements and the increase of online sales in the travel market (Euromonitor, 2014) the vast majority of travel is still done via tour operators and travel agents (ABTA, 2014).

The value of a tour operator or travel agent lies on their ability to provide a variety of options and prices that single providers usually cannot offer since they are restricted by their product (Lee, Guillet and Law, 2013). Whether their service is offered via a physical or a virtual market is irrelevant, since it is still a market and operates with marketing rules (Kotler et al., 2003).
As a result, tour operators and travel agents play an important role in the purchase decision due to their position in the travel market that allows them to have direct contact with travelers (Dolnicar and Huybers, 2010). Travelers consider that tour operators and travel agents are more knowledgeable about destinations and offer better information even if they may decide not to purchase their services (Dolnicar and Laesser, 2007, Cooper et al., 2005, ABTA, 2016). A good presentation in the virtual world simply seems to increase the chances of an actual visit at the physical place presented (Pallud and Straub, 2014).

However, tourism professionals compete for credibility and knowledge with other forms of information like the various social media and forums that are increasingly important for the formation of an opinion about a destination and a travel purchase since their users consider them unbiased and sources of authentic information (Lange-Faria and Elliot, 2012). As a result they should focus on the main elements of their tour packages and the offering of unbiased information.

4. TRAVEL PACKAGES AND THEIR BASIC ELEMENTS AND COMPONENTS

The basic product of tour operators is the package tour that is the combining in a single product with an inclusive price of a multitude of services, the minimum of which are transportation and accommodation (Middleton, 2001). The basic characteristic of package tours that allowed them to dominate the travel industry is the significantly reduced rates achieved for the traveler and the tour operator, compared with similar individual tours, due to economies of scale from mass purchase of services without the ability for changes or deviations (Middleton, 2001).

However, the most important and unique element of the tourism package, the component that makes it all possible, the destination, is often overlooked or its attractions and characteristics are not known enough or exploited as much as they could be for the benefit of all tourism market stakeholders.

The existence of attractions is a prerequisite for the tourism development and its allure for tourists (Middleton, 2001, Cooper et al., 2005). As cultural attractions are considered archaeological sites, museums, monuments etc. that represent the cultural heritage of a destination (Polyzos et al., 2007). Despite the fact that attractions are unique and integral to a destination, representing the element of “place” and setting the ground for the competition between destinations (Middleton, 2001) many of them have not been sufficiently developed and/or promoted (Polyzos et al., 2007).

Tourists’ evaluation of a destination is linked with the complementary elements of a complete tourism product that includes services, information, natural and cultural resources, security etc. (Cracolici et al., 2009). In the same way the image the tourist forms for a tour operators’ package or a destination is holistic and relies on all providers at the destination (Sigala, 2008).

5. REAPPLYING ATTRACTIONS AND CULTURAL ELEMENTS IN THE TOUR OPERATORS’ PACKAGES
Researchers (Apostolakis and Jaffry, 2009) noticed that tourists can be broken down to different groups with varying motives and interests for travel with the older demographic groups displaying significantly greater interest for the attractions of a destination compared to younger travelers. Additionally, Richards and Fernandes (2007) claim that, cultural tourists tend to have a higher educational and professional level and make arrangements to include several visits to cultural attractions during their travels.

What is more interesting though for travel agents and tour operators is that the majority of visitors to places of cultural interest plan their visit via a group tour and tend to seek an economic, inclusive package to ensure the visit of as many sights as possible in a limited time and on a budget (Fernandes et al, 2012, Rizzello and Trono, 2013). This element makes them the ideal potential customers for travel agents and tour operators.

However, as McKercher (2002) observes, the majority of tourists will visit a cultural site during a trip but that does not mean that this visit is the main motive of their travel. Even tourists that claim they are motivated by cultural interests are not homogeneous in their interests (McKercher, 2002), since the majority of tourists have a variety of motives for their travel (McKercher, 2002, Conway and Leighton, 2012, Pirnar et al, 2010).

In reality cultural visits in museums and sites can be a rather insignificant motive for travel, especially in domestic travel (Marrocu and Paci, 2013) and short distance travel (McKercher, 2002). The actual visit to an attraction is a more complicated issue than the desire to visit it, since it can be affected by practical factors like distance, accessibility and available time (Middleton, 2001) or actual interest since most visitors prefer to enjoy a visit as an experience (Kotler, 2008, Conway and Leighton, 2012). This means that cultural tourism like most alternative forms of tourism are not as economically lucrative as they are promoted to be (McKercher, 2002).

