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POTENTIALS OF ECOTOURISM TO NATURE CONSERVATION AND IMPROVEMENT OF LIVELIHOOD OF PEOPLE AROUND AYIKUNNUGBA WATER FALLS, OKE-ILA ORANGUN, NIGERIA

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Abstract

Tourism has direct, indirect and induced impacts on economic development and the industry is one of the most crucial tradable sectors in the world. The study was therefore carried out to assess the potentials of ecotourism to nature conservation and its contributions to the improvement of the livelihood of Oke- Ila Orangun community.

One hundred and fifty residents were chosen by stratified random sampling as respondents. Respondents awareness of ecotourism was assessed using an 8-point scale while respondents acceptance of ecotourism was assessed using a 14-point scale. Contributions to improvement of livelihood of residents and perceived constraints identified by residents to the development of the water fall and socio-economic variables among others were also obtained. Also, in-depth interview was conducted with the king of Ayikunnugba. The data was analyzed using descriptive statistics such as frequency count, mean and percentages. Correlation analysis was used to determine whether or not a relationship exists between two variables at 0.05 level of significance.

Perception of respondents based on the awareness of ecotourism and contributions to livelihood development was high (78.3%). A significant relationship exists between acceptance of

ecotourism and its contributions to peoples' livelihood. Also, relationship between constraints encountered by respondents and its contributions to peoples livelihood is highly significant(r =0.546; P =0.00). Majority (71.3%) of the respondents believed that the development of the area will not lead to environmental pollution. Public- Private- Partnership (PPP) is therefore recommended so as to enable the recreation site to meet international standard in terms of development and management.

Keywords: Ayikunnugba water fall, ecotourism constraints, nature conservation, awareness

Introduction

The phenomenon to tourism is less than a century (apart from religious pilgrimage) but it has become one of man's most highly developed industries. It is a major revenue earner in many countries e.g. Kenya, South Africa. It is second only to oil in international trade and it is increasingly providing a large number of developing countries with important source of income [FaladeObalade and Dubey, 2014]. In fact, the tourism industry is one of the main sectors of the World's economy, accounting nearly 11 % of the global Gross Domestic Product (GDP).

Nigeria is solely dependent on her petroleum resource for revenue, thus need to find alternatives to pull Nigeria from its economic problems; tourism is one of such alternatives [Ajani and Kalu, 2017]. The subject of tourism in Nigeria is believed by some that it helps in alleviating the problem of conservation and development, that it is capable of yielding sustainable local earning and yield needed foreign exchange. Tourism in Nigeria is still in its developing stage when we consider the abundance of natural resources that are yet to be explored, and the institutional structure which is yet to be regulated to compete favourably with other fast growing tourism destinations.

Ecotourism in recent times is increasingly utilized for its multipurpose of economic development (poverty reduction), livelihood diversification, sustainable natural resource management and local governance (Ondicho, 2018). It helps to protect and enhance the natural resources that most of the world's poor look for their livelihoods (Natsios, 2006) mainly for farming, grazing and fuel.

Ecotourism is capable of generating benefits to local communities and the public at large. As a new conservation approach, it is supposed to actively entertain the socioeconomic parameters while conserving and developing the biophysical entities of nature.

Local communities participating in different ecotourism activities ensure an employment opportunity which is viewed as an important element for environmental conservation. Provision of benefits to communities adjacent to protected areas through ecotourism is an important environmental conservation tool. Tourism in natural areas often places considerable stress on the environment, such as erosion, noise and air pollution (Okech, 2009).

Òkè-Ìlá Òràngún is notable for the adventurous and breathtaking Ayikunugba Waterfalls (also spelt Ayikunnugba Waterfalls) situated in a cliffed gorge, and its associated caves with "mythical" underground passages. The Ayikunugba (or Ayikunnugba) Waterfalls is located southwest of the town, along the north trending ridge-and-gorge series of the Oke-Ila Ridge complex.

Unlike the Olumirin Waterfalls (Erin-Ijesha) that tourists climb, people descend *Ayikunnugba* to view its landscape of mountains, caves and trees. The scenic waterfall located in Oke-Ila was discovered by a hunter who shot an animal called *Kunugba* but couldn't find it. The hunter searched everywhere but didn't see the animal. He discovered the waterfalls instead and named it *Ayikunnugba* (Where an animal *Kunugba* rolled and died).

Literature on tourism is rich with focus on potentials across the globe but majority of the available studies are focused on Africa and Nigeria [Ayodele, 2002; Kareen, 2002]. Few documented studies are available on assessment of the tourism potentials in Oyo, Lagos, Ekiti and some other important cities endowed with tourist sites [Ojewola 2009; Ayodele and Kayode, 2009]. These studies do not give detailed analysis of the full potentials of these tourist sites.

Ojewola [2009] worked on the tourism potentials of Oyo State, Edun [2009] surveyed the tourism potentials of Lagos State, Ogunlade [2006] assessed the ecotourism attractions of Lagos State and Abuja. The main objective of this research is to assess the potentials of ecotourism to nature conservation and its contributions to the development of Oke-Ila Orangun community and her environs in Osun state.

METHODOLOGY

Study area (Oke-Ila Orangun)

Òkè-Ìlá Òràngún (often abbreviated as Òkè-Ìlá) is an ancient city in Southwestern Nigeria that was capital of an ancient Igbomina -Yoruba city state of the same name. Òkè-Ìlá is a city in Osun State, Nigeria. Òkè-Ìlá Òràngún's sister city (and sister kingdom) Ila Orangun is located about 7.5 miles (12 km) to the northeast, separated by the north-trending ridges and gorges of the Oke-Ila Quartzites.

Climate and Vegetation

The hot tropical climate of Oke-Ila Orangun comprises of rainy season (April to October) and dry season (November to March). The southwest wind blow during the rainy season with rainfall distribution of 1350mm-1900mm. the weather is hazy during the dry season with wind blowing North East Trade (NET) bringing harmattan. Mean temperature ranges between 26ºC and 32ºC.The region falls within the rain forest zone characterized by luxuriant vegetation cover.

Population and culture

Òkè-Ìlá Òràngún has a population estimated (2005) to be 35,000 (suspected to be an under-estimation).The people of Òkè-Ìlá Òràngún kingdom speak a distinctive dialect of the Yoruba language called Igbomina (or Ogbonna). The people are mostly agrarian but have a significant number of artisans, traders, hunters of wild game, school-teachers and other professionals.