However, what is interesting is that the existence and promotion of a destinations’ cultural heritage and events connected to it, tends to have a positive effect on all potential travelers (Fernandes et al, 2012, Litvin, 2007, Cerutti and Piva, 2015). Apparently, the promotion of the attractions contributes at a positive image for a destination and interest to travel even if the potential travelers do not intend to actually visit the attractions or participate in the events. Various cultural or religious events, inherent to a destination, can increase its visibility and attractiveness all year round (Cerutti and Piva, 2015). It is the visibility and recognizeability achieved via the promotion of cultural events and attractions that is beneficial to all stakeholders involved.

The existence alone of attractions proves important since they affect the initial travelling decision, therefore it is important to promote and sustain them as fundamental elements of the tourism product offered regardless of the actual visit to them (Litvin, 2007). After all, attractions are what distinguishes one destination from another and create the element of “place” (Middleton, 2001). Therefore, reapplying a destinations’ symbolic attractions and making them relevant again is a way to reinvent mainstream travel packages and approach the suitable markets.

Association with a destination’s symbols and prestigious establishments that hold a positive image to the minds of prospective clients can only add credibility and prestige to commercial products.

A fundamental differentiation can rely on the benefits that the destination can provide, that can be valuable and meaningful to the potential traveler. However, these benefits, like fun,
interesting visits, experience etc. must be truthful and credible. This means that what the destination and in extend the travel package that includes it, claims it will offer is what it actually offers (Christou, 2002).

6. CONCLUSIONS

Adjusting travel packages, enriching the product and achieving differentiation in a mature market requires skilled marketing professionals and collaborations with various stakeholders. The time when tour operators and travel agents were mere intermediaries providing simple services has passed (Dolnicar and Laesser, 2007).

At a time when price appears to be the most significant choice criterion for choosing a destination, probably due to the economic crisis, an attempt to distinguish a destination from its competition and give it an aura of uniqueness remains imperative. Such a practice though can prove equally lucrative for tour operators as for the destination stakeholders.

Collaborating with DMOs to enrich the product that tour operators offer could prove a winning combination for both parties, since even if tourists do not visit the attractions, their promotion helps create the image of the destination and gives motives for travel. Destinations (based on their elements and attractions) as well as tour operators aim to create a positive experience to travelers in order to achieve satisfaction and repeat visits and purchases. Acting on this direction is a sound business strategy that allows tour operators to develop long standing relationships with the destination and its stakeholders and build on their reputation for expertise.

In terms of marketing, strong statements have been made on the benefits coming from the ability of a destination to adapt to market requirements and demands (Dwyer et al., 2012) and of the need to promote the destinations’ unique resources like the physical and cultural attractions to enrich the offered product.

Many travelers continue to consider tour operators and travel agents the most knowledgeable regarding a destination (Dolnicar and Laesser, 2007, Cooper et al., 2005). It is in the tour operators’ interest to maintain and enhance this opinion by creating expanded packages or add on elements that indicate their supreme knowledge of a destination and the wants of several target-markets. It is quite possible that their specialized and superior packages will assist the promotion and increase visibility of their more traditional packages at the same destination, by default.

Policy makers and marketers need to reinforce networks and employ contemporary marketing constructs in order to be able to understand measure and operationalize the consumers’/ visitors’ point of view for a destination and its cultural identity (Kavoura, 2014).
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TALENT MANAGEMENT: A CASE-STUDY INVESTIGATION IN HOSPITALITY OPERATIONS

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ABSTRACT

The objective of this research paper is to investigate the potential of talent management concept that is implemented by some hospitality organizations. It intends to examine the approach that is practically in place. The research design used a case-study methodology to investigate the phenomena in one of the pioneers of hospitality organizations implementing the relevant strategy and develop an empirical framework for this strategy as such. Both secondary and primary data were used in the research. Survey questionnaires were used at both the management's and employees' levels to reflect the authentic practices in place. The findings of the study revealed the significance of the concept as a tool for human resource development and the indispensable role in enhancing the quality of employees' performance and loyalty. Furthermore, the study also validates talent management approach as a sustainable framework for organizational development and competitiveness.