Òkè-Ìlá Òràngún is famous for the energetic dancing and acrobatic skills of its Elewe, the region's primary Egungun, a dancing masquerade ensemble representing the ancestors during various traditional festivals. The Egungun Elewe is unique to the Igbomina Yoruba subgroup. There are other less popular but unique and peculiar Egungun in the kingdom.

Methods of data collection

Reconnaissance and direct observation: This was done to identify the facilities and infrastructures at the sites and the environs.

Administration of questionnaire: A set of one hundred and fifty copies of structured questionnaire was administered using stratified random sampling method in order to collect data from the respondents. Socio-economic variables was obtained and respondents awareness of ecotourism was assessed using an 8-point scale while respondents acceptance of ecotourism was assessed using a 14-point scale. Contributions to improvement of livelihood of residents was assessed on a 4-point Likert scale: Very large extent – VLE, Large extent – LAE, Limited extent – LIE, Not at all – NAA. Perceived constraints identified by residents to the development of the water fall and recommendations among others were obtained.

> Assistance was given to people who had difficulty with reading and writing which provided more information on the benefits gained and constraints encountered.
> Also, in-depth interview was conducted with the king of the community who was the key informant and chiefs of the community. This helped in highlighting important issues of interest.

Data analysis

The data were analyzed using descriptive statistics such as frequency count, mean and percentages. Pearson's Product of Moment Correlation analysis was done to show the relationship between the acceptance of ecotourism and Contributions to livelihood of the residents and also between constraints encountered by respondents and tourism's contribution to livelihood at 0.05 level of significance.

RESULTS AND DISCUSSION

Demographic data of respondents

The results (table 1) of the demographic ratings of respondents based on sex, marital status, religion, education, age, occupation and citizenship were obtained.

Majority (65.9%) of respondents were male, while 34.1% were female. Respondents within the age distribution groups of 21- 30 and below 20 had the higher representations of 55% and 28.7% respectively. The singles had the highest representation of 63.6% followed by the married folks (34.1%). 80.6% are Christians while 17.8% are Muslims. Respondents, (65.9%) have tertiary education, 22.5%: secondary and elementary; 10.1%. The household size groups 4-6 and 1-3 had higher representation of 39.5% and 36.4% respectively.

The groups with high average monthly income are: <5000, 5000-10000, 11000-30000 and >40000 with a representation of 24.8%, 24%, 23.3% and 23.3% respectively. The respondents in the last two groups represent the civil servants private business owners and farmers. Most of the respondents are fully based in the area with a representation of 70%, while those that are temporary are 29.5% who are business merchants from outside the state and civil servants working in Ifedayo local government with its headquarters in Oke-Ila Orangun and living in neighboring towns. Majority of respondents were from Osun state with a representation of 95.3%, while states like Kwara, Abia, Anambra and Oyo had a representation of 1.6%, 1.6%, 0.8% and 0.8% respectively.

Table 1a): Respondents awareness of ecotourism

S/N	Statements	YES F (%)	IND F (%)	NO F (%)
1.	Ecotourism is aimed at providing opportunity for leisure for people outside their homes	122(94.6)	5(3.9)	2(1.6)
2.	Tourist attraction areas abound in Osun state	118(91.5)	3(2.3)	8(6.2)
3.	I am aware of Ayikunnugba waterfalls in the community	123(95.3)	5(3.9)	1(0.8)
4.	I have visited Ayikunnugba waterfalls before	120(93.0)	-	9(7.0)
5.	Do you think tourism do more good than bad?	121(93.8)	2(1.6)	6(4.7)
6.	Ayikunnugba waterfalls have ecotourism potentials	123(95.3)	4(3.1)	2(1.6)
7.	Ecotourism can only help to conserve biodiversity	107(82.9)	10(7.8)	12(9.3)
8.	Have you engage in tourism visit to any area before?	112(86.8)	3(2.3)	14(10.9)

*Figures in parentheses are percentages.

Yes –YES, Indifferent –IND, No - NO

Table 1b): Respondents' awareness (low & high) based on their awareness of ecotourism

Awareness level	F	%	Mean ± SD
Low	28	21.7	15.3 ± 1.3
High	101	78.3	

In table 1a, 95.3% of the respondents affirmed that Ayikunnugba waterfall have ecotourism potentials. Perception of respondents based on the awareness of ecotourism and contributions to livelihood development is high (78.3%). According to Nona (1993), almost any place in the world can become an attraction as long as it is packaged well and sold to its niche market; the people for whom the attraction is best suited. A very high percentage (82.9%) of the residents agreed that ecotourism can help to conserve biodiversity. The conservation of the waterfall was whole heartedly endorsed by most of the residents in the community.

Table 2(a): Respondents' acceptance of ecotourism

S/N	Statements	A F (%)	IND F (%)	DIS F (%)
1	The conservation of Ayikunnugba waterfalls is wholeheartedly endorsed by most of us in the community.	120 (93.0)	2 (1.6)	7(5.4)
2	We are ready to make contributions to support further developments.	118 (91.5)	7(5.5)	4(3.1)
3	The frequent movement of tourists has always created tension in the community.	24(18.6)	7(5.5)	98(76)
4	The development of the waterfalls will provide job opportunities and benefits.	121(93.8)	7(5.5)	1(0.8)
5	Conservation of the place will help project, preserve the heritage and pride of the area.	121(93.8)	8(6.2)	--
6	The development of the area will lead to environmental pollution due to carbon emissions and pollutants.	24(18.6)	13(10.1)	92(71.3)
7	Exposure of the nature can cause insecurity in the community.	49(38.0)	9(7.0)	71(55.0)
8	Constant interaction with tourists is a valuable educational experience.	117(90.7)	4(3.2)	8(6.2)
9	Ecotourism causes imposition of tax and levies on indigenes.	31(24.0)	31(24.0)	67(51.9)
10	Ecotourism and development can lead to culture erosion or disruption of ways of life of people in the community.	35(27.1)	14(10.8)	80(62.0)
11	Tourist's influx into the community will enhance the rapid civilization	111(86.0)	14(10.8)	7(5.4)

of the area.

12	Tourism is good for the economy of the community.	126(97.7)	1(0.8)	2(1.6)
13	Ayikunnugba waterfalls deserve upgrade to world class status.	125(96.9)	3(2.4)	1(0.8)
14	The community should be heavily involved in the management of the waterfalls when fully developed.	124(96.1)	3(2.3)	2(1.6)

*Figures in parentheses are percentages

Agree –A, Indifferent –IND, Disagree - DIS

Table (2b): Respondents based on their acceptance (low & high) of ecotourism

Acceptance level	F	%	Mean $\pm$ SD
Low	43	33.3	37.6 $\pm$ 5.5
High	86	66.7	

Residents did not see the frequent movement of tourists to create tension in the community. A significant percentage (93.8%) opined that the development of the waterfall will provide job opportunities and benefits to the community. Kru¨ger [2005] reported that benefit for the local community is one of the most important factors in ecotourism sustainability. The goal of tourism, to a large extent should be to benefit the host community/residents. This also agrees with the opinion of de Haas [2003] that a highly desirable goal of tourism is for tourists' expenditures to remain among local residents rather than ending up in the USA or Europe .Also, same percentage of respondents (93.8%) opined that conservation of the waterfall for ecotourism will help project, preserve the heritage and pride of the area.

A high proportion of the residents (71.3%), believed that the development of the area will not lead to environmental pollution (71.3%).

Table (3): Contributions of Ayikunnugba waterfall to livelihood improvement

S/N	Contributions	VLE F (%)	LAE F (%)	LIE F (%)	NAA F (%)	Mean	Rank
1.	Creation of employment opportunities for employable indigenes of the area	101(78.3)	16(12.4)	9(7.0)	3(2.4)	3.7	1st
2.	Attraction of support from individuals, government, non-governmental organizations to the community.	88(68.2)	25(19.4)	8(6.2)	8(6.2)	3.5	3rd

3.	Boosting of commerce such as buying and selling of goods among local residents and tourists.	98(76.0)	17(13.2)	12(9.3)	2(1.6)	3.6	2nd
4.	Utilization of sustainable natural /local resources.	90(69.8)	24(18.6)	12(9.3)	3(2.4)	3.5	3rd
5.	Flow of funds from tourists to local entrepreneurs interested in nature conservation of the waterfalls.	87(67.4)	25(19.4)	7(5.4)	10(7.8)	3.4	6th
6.	Infrastructural developments/improvements i.e. good road network, hotel/guest house construction, telecommunication etc.	100(77.5)	11(8.5)	10(7.7)	8(6.2)	3.5	3rd

*Figures in parentheses are percentages

Very large extent – VLE, Large extent – LAE, Limited extent – LIE, Not at all – NAA.

Table 4: Correlation analysis between the acceptance of ecotourism and Contributions to livelihood

Variables	N	r-value	P-value	Decision
Acceptance of ecotourism Vs. Contributions to livelihood	129	0.676	0.000	Significant

Table 5: Respondents' acceptance level (low & high) based on contributions to livelihood development

Acceptance level	F	%	Mean$\pm$ SD
Low	32	24.8	21.3 $\pm$ 4.6
High	97	75.2	

Table 6: Constraints identified by residents to the development of the waterfall

S/N	Statement	VS F (%)	S F (%)	M F (%)	NAC F (%)	Mean	Rank

		VS	S	M	NAC	Mean	Rank
	Inadequate support from the government	95(73.6)	18(14.0)	8(6.2)	8(6.2)	3.6.	1st
	Poor road network to the conservation area	101(78.3)	18(14.0)	-	10(7.8)	3.6	1st
	Low level of accommodation availability	84(65.1)	28(21.7)	7(5.4)	10(7.8)	3.4	4th
	Low level of guidance	81(62.8)	23(17.8)	11(8.5)	13(10.8)	3.3	6th
	Poor transport facilities	92(71.3)	14(10.9)	13(10.1)	10(7.7)	3.4	4th
	Safety and security challenges	79(61.2)	15(11.6)	19(14.7)	16(12.4)	3.2	7th
	Poor state of basic facilities i.e. electricity, good clean water, health care centers	96(74.4)	14(10.9)	9(7.0)	10 (7.8)	3.5	3rd

*Figures in parentheses are percentages

Very severe – (VS), Severe– (S), Mild – (M), Not a constraint – (NAC)

Table 7: Correlation analysis between constraints encountered by respondents and tourism's contribution to livelihood

Variables	N	r-value	P-value	Decision
Constraints encountered Vs. Contributions to livelihood	129	0.546	0.000	Significant

These constraints (table 6) serves as factors that discourage more people visiting the place, most especially bad road network, thereby having the tendency for it not to be recognized globally. Arowosafe [2013] raised a point that destinations which can be reached by efficient transport systems are the ones which receives the maximum number of tourists. Transport, is therefore one of the major components of tourism, since a tourist who need to get to his destination, has to travel. The tourist industry illustrates the primary need for basic infrastructures and social amenities which include good roads, schools, hospitals, electricity, portable water, drainage systems among others. All these are of benefits to the tourists as well as the local population. When tourism is developed in a region, the local infrastructure is enhanced to meet the need of the development in that region. The local community would enjoy their lives significantly through improved infrastructure according to Zaei and Zaei, [2013] and Cooper *et al*., [2008]. The key informant interviewed corroborated it that the government has performed below expectation concerning the waterfall. This statement goes contrary to the present level of development, as most respondents (89.9%) asserted that they are not satisfied, and they showed their displeasure with the government in terms of provision of basic infrastructures like good road (tarred), hotel and guest house for tourists that may

want to stay more than a day or two, and the establishment of tourist facilities and infrastructure in the rural area is a cost-effective way of meeting national development objectives [Zhang, 2015; Simoni and Mihai, 2012; Leonard and Carson, 1997]. It may renew local architectural qualities and facilitate the revival of traditional arts, crafts and culture. It is a major source of employment and income in many rural areas [Irshad, 2010; David, 1995].

The state government's failure to invest in tourism infrastructure is a way of shortchanging itself. While tourism has economic, psychological and environmental impacts, it is seen by many developed countries as offering an opportunity to earn foreign currency, create local employment, increase local income and improve domestic services [Aziz *et al*., 2018]. Gunn [1998] opined that satisfaction and dream are significant experience generating components of tourism. He also noted further that food, accommodation, as well as personnel are some of the key ingredients to successful tourism experience. For this waterfall to operate at optimum level and be among the choicest tourist attractions in Nigeria, these infrastructures are luxuries that must be in place.