Keywords: talent management, human resource development, employees' performance, employees' loyalty, Jumeirah Hotels & Resort
1. INTRODUCTION

The study of Human Resource Development (HRD) indicates that views on what constitute HRD vary considerably. Traditionally, various terms were used such as training, development and education. The most contemporary terms are Human Resource Development (HRD) and Human Capital Development (HCD). According to Mondy and Martocchio (2015), human resource development is: “a planned and continuous process of helping employees to become better at their tasks, knowledge and experiences through training, education and development programs”.

More specifically, the three fundamental component areas of human resource development include; individual development (personal), career development (professional), and organizational development. The importance of each component will vary from organization to organization according to the complexity of the operation, the criticality of human resources to organizational efficiency, and the organization's commitment to improved human resources. While these three elements are paramount and complementary, they all have one focus - individual performance improvement. The organizational ability to take this further is distinctive and definitely will influence both the organizational mission and strategies in many domains (Berger and Berger, 2011; Stone and Deadrick, 2015; Stone et al., 2007).

Career development programs have evolved during the last two decades due to changes in the workforce needs and characteristics (work-life balance, diversity, and focus on equality),
advances in management theory (employee motivation), changes in managerial styles and the increasing complexity of technology. These contemporary trends have fostered the growth of career development programs (Patton and McMahon, 2014).

Human resource is a significant element in service-oriented organizations. Nowadays, hospitality employees are no longer interested in pursuing just the job path. Their aspirations are extended to have employment opportunity that will create an extension of interest, personality and life-long work related activities. As employees realize that they will have opportunities for development and continual growth, the consequences will be more commitment to their workplace and definitely outstanding performance (Frank and Taylor, 2004; Wan, 2007).

Moreover, Stroh and Reilly (1997) asserted that where an employer can provide the worker with ample opportunities for growth and advancement, a proper attitude of loyalty and satisfaction can be enhanced as well. Effective organizations create enabling environment for career development through Human Resource Department that plans several career development programs. Hameed and Waheed (2011) and Lips-Wiersma and Hall (2007) argue that when organizations contribute towards employee development activities, employees work harder, utilize their skills and efforts fully to achieve the overall goal of the organization. Hospitality organizations are no exception to the rule.

According to Stone and Deadrick (2015), career development is a mutual and continual effort directed towards assessing workers potentials, identifying likely career paths for employees, designing and implementing various forms of training and experience to prepare them for more advanced jobs. Therefore, it is a planned program designed to match individual and organizational needs. The personal dimension allows for necessary changes in individuals to acquire skills and advance progressively throughout the period of their career.

There are several career development methods that can improve employee performance in an organization (Bruvold and Chay, 2003). Hospitality organizations have used method such as career counseling, career mentoring, workshops, along with techniques such as self-assessment testing and job rotations to enhance their employees’ opportunity for growth and development. A
more recent term that has become common in human resource setting is talent management. More significantly, it is also used as an element for assessing organizational development along with other human resources criteria. However, according to Al Ariss et al. (2014), Collings and Mellahi (2009), and Tansley (2011), the topic of talent management remains underdeveloped. A key limitation is the fact that talent management lacks a consistent definition and clear conceptual boundaries.

Most hospitality organizations are struggling with employees’ performance and attitudes towards work, which may be attributed to the management inability to design an institutional framework that would allow for career development programs necessary for continuous skill acquisition. Career development programs are of paramount importance to improve operational capabilities and organizational performance.

Employees normally lack proper guidance for achieving career goals and understand the organization's expectations which will enable them to perform their work effectively (John, 2000). To overcome this problem, hospitality organizations have considered innovative career development plans, namely talent management program.

The following section of literature review will investigate and scrutinize the process of career development, its significance and impact as identified by authors and practitioners. The research question for this research addresses the practice of the implementation of talent management program within the context of career development, and what impacts does this practice have on employees' performance, employees' loyalty, retention and the competitiveness status of the hospitality organization?

3. LITERATURE REVIEW

Patton and McIlveen (2009) argue that career development is the process by which individuals collect information about values, interests, and skill strengths and weaknesses (career exploration), identify a career goal, and engage in career strategies that increase the probability that career goals will be achieved. The career management process according to John (2000),
involves career exploration, development of career goals, and the use of career strategies to achieve career goals.