According to interview that was conducted with the king of the community about his view on the potentials, the present state, challenges faced towards the development of the waterfall and their expectations in terms of its development and as source of livelihood and heritage preservation. He expressed the fact that the government will be better off in tapping into the potentials of the waterfall in that when it is well developed, it will serve as a source of revenue to government and the community, as people that are gainfully employed will pay taxes apart from fees that will be charged at the entrance and taxes to be paid by established guest houses around the area.

The king also pointed out that efforts were made in the past by the late king before him to encourage the government to come in but there was no response, he mentioned the enthusiasm and interest showed by the members of the community when he ordered the clearing and construction of steps that leads to waterfall with his personal donation.

The expectation of the king in terms of development is that state government or Nigeria tourism board will come in to invest in infrastructures that will enhance the influx of tourist to the area, which will direct positive effect on livelihood improvement of the people and help showcase and preserve the cultural heritage of the community.

Conclusion

Ayikunnugba waterfall owned by the Osun State government is a good ecotourism destination with scenic beauty and natural ambience where one can escape to have a relaxed period out of fast paced activities in the city.

The ecotourism potentials of Ayikunnugba waterfall, the flora and fauna resources, nature trails, scenic mountains adjacent to conservation area, ancient caves located at its base makes this place a promising tourist attraction. This holds a promise of being a good ecotourism destination if well developed, managed and its potentials effectively harnessed.

Recommendations

- The government should further develop the Ayikunnugba waterfall to meet International standard and be made sustainable by making it more eco-friendly.

- The infrastructural and social amenities such as roads to enhance accessibility, chalets, restaurants, picnic stands should be constructed through joint effort by Public Private Partnership (PPP). Private investors should be sought.

- Nigeria Tourism Development Cooperation in collaboration with Osun state government should improve on creating awareness in form of advertisement through the use of bill boards, flyers, handbills, television etc to improve on the patronage of the waterfall

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AIR TRANSPORT BUSINESS: A LITERATURE REVIEW ON THE LOW-COST CARRIERS RESEARCH DEVELOPMENTS FOR THE PERIOD 1990–2005

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ABSTRACT

Research in the last two decades has greatly improved performance of both scheduled/traditional and low-cost carriers.The so called low-cost carriers (LCCs) are a significant dimension in the modern development and competition strategies of the air transport industry.In this study is reviewed LCCs literature from 1995 to 2005 which has been classified into main distinct areas such as: air transport deregulation/liberalization, air transport policy, LCCs business models & operating features, market segmentation, Case Studies, LCCs and scheduled airlines, LCCs networks, LCCs – airports relationship, LCCs Strategy, market entry and pricing strategies, LCCs and Charter Carriers, LCCs & Tourism. The findings of this study have relevant practical implications concerning the air transport industry literature developments.

Key Words: air transport business, low cost carriers, literature review, business models, airlines strategy.

1. INTRODUCTION

From the overview of the historical development of international transport, as well as the study of the course of international tourism, it is clear that the development of aviation and tourism follow parallel routes. On the one hand, the growth of transport has steadily pushed the expansion of tourism in qualitative and quantitative terms and, on the other, the development of tourism contributed to the creation of a dynamic segment in the aviation industry.

Air transport has been a key component of the travel industry, which has played a key role in the development of international tourism, particularly in the second half of the 20th century, making air travel the dominant form of modern international travel and tourism. The leisure trip, even outside the country of permanent residence, a symbol of the pre-war social classes, post-war is transformed into the socially necessary commodity for increasingly large numbers of social strata in industrialized countries, and international demand for tourist trips is rising sharply (Zacharatos, 2003:15).

The air transport industry, as we know it today, is shaped as a consequence of the removing of US controls in 1978 and in Europe during the 1980s. Deregulation in the US and Liberalization in Europe may have led to significant changes in the number of air carriers but primarily helped in the creation of a new type of airlines, (low cost carriers or no-frills carriers), which support their sustainability in providing low demand services while reducing transport costs.

One of the most impressive features of the aviation industry at the beginning of this century was the provision to consumers of a new concept for air travel. Low cost carriers (LCCs) offered a whole new product: no decorative items, no meals, no drinks, no spacious seats, no travel booking through travel agents, but a very low price (Barbot, 2004: 2).

Their simplified business model offered a competitive alternative at a time when passengers began to look for ways to avoid paying the high prices that regular carriers were demanding to maintain complex hub & spoke systems for their flight distribution (Franke, 2004:15).

2. LITERATURE REVIEW

Despite the initial estimates, engaging the international scientific literature with Low Cost Carriers (LCCs) covers a remarkable number of scientific articles (both theoretical and empirical), although this was a relatively recent phenomenon in the field of air transport. Furthermore, there are various approaches to the research that are engaged in the field of air transport: airlines (Carmona Benitez, & Lodewijks, 2008), low cost airlines (Dhingra, T., Yadav, M.,2018), airports (Bezerra, & Gomes, 2016), air transport (Ginieis, Sánchez-Rebull, Campa-Planas, 2012), Air transport and tourism (Spasojevic, Lohmann, & Scott, 2017).

3. RESEARCH METHODOLOGY

At the beginning, the most renowned "Air Transport" journals from 1995 to 2005 were identified. The researcher used several recognized lists of journals, portals with full-text access to journals, e-books and to bibliographic databases such as HEAL Link portal, ABDC list of journals, Elsevier Transportation journals, The SCImago Journal & Country Rank, JSTOR, SpringerOpen, Penn State University Press, Taylor & Francis Online etc.

A list with the number of LCC studies published in each journal from 1995–2005, is reported in Table 1.

Table 1: List of International Journals used for this review

Journal of Air Transportation: https://arc.aiaa.org/loi/jat
Journal of Organizational Change Management: https://www.emeraldinsight.com/action/showPublications?
Journal of Transport Economics and Policy: https://www.jstor.org/journal/jtranseconpoli
Journal of Transport Geography: https://www.journals.elsevier.com/journal-of-transport-geography
Managing Service Quality Volume: https://www.emeraldinsight.com/action/doSearch?AllField=Managing+Service+Quality+Volume++&SeriesKey=msq
Tourism Management: https://www.journals.elsevier.com/tourism-management
Transportation Journal: https://www.jstor.org/journal/transportationj
Transportation Research: https://www.sciencedirect.com/journal/transportation-research
European Management Journal: https://www.journals.elsevier.com/european-management-journal
Facilities: https://www.emeraldinsight.com/action/doSearch?AllField=Facilities+&SeriesKey=f
International Journal of Tourism Research: https://onlinelibrary.wiley.com/loi/15221970
Journal of Air Transport Management : https://www.journals.elsevier.com/journal-of-air-transport-management
Journal of Air Transportation World Wide: http://miar.ub.edu/issn/1093-8826

Journal of Business Research : https://www.journals.elsevier.com/journal-of-business-research	
Journal of Management: https://journals.sagepub.com/loi/joma	
Journal of Transport Economics and Policy: https://www.jstor.org/journal/jtranseconpoli	
Journal of Transport Geography: https://www.journals.elsevier.com/journal-of-transport-geography	
Long Range Planning: https://www.journals.elsevier.com/long-range-planning	
Managing Service Quality: https://www.emeraldinsight.com/journal/msq	
Strat. Change: https://www.sciencedirect.com/topics/social-sciences/strategic-change	
Transportation Journal: https://www.jstor.org/journal/transportationj	

Low-Cost Carrier content was examined for the articles in these 21 top journals from 1995- 2005. Articles were considered within the domain of Low-Cost Carrier (LCCs) and associated topics like full-service carriers, charter services etc. are not covered in the study because of the diverse variety in those studies.

4. THE STATE OF THE ART OF THE AIR TRANSPORT AND TOURISM LITERATURE

4.1 RESEARCH ANALYSIS & FINDINGS

Despite the initial estimates, engaging the international scientific literature with low-cost carriers (LCCs) covers a remarkable number of scientific articles (both theoretical and empirical), although this is a relatively recent phenomenon in the field of air transport. Deregulation, which has led to the emergence of low-cost airlines, was first implemented in the US in 1978 with the adoption of the Airline Deregulation Act and later in EU with Liberalization through three packages of measures that began to be implemented in 1993 and completed in April 1997. This record includes 61 articles published in scientific journals from 1995-2005. The research framework for low-cost airlines is mainly defined by studies that could be classified as follows:

Table 2: Categories of Low-Cost Carriers (LCCs) articles and topics included

LCCs Research Category	Topics included	Total LCCs articles/studies in current research Journals
1. **Air Transport Deregulation**	Entry Exit; Contestability; Game theory; Transportation; Airlines Frequency; Deregulation; Liberalisation; Routes; External costs.	4
2. **Air Transport Institutional Framework, Policy and Law**	European Commission; Start-up aid; LCCs; Regional airports.	2

3.	**Airlines Business Models and Operating Features**	Low cost airlines Growth; International development; Airline strategy; Network carriers; New business models; hub-and-spoke; full-service airlines and low-cost carriers, operation models; Hub & spoke airlines; No-frills; Network carriers; Network economics; Business models; Airline competition.	6
4.	**Airlines Marketing**	Business travel market; cross-market comparisons; Industrial organization; Airport competition; Airline competition; Vertical relationships; FSCs; Marketing strategy; Air transportation; Business travelers; Business travel; EU; Corporate travel; strategic airline alliances; Short haul markets; Internet based booking tools and travel agency IT.	6
5.	**LCCs Case Studies**	Leadership; Motivation; Service quality; Awards; TQM; Ryanair; cost-cutting techniques; cost strategy; Belief; Employee attitudes; Organizational performance; Values; competition; Southwest; Case study; easyjet; entrepreneurial management; Multi-airport regions; Southwest effect; market entry; Prices; Route entry; Discount carrier; ValuJet; Established carrier's hub.	9
6.	**LCCs and Scheduled Airlines**	Market entry; Cityjet; Case study; deregulation; Entry Exit; Accommodation; Predation; Service quality; Flight delays.	4
7.	**Airlines Networks**	Airports; Aviation networks; Concentration index, European aviation network; Deregulation; Cluster analysis; Hub airport; Gini index; Concentration; Airline network.	3
8.	**LCCs and Airports**	Full-service carriers; Airline competition; European aviation; Airport–airline interaction; Airport charges; Airports Facilities management; Strategy.	4
9.	**Strategy**	Competitive advantage; Airline–airport relationship; Southwest model; Airport business; Strategic choice; Response to environment; Airline industry; strategy; strategic groups; US airline industry; Competitive strategy model; Michael Porter; strategic management; Airline industry; Horizontal integration; Corporate strategy; Market power.	7
10.	**Airlines Market Entry**	Market Entry, Airports, routes competition; Pricing strategies; Market entry; Deregulation; Market Density; LCCs; Canada; Airlines Barriers to entry; Deregulation; Managerial perception; LCCs market entry; US; Contestability.	7
11.	**Airlines Pricing Strategies**	Deregulation; Productivity; No frills; Island location; Secondary airports; Sustainable contestability; Revenue management; Low-fare airline entry; Airline pricing; strategy; Capabilities; Low cost strategy, Fleet Capacity; Load Factor; easyJet; Buzz and Ryanair; Pricing behavior; London–Paris; Aviation; Internet; pricing; spatial competition; Air transportation; Low fare air carriers; Airline pricing; Southwest; US; Cost; fares.	7
12.	**LCCs and**	Charter carriers; No-frills airlines; Aircraft	1

Charter Airlines	utilisation; Labour productivity; Seat only markets	
13. LCCs and Tourism	Tourism; Regional airports; Airline business models; Panel data analysis.	1

5. LCCs Literature Review
6.

5.1 Air Transport Deregulation

In relation to the results of liberalization, the various empirical studies have shown positive effects on prices and increases in consumer welfare (Morrison and Winston, 1990; Schipper, Rietveld and Nijkamp, 2003). If a market liberalization is socially beneficial, it is centered around creating the conditions for a viable market for a free market entry and exit. These include low fixed costs and the existence of potential competitors that can easily enter and exit (Bailey and Panzar, 1981; Motta, 2004). In general, an airline is considered to be potentially incoming if it already serves one or both extreme points of a route (Berry, 1992, Morrison and Winston, 1990).

Such a presence, where the cost of entry and exit are low, is supposed to be sufficient to limit the exercise of market power (market power) (Hurdle at al., 1989, Ito and Lee, 2004; Goolsbee and Syverson, 2004). Other airlines' market studies, however, reveal how the competitive effect is best attained when potential competition turns into real competition (Borenstein, 1992). Interestingly, in a combined entry and exit study, Joskow et al., (1994) find that entry and exit have opposite effects on average price levels, but not on performance. One particular type of actual and potential competitors has become increasingly important in recent years is that of low-cost carriers (LCCs), with most individual examples being the Southwest Airline US and Ryanair and Easyjet companies in Europe (Boguslaski et al., 2004, Piga and Filippi, 2002). These have put a very significant competitive pressure on traditional carriers, and on the roles of potential and actual competitors (Gil-Moltó and Piga, 2006).