Career development according to Watson (2008) has increasingly become a vital guide for skill acquisition, and operational capabilities. Considering the dynamic nature of hospitality environment that such capacity especially through training has, therefore, emerged as a necessary requirement in preparing a long-term strategic plan of the organization human resources. On the same vein, Berger and Berger (2011), Heinen and O'Neill (2004), and Scott and Revis (2008) perceived career development as a sustained strategy for enhancing employee job performance in order to achieve a competitive advantage in the changing business environment. Thus, organizations strive to optimize their workforce through comprehensive career development programs in order to take abreast of its environment. In this respect, hospitality organizations are increasingly demanding superior skills, increased productivity, and work-related knowledge from their workers.

Authors like Lent (2005) addressed the conceptual issues of career development program. The components of this approach comprise career counseling, career mentoring and career assessment. The desired outcome of such a program is to match the employee's needs with those of the organization.

Career Counseling is the first logical step in career development process. According to John (2000), Nathan and Hill (2006), and Sharf (2014), this step assists the organization in identifying employees with high performance potential and maps out realistic career opportunities. This stage evolves self-understanding, broadening one's horizons, work selection, challenge, satisfaction, and other interpersonal matters, work site behavior, communication, and other interpersonal phenomena, and lifestyle issues, such as balancing work and family requirements.

Kidd (2006) asserted the aim of career counseling to employees as understanding self, making personal decision, setting achievable goals which enhances growth and planning in the present to bring about desired future, coping with difficult solutions, controlling self-defeating emotions,
acquiring effective transaction skills and acquiring positive self-regard, and sense of optimism about one’s own ability to satisfying one’s basic needs.

Therefore, the purpose of career counseling is to assist employees in exploiting their strengths and potential and avoiding mismatches between individual aspirations, capabilities, and organizational opportunities. In a more pragmatic perspective; that is to reduce the waste of preparing an employee for a position for which they are not suited, but might otherwise accept, in order to conform to the wishes of the organization (Armstrong, 2006).

The second stage in career development process is career monitoring. According to Kong et al. (2012); that is a professional relationship in which an experienced employee (mentor) supports another less experienced (mentee) in developing specific skills and knowledge that will enhance the less experienced persons’ professional and personal growth. In fact career monitoring is a two-sided phase, where the organization identifies a mentor and a mentee. The first step is to define a mentor as a corporate manager who supervises, coaches, and guides selected lower-level employees by introducing them to the right people, and generally being their organizational sponsor. The second step is to provide guidance and advice which will help to develop the careers to the people allocated to them to be more efficient in improving the quality of work.

In fact, networking and having mentors are essential for succession planning because it builds and develops managers by widening their knowledge and better understanding of the overall operations, and to prepare for task ahead. Mentoring is used to complement learning on the job which of course is the best way of obtaining particular knowledge and skills (Ayres, 2006).

The final stage in career development process is skill assessment. This is an important step to ensure the effectiveness of the overall process. When an organization engages an employee to perform certain job/task to perform adequately well, there is the need to train the employee to acquire the necessary knowledge, skills, and competencies to be able to perform the job effectively and efficiently. Therefore, skill assessment is an evaluative and feedback point (Baum, 2006).
As regards the impact of talent management on employees' retention, developing talents and recruitment, authors like Bethke-Langenegger et al. (2011), Oladapo (2014) – based on empirical investigation – and Hughes and Rog (2008) – in a conceptual paper – confirmed that business organizations while struggling to find talented employees have recognized the strategic value of an effective talent management program affecting retention rate. Further investigations by Bethke-Langenegger et al. (2011), and Tariq and Schuler (2010) extended to include the impact on organizational performance. The results established a significant positive impact on human resource outcomes such as job satisfaction, motivation, and commitment. Moreover, talent management practices had a significant impact on organizational outcomes such as company attractiveness, the achievement of business goals, customer satisfaction, and, above all, corporate profit and sustaining a competitive advantage. As such, the literature review suggests the following hypothesis:

H1 - There is a positive relationship between pursuing talent management program and the quality of employees' performance.
H2 - There is a positive relationship between pursuing talent management program and employees' loyalty.
H3 - There is a positive relationship between pursuing talent management program and enhancing the competitiveness status of the hospitality organization.

4. METHODOLOGY

Within the hospitality industry context, Chacko and Nebel (1990) advocate that qualitative research is a more appropriate methodology for hospitality researchers to use, particularly when the subject of the study is concerned with leadership, managerial and behavioural issues and processes. The nature of the investigation plays a major role in deciding the methodology type (Creswell, 1994; and Silverman, 2013). Within the framework of this research, the aims and objectives are related to approaches and processes in implementing talent management programmes in a hotel company. It is about investigating and exploring the tools and operational procedure currently in use by the participating case-study. Consequently, the features of this
research correspond with the doctrine of qualitative methods and the inductive approach. Additionally, the research focuses on the context that may have an effect on the understanding of the phenomenon being studied.

Van Maanen and Kolb (1985) and Yin (2012) advocated that the specific cases to be studied may be selected by several different rationales, one of which is the general relevance to the research area in which the researcher is interested. Another is to select exemplary cases. The use of this latter rationale means that all of the cases will reflect strong, positive examples of the phenomenon of interest. Yin (2012) further claimed that, methodologically, the case can be deliberately designed to present answers to a series of questions precisely because this particular organisation has historical significance/experience or showing a high level of concern as a leading organisation.

The selection of the case-study aimed to reflect the understanding, approaches and pattern(s) of implementing talent management programmes. The rationale for this strategy was the researcher’s aspiration to investigate thoroughly their systems and processes in order to learn from their experiences and to draw upon their success.

In fact, both the case study approach and the purposive sampling approach are similar in their methodological rationale. For instance, the case study approach illustrates the selection of particular case(s) based on specific criteria mainly related to the research question(s) and the availability of information. It is also underpinned by some ‘real life’ issues, e.g. securing access and availability of subjects involved (Robson and McCartan, 2016).

Similarly, the purposive sampling approach has the same methodological rationale by selecting particular elements of the population while looking at the wider context where the phenomenon being investigated is apparent. It also provides alternative access options if selected element(s) deny access.

The research design adopted for this research is a case-study approach. The objective is investigate thoroughly and in depth one of the pioneers in the area of implementing talent
management programs. The hotel company has considered the concept as one of its strategic objectives in line with its organizational development. The primary data was gathered from both management and employees. Two structured questionnaires were administered; a management questionnaire, and a staff questionnaire. The management survey was addressed to the Vice President of the chain for talent management and leadership development and two middle managers. The staff questionnaire was communicated to five staff participants undergoing the talent management program. The secondary data was gathered from sources including various published sources. These published sources are academic books, journals and the organization training and development policy documents were also reviewed. This case-study investigation took place during January 2018 at Jumeirah Hotels & Resorts Chain. The company approved acknowledging the identity of the company for publication.

The list of questions of the survey was developed by the researcher based on the review of related literature. Additionally, the questions were also piloted by two human resource managers to ensure clarity and consistency and provide suggestions to improve wording, sequence and structure of the questions and organization of the survey. The feedback was considered and the survey was adjusted accordingly.

The management questionnaire addressed issues like the process of implementing talent management program, how the program is integrated and its impact on the organization. Additionally, other aspects were raised like assessment and measurement, cost-benefit relationship and challenges encountering the implementation of talent management program.

The staff questionnaire dealt with staff perspective as regards the implementation of talent management program. It included collecting demographic data, the introduction and advantages of the program. Moreover, other questions addressed the challenges/problems and assessment tools of implementation.

All questions' responses were further transcribed and analysed by the researcher to identify themes and issues as they relate to the objectives of the investigation.
5. ANALYSIS AND RESULTS

Diesing (2017) and Corbin and Strauss (2015) discuss the essence of qualitative data analysis, emphasising the fact that qualitative data analysis is about interpretations, flexible procedures, creativity and generation of themes. The researcher used the qualitative content analysis technique, themes and categories emerged from the data, then emphasizing the significance of understanding the meaning of the context (Bryman, 2015).

Samples of the transcribed text were used in presenting the results of the survey as examples of the different themes, and issues in implementing and handling talent management concept in practice. In the meantime, it should also be recognized that the sample responses do not necessarily need to be identical or reflect an overall consensus of the idea under investigation. While these responses may reflect either a unique case or a general pattern, the significance is attached to the interpretation of the meanings and within the overall context of the investigation. Data for this study were presented and analyzed with respect to previously outlined objectives. The three abovementioned hypothesis were addressed by the survey questions and further examined and assessed.

At the outset, it should be acknowledged that due to the small number of staff participants (junior management level), the demographic data is not indicative or revealing. However, the sample included males and females, various age ranges, diverse educational levels and even different length of number of working years with current chain/operation.

The results confirmed that the hotel chain introduced the talent management program since two years and half. The management participants have confirmed that the company has a systematic process for introducing the talent management program to the employees. This approach is well-established within the company's culture by using technological medium via the Intranet (Talent Management Platform). Both management and staff replies were consistent.