To address the question of whether market forces operate as freely as possible, several studies have been carried out to investigate which factors affect an entry or exit decision. The presence of airports seems to be a key factor for profits from activation after entering a given city pair (Berry, 1992). In addition, the entry of an airline and exit and entry behavior is significantly influenced by its own network (but not by that of its competitors) (Morrison and Winston, 1990). Both results support the notion that hub-and-spoke networks have been assessed in the US after deregulation, not only for the savings (resources) they have allowed, but also for market power (market power) they offered (Borenstein, 1989).

5.2 Air Transport Institutional Framework, Policy and Law

Völcker (2005) refers to the start-up aid of low-cost carriers by regional airports as a policy perspective. Grant to airlines departing from such airports is treated as aid to those airports in order to develop the "critical mass" needed to become commercially viable, and ultimately to reduce their dependence on state funds.

Barbot (2006) creates a model of horizontal diversification to analyze the effects of the state subsidy stemming from the agreement between Ryanair and the local authorities of Walloon (owned by Charleroi airport in Brussels) at suburban airports as well the effect of lower charges on competition between LCC's and FSC's. FSC's are negatively affected by subsidies, but competition can affect them more. The empirical analysis with elements of Ryanair and its competitors indicates

that the presence of at least one additional LCC does not affect the prices charged by the air carrier and the dominance at an airport and its advantages at the level of fees) does not pass on to the passengers.

5.3 Airline Business Models and Operating Features

Pender and Baum (2000) study low-cost carriers in terms of their operating characteristics and examines the implications for European aviation markets. The authors conclude that low-cost carriers seem to have taken part in the business of land and ocean carriers by creating a new aviation market.

Tretheway (2004) studies the inherent weaknesses in the business models that have been sought by major air carriers. It also identifies a number of modifications to be made to the business model of regular air carriers in order to maximize their market share.

Hansson, Ringbeck, Franke, (2002) and Hansson, Ringbeck, Franke, (2003) are working on and proposing a viable functional model that could be adopted by Full-Service Carriers and influenced by LCCs. Franke (2004) records the difficulties in the business model of scheduled air carriers against low-cost carriers and notes that they need to redefine their business choices by analyzing the main axes of this transition to a new level of balance.

Francis, Humphreys, Ison & Aicken (2006) deal with the development and business model of LCCs worldwide, attempting to investigate and identify the factors that have encouraged the development of LCCs spatially and temporally. Alves & Barbot (2006) investigate whether different business models in the same industry (air passenger transport) lead to different corporate governance models. The authors find that low cost carriers (LCCs) organize board committees other than FSCs in order to achieve the lower cost and faster decision-making process required by their business model. They also found that LCCs and FSCs solve potential cost problems differently. FSCs have more committees to control management, and LCCs have a closer coincidence of interests between shareholders and management.

5.4 Airline Marketing

In some studies, the authors study LCCs from the point of view of Marketing and in particular by segmenting and focusing on specific target groups. Mason (2000) deals with a segment of the aviation market and details the intention of European business travelers to use low-cost carriers for short-haul flights. The findings of the survey support the view that low-cost carriers would be more attractive for business and employees working in small and medium-sized businesses. Mason (2001) in a subsequent research deals with the marketing of LCCs in a particular market segment. He presents the results of the survey to see if business travelers who use Heathrow Airport on the one hand and Luton on the other hand belong to the same market segment. Despite the fact that the results of the survey did not show the existence of two groups of clients, to some extent workers - in large enterprises - show some differences from those working in medium and small enterprises.

Mason (2002) presents a survey of twenty major businesses and their business travelers to identify and assess the effects of pressures on the business travel market in the future. The survey reflects differences in views between travel and tour manager on corporate travel policies.

The Gillen and Morrison (2003) study investigates the interaction between scheduled air carriers and low-cost air carriers in the air travel market where flight is only one component in a package of services. It examines two important dimensions of the market for "packaged" air transport services

i.e. horizontal product differentiation (between "air transport" products) and vertical integration between air carriers and airports.

Jarach (2004) analyzes the new market scenario in the airline industry focusing on the European field. It also analyzes the major marketing tactics that European air carriers could adopt in order to cope with the large wave of entry of LCCs and to survive in the modern "harsh" environment. One of the selected studies is that of Evangelho, Huse and Linhares, (2005) which investigates whether there is a marked differentiation between the segment of the business travelers market using low-cost carriers and those using regular air carriers in Brazil. The article examines whether there is a significant distinction between the business segment of business travelers using incoming low-cost carriers and those using full-service carriers and also examines the perception of these travelers about the basic properties of the services offered. The conclusions show that there is segmentation in the business travel market, suggesting that preference for traditional airlines is more a matter of culture in larger organizations, rather than depicting any type of bias about the low-cost model.

5.5 LCCs Case Studies

A section of the studies deals with the specific low-cost carriers with the largest number of studies and related literature to focus on the first low-cost carrier i.e. Southwest Airlines.

SouthwestAirlines

Bunz and Maes (1998) are looking for the sources of Southwest's success as a company with a high level of incitement to its employees. In the conclusions of the article, Southwest represents the "excellent" company according to the criteria established by Peters and Waterman in 1984. Milliman and Ferguson, (1999) study this airline in order to explore ways who manifest the spirituality within the Southwest and to verify the effects of spirituality on employees, customers and organizational performance of the company. Southwest Airlines also deals with Laszlo (1999), whose work presents a detailed analysis of how a key customer service organization was built to achieve and continues to improve by implementing quality management principles.

Apart from the abundance of bibliography for Southwest Airlines, Morrison (2001) deals with Southwest Airlines and its significant influence in the success of US airlines' liberalization. This study uses a real package of competition variables to assess the extent of this influence in 1998 and concludes that travel savings are estimated at 12.9 billion. US dollars, or 20% of domestic airline revenue. The role of Southwest in changing fares and passenger traffic on an air link and its effects on areas with many airports, examines Vowles (2001). A comparison between links that covers connections that Southwest does not serve, indicates that elements of its impact even appear in markets where Southwest does not provide services.