“Our talent management program is introduced during the 'Welcome Program' for our new staff, via emails, notice boards and banners, etc.”

Director of Human Resources
"Upon joining the company, I was made aware of our talent management system through training; this covered the overall process, system training and assessment competency."

Staff Member (4)

"We have an online talent management system that supports the performance-driven culture, which is part of our strategic objectives."

Vice President of Talent Management

The program of talent management evaluates itself systematically. It starts with setting the Individual Learning Plan by establishing the objectives, rating and reviewing of performance and evaluating the potential of the individual. Further, actions are taken to retain high-performance individuals. This evaluation system is scheduled by calendar month time plan.

As for the key stages that are practically considered for implementing talent management program, the management participants identified four steps for such a purpose. It starts with setting objectives to improve the organization capabilities, then raising the awareness of the required behavior, ensuring fair and objective rating which relates to both the individual and the company. Then the selection process takes place; setting personalized programs and identifying learning and development opportunities and finally feedback management. Measurement of outcome is essential. Some of the tools in use are guest loyalty scores, employees' engagement
scores and assessing build-versus-buy if recruitment takes place. Figure 1 summarizes the key stages of talent management that is currently taking place at Jumeirah Hotels and Resorts chain as perceived and interpreted by the researcher.

"Our first step is to identify end-in-mind objectives and to build a performance-driven culture and retain and improve the organization capabilities."

Vice President of Talent Management

"The focus should also be on the individual development plan to ensure that each colleague works on his/her personal improvement using the 'Learning & Development' opportunities that the company offers."

Vice President of Talent Management

The result also implied by both management and staff that talent management program is clearly embodied in the organization's vision and fully committed to the welfare and development of its staff. The talent management program is offered to all levels of staff. The hotel company has also developed its measurement system via developing Learning & Development catalogue that has different sections to each job level to guide performance. As for program's participants, they emphasized that individual development plan; bi-annual performance appraisal and guest feedback survey are all tools in use to assess the program's outcome.

The criterion for selecting the target/potential participants depends on the rating of both performance and potential and the mobility of the colleagues to move within the business units. On one hand, the company also emphasized the transparency in selecting target participants, and further, motivates non-participants for better performance. On the other hand, the company offers alternatives for personal growth for non-participants. Figure 2 reflects the standard steps for managing talent management program within the company as perceived by the researcher.

"Business needs and workforce planning dictate the required number of people to be trained."

Vice President of Talent Management
Figure (2) Standard Steps for Managing Talent Management Program

The impact of introducing talent management program on the organization outcome included a list of positive results. The schedule includes more loyalty, higher motivation and engagement of staff and better retention rate of qualified staff. As the impact extends to employees' performance, it will also affect guest loyalty positively, stronger brand image and culture as well as improved organization capabilities.

"Our tools for assessing our talent management program include; the number of transfer and promotion year by year, engagement score related to how performance affects quality of work and fair career opportunities score. Finally, retention of high performers and overall rating of performance year by year are also considered."

Vice President of Talent Management

As from the program's participants perspective, it was stated that pursing the talent management program was advantageous and really helpful in setting targets and goals, monitoring and keep track of individuals' performance in addition to getting to know the team better. The bi-annual appraisal system, keeping track of previous years' achievements and facilitating contact are key tools in this respect. They all confirmed that talent management program enhances their career path.
"Talent management is a system to review own performance and set goals for professional development. The talent management system platform gives opportunity to employees to conduct their self-assessment and receive valued feedback for future growth."

Staff Member (3)

The cost-benefit relationship also adds to the benefits of implementing talent management program. In this respect, the company was proactive to prove this association with a solid figure to justify its commitment and expenses as a profit-oriented company. The fact is reflected by the words of the company's vice president for talent management stated below.

"We have made a research which proves that buying talent cost 30-35% more than investing in internal talent. Each % point increase in internal transfer or promotion saves cost to the company."

Vice President of Talent Management

As for the challenges/problems facing the introduction of talent management program, some issues were raised; *inter alia*, vague strategic direction, lack of coherence between the strategic directions and staff personal objectives, unclear competency model and finally the insufficient communication of the program's impact.

6. CONCLUSION AND IMPLICATIONS

Based on the findings, the study concludes that hospitality organizations can increasingly improve the quality of employees' job performance if considerable attention is given to career development practices in their organizations, namely talent management. As hospitality organizations operate in a dynamic and complex environment, therefore, the ability of organizations to strategize today and enhance their most prominent capability and differentiation edge will definitely enhance the level of employee's operational capability, skills, and working competence (Wright, el al. 1994).

All participants' replies have confirmed that there is a significant positive relationship between the adoption of talent management program and employees' performance, loyalty and retention rate and the quality of service as well (Hughes and Rog, 2008; Kehinde, 2012; Oladapo, 2014). The quality of employees' performance can be sustained through career
mentoring especially when this process provides guidance, advice and continuous skills assessment in order to complement learning on the job.

This positive relationship is reflected by and confirmed by several media for instance, by the attention being given to individual members of staff, the style of dialogue and communication in place between the management and the staff. Further, the system in place for assessing the program used a variety of tools, *inter alia*, training sessions, appraisal system and follow-up. Moreover, the use of e-learning proved to be effective, efficient and supportive (Frank and Taylor, 2004). Those results are consistent with the hypotheses H1 and H2 of the research and subsequently proved their validity.

The results also show that employees' efficiency significantly improved as a result of implementing such a program by sponsoring high-potential and talented members of staff. Additionally, the approach of building-versus-buying with reference to recruiting from within impacts positively on operational efficiency as reflected by the management research in this respect and confirmed by relevant literature (Barron, 2008; John, 2000). Therefore, hospitality organizations are encouraged to provide an institutional framework that can allow its employees to acquire practical skill, and learning experience through career counseling and provide various career development paths. This result is consistent with the third hypotheses (H3), and therefore proves its validity.

As it was admitted by both the management and the program's participants that pursuing talent management program affects positively guest feedback and loyalty (Stroh and Reilly, 1997), this implies that adopting talent management program has a significant effect on the competitive edge of the company over its competition (Ashton and Morton, 2005) and suggests a positive relationship for pursuing this approach. Therefore, this result is accepted and consistent with the third hypotheses (H3) and hence proves its validity.

From the aforementioned, the study recommends that organizations should encourage and entrench career counseling activities as a head way of providing a sustainable framework upon which employees acquire the needed operational skills that will enhance their job performance in
a typical organization. Also, a considerable attention must be directed towards instituting career mentoring programs that have the capacity of educating the employees on the job for improved job performance in the organization. Finally, Management should initiate a periodic skill assessment training program for its employees. In doing so, the employees stand the chance of acquiring additional skill that would make them proactive in their operations, and in meeting the demands of the environment.

Emphasis on talent management results in several positive individual and organizational outcomes such as higher performance, high quality individual and organization problem solving, enhancing career plans and employability, sustainable competitive advantage, higher organizational commitment and enhancing organizational retention (Edgar and Geare, 2005; Lips-Wiersma and Hall, 2007; Oladapo, 2014; Stroh and Reilly, 1997; Wright et al., 1994).

Moreover, building a culture of lifetime learning promotes a motivated workforce (Collings and Mellahi, 2009; Stone et al., 2007). So, the best way to keep people going on that path is via the identification of the talents of the organization's workforce and developing their promising skills and qualities.

The outcome of the research has also revealed that talent management has a strong relationship and integration with other conceptual approaches of organizational development (Thorpe and Gold, 2016). More specifically it has a positive impact on individual and organizational outcomes. The survival of any organization in a competitive society depends on its ability to train its human resource to be innovative, creative and inventive that will invariably enhance performance and increase organization’s competitive advantage.

7. LIMITATIONS AND FURTHER RESEARCH

A major limitation of this research topic is associated with the methodology of research in use as a case-study research and further a single-case investigation. However, the scarcity of the cases adopting talent management programs along with access issues dictated this particular method. While this limitation may influence the generalizability of the research outcome, the
Another limitation was also relevant to the number of participants which was limited. However, the researcher tried to have different views and perspectives at three different levels; senior management represented by the vice president for talent management, head departments, and employees. This approach enabled the researcher to scrutinize and complement the various issues of the case, investigate the reliability of the practices, and ensure the credibility of the spoken data.

As for further research, the researcher would suggest to expand the sample/cases under investigation to include more hotel companies. Another point would be probably using semi-structured interviews rather than a structured questionnaire to enable the researcher to probe in depth unanticipated issues along with the interviewees as they arise. Another proposition would consider investigating the career path of the program participants after a longer time span to find out the outcome of the program and its impact on the individuals’ level.

REFERENCES