ValueJet

Windle and Dresner (1999) concluded that the entry of low-cost airline companies resulted in lower prices for the air links they entered. Their study extends this analysis by examining the implications of entering a "discount" air carrier on an airline link (ValueJet at Atlanta's main airport and an established carrier such as Delta) and exploring the price change in air links to which low-cost airlines did not enter. The results of the survey have shown that Delta has reduced its fares to competitive links that had arrived at Atlanta Airport as a response to ValueJet's competition.

easyJet

The Easyjet Case Study by Sull (1999) records the rapid growth of easyJet that began its operations in November 1995 at London Luton Airport. In two years, it was widely regarded as a low-cost European model airline and a strong competitor of national carriers. The business has clearly defined marketing functionalities, e.g. type of aircraft, point-to-point short-haul trip, no meal in flight, fast recycling time, very high utilization of aircraft, direct sale, cost-oriented customers - prices and extensive subcontracting. The case is followed by the critical analysis of three expert commentators in the field. In this Case Study, the company's executives track down three EasyJet's near-cost low-cost rivals, while detailing the strategies of these competitors. EasyJet focuses on Rae's study (2001) to explore the concept of business management through a low-cost airline case study.

Ryanair

Lawton (2000) examines Ryanair's cost-cutting techniques, one of Europe's most successful low-cost airlines, and promotes a business model for other smaller and medium-sized carriers in Europe.

5.6 LCCs and Scheduled Airlines

Air France's "response" to the entry of low-cost air carriers is being studied by Barrett (2001). The article is a case study for CITYJET, the airline of scheduled flights purchased in 2000 by Air France, and acts as the "low-cost" segment of this major airline. The Cityjet case study shows that traditional air carriers face many difficulties in - after the withdrawal of restrictive regulations - market. Dominant positioners exercise control over hubs and have effective frequent flyer programs.

New entrants are subject to additional retail costs in order to ensure the support of travel agents. The new full-service airlines also face competition from "cheap" airlines whose message is that in-flight services are not worth spending on short-haul routes. EU policy on "predatory" pricing is weak in line with the two new entrants that are being examined. Ito and Lee (2004) analyze the response of established hub-and-spoke carriers at the entry of LCCs on routes served before and from their hub airports over the past decade. Their analysis also shows that the likelihood of a LCC entering a hub-and-spoke market is independent of the response of the dominant carrier. Graham and Vowles (2006) deal with the segmentation of these carriers and their market as a repositioning to meet the challenge of low-cost competitors through the creation of (carriers-within-carriers – CWCs) at lower unit cost versus of the parent company.

The research determines that traditional air carriers have radically different responses and attitudes towards (carriers-within-carriers – CWCs) strategy and that there is very limited evidence that this is an effective response to low-cost competition.

Rupp and Sayanak (2008) examined the performance of the low-cost carriers (LCCs) in comparison with the other major carriers. Recent Growth of LCCs indicates that passengers will have LCCs options in the future. They found better LCCs performance is due to fewer flight cancellations and higher on-time arrival rates.

5.7 Airline Network

Certain studies deal with airlines networks, including LCCs. Reynolds-Feighan's (2001) examine the methods of air traffic distribution of low-cost US air carriers using the same methods as regular carriers (Gini index, Theil index, Herfindahl index). It shows that low-cost carriers have a lower average level of aggregation than full-service carriers.

Low-cost carriers focus their air traffic around a limited number of key hubs that function more as entry and exit points than transfer points.

Burghouwt and Hakfoort (2001) examine whether the liberalization of aviation in the European Union followed the same course followed in the US with regard to the adoption of the Hub-and-spoke system. They analyze the evolution of the European aviation network in the period 1990-1998. Burghouwt, Hakfoort, and Ritsema van Eck, (2003) examine on how the geographic structure of airlines' networks in the period 1990-1999 has changed, including LCCs. With regard to LCCs, and unlike the US, low-cost European airline operators focus their services on a limited number of airports by 1999. Of course, there are signs of changes such as rapid growth, the opening of new connections, entry of British LCCs in Europe and the use of secondary airports.

5.8 LCCs and Airports

Pitt and Brown (2001) study airports and airlines' relations. They examine the strategic response of Dublin airport to the presence of two types of air carriers demanding different services as well as the difficulties faced by airport managers in forecasting different levels of service required for different customers. The study concludes that airport organizations must move towards a more divided form that will serve both types of airline at an airport. In their article, Francis, Fidato and Humphreys (2003) use case studies to capture the effects of LCCs on two European airports. Case studies have shown that airport managers estimate that future development at suburban and regional airports will depend on the incentives they can offer to low-cost carriers.

Barrett (2004) explores the challenge of adapting European airports to the provision of services to low-cost air carriers and the specificities they face "vis-à-vis" scheduled airlines.

Francis, Humphreys ana Ison (2004) investigate how airports have responded to the obvious opportunities that emerged from the rise of low-cost carriers. They comment on the behavior of a number of different airports in Europe and identify the important airport management issues to be taken into account when negotiating with low-cost airlines.

De Neufville (2006) deals with product diversification, which airports must adopt to meet the needs of LCCs. Warnock-Smith and Potter (2005) argue that low-cost carriers are an increasingly important part of the European aviation industry. Airport selection is a critical factor in determining success or failure. According to Warnock-Smith and Potter (2005), while airports and LCCs have been investigated with regard to airport selection factors, the related classifications have not been previously investigated. Their study looks at this through an exploratory survey of eight European low-cost airlines. The study concludes that the demand for low-cost services is the most important factor of choice. Furthermore, the analysis reveals different requirements depending on the characteristics of the air carriers.

5.9 Airline Strategy

Among the first studies to the issue of new entrants, is that of Kling and Smith (1995) which attempts to identify strategic groups in the US aviation industry using the model of Porter's competitive strategy. Among the 9 major airlines in 1993 is Southwest, the first low-cost airline, for which Kling and Smith say they are pursuing a "focused" strategy.

Schnell (2003) study whether the effectiveness of airlines' strategies has changed in recent years. One important finding is that the observed effectiveness of many strategies has changed significantly. The type of change shows that conventional carriers are beginning to adopt ways traditionally applied to LCCs.

In the wake of the liberalization of air travel in Europe, Kangis and O 'Reilly (2003) examine how Rynair and Air Lingus responded to this external motivation and revealed remarkable differences in strategy. Research in the article has shown that different companies in the same "industry" can adopt different attitudes, possibly perceiving different threats or opportunities from the same external stimulus.

Lawton (2003) returns to a study that examines and compares the principles of strategic management and the operations of leading low-cost carriers. This study explores how the market power and resilience of the business model of LCCs derives from a dynamic approach to Strategic Management, subject to an aggressive customer search associated with a clear and particular emphasis on operational efficiency. Companies within and beyond the "airline industry" can draw valuable management ideas from these principles and practices of pioneers in the LCCs market.

The study of Lindstadt and Fauser (2004) raises the question of how regular air carriers should plan their organization and develop more distinct products in a changing environment. It compares the effectiveness of integrating or separating regular carriers into individual entities (and LCCs) from the corporate strategy point of view.

Barbot (2004) examines two issues related to low cost (LCC) competition: first whether they respond to price changes by a full-service carrier (FSC), and second whether they compete with each other and how this competition operates. It presents a theoretical model that combines vertical and horizontal differentiation. An empirical test is then carried out for the Paris-Milan route, where three LCCs and one FSC operate. The empirical study confirms some of the results of the theoretical model. That is, there is a strong price competition between LCCs and almost always in the way predicted by the model. On the contrary, the results suggest that their competition with FSC's is limited to an entry regulation, and they ignore the price changes by national carriers after entry.

The study of Gillen and Lall (2004) identifies the competitive advantage of low-cost carriers such as Southwest, Ryanair and easyJet, as well as the role of airports.

5.10 Air transport Market Entry

An important part of the low-cost airlines related research focuses on market entry, primarily in the USA (Windle & Dresner, 1995, Dresner, Lin & Windle 1996) and Europe (Morrell 1998, Barrett 1999, 2001) and less in other countries such as Canada (Mentzer, 2000), Australia (Forsyth, 2003) and recently Brazil (Evangelho, Huse & Linhares, 2005). Competition between incoming lowcost carriers (LCCs) and dominant –hub-and-spoke – carriers has become an issue of widespread interest in the deregulated passengers' air transport industry both in the US and abroad (Ito and Lee, 2003, 2004, Forsyth 2003, Morrison 2001, Dresner, Lin, and Windle, 1996).

Windle and Dresner (1995) study the effects of the introduction of new airlines on US domestic lines for the period 1991-1994. With the completion of their research, they concluded that: Southwest's entry into an airline link had different effects from those of other airlines and also resulted in a much higher fare reduction (-48%) and an increase in air traffic (up to 200%).

The Dresner et al. (1996) research extends previous research to explore the competitive effects of low-cost airlines entering the market. In particular, it examines the impact of the entry of LCCs on the operations of air carriers on other air connections from the airport where the entry occurred and the effect of entering LCCs on the operations of air carriers at nearby competing airports with respect to the airport the entrance occurred. The conclusions show that the presence of a low-cost airline has contributed to lower returns and higher air traffic both on the air link in which "entry" occurred and competitive air links. The study's conclusions also show that the presence of LCCs has an impact on other competitive links and that the benefits to passengers show to be more than originally expected.

In April 1997 the final phase of a series of measures that contributed to the liberalization of aviation in the European Union was completed. Morrell (1998) examines the progress made so far to achieve the liberalization of aviation in Europe, also taking into account the entry of new airlines. The author concludes that only a limited number of satisfactory air traffic routes are available to new entrants. The overall effect of liberalization on air fares shows a positive image of the availability of seats and the size of discounts offered.

Gudmundsson (1998) proposes a different approach to New-entrant airlines' life-cycle analysis. His research shows that new entrants have similar characteristics to companies operating in other 'industries'.

Windle and Dresner (1999) extends their analysis of the impact of LCCs on the fares of the routes they enter by examining the impact of ValuJet's entry on the hub of an established air carrier such as Delta and by examining the change in prices on routes that do not "enter" a low-cost carrier. They have found that Delta has lowered its prices on non-competitive routes (those completed or through Atlanta, the Delta hub) in response to competition from ValuJet. They have not found evidence that Delta has increased prices on non-competitive routes (whether those who finish at Atlanta or Atlanta) to offset lost revenue on competitive routes. The final result is in contrast to the DOT cases and supports the position that companies are implementing rational pricing on their hub-and-spoke networks.

The entry of low-cost carriers to Canada is being examined by Mentzer (2000) to determine whether the entry of a low-cost air carrier into a Canadian domestic airline squeezes the prices of a major carrier and concludes that, as in the United States Southwest, so in Canada, WestJet's presence pushed down on domestic flights.

The impact of the entry of low-cost air carriers in Australia is studied by Forsyth (2003). In the conclusions of the article, we see that their entry may indicate that it has failed as an undertaking but is an important part of the competition processes and affects the behavior of established scheduled air carriers.

The study by Ito and Lee (2003) documents the growth of low-cost carriers (LCCs) in the US aviation industry since 1990. They confirm that LCCs have concentrated their entrances primarily in the very dense markets - airport pairs during the previous decade. In addition, they show that if LCCs continue to penetrate similar density markets at the same rate, the revenue share of home network carriers may eventually be exposed to direct competition by LCCs could increase appreciably from approximately 30% today to just below from 50% in the future. In another study,

Ito and Lee (2003) document the increase in low-cost carriers (LCCs) in the US aviation industry since 1990 and at the same time quantify the market characteristics that have affected the non-stop entry of LCCs in the 351 city -pairs markets over the past decade.

Schnell (2004) explores whether there are still effective barriers that work to prevent entry into liberalized aviation markets. While most airline markets have been liberalized, there seem to be still barriers to entry. They find that the conditions of industry (air transport), the objectives of an airline, characteristics and strategies contribute to the effectiveness of individual barriers to entry.

Mardi & Sedlenieks (2004) explore the future prospects of LCCs in transport, and in particular the commercial aviation market between Riga/Tallinn and Stockholm. They assess the suitability of the current market structure for entering LCCs as well as assess whether the preferences and behavior of air and sea passengers on the Riga/Tallinn - Stockholm market coincide with the theoretical predictions of Kelvin Lancaster's model.

Following the empirical studies, Gil-Moltó and Piga (2006) analyze the entry and exit activity in the period after the liberalization of air transport and study the traits of differentiation between traditional and low-cost carriers on the markets of British airlines. In addition to the features traditionally emphasized as entry determinants (eg airport presence and network economies), the authors find that the existence of chartered or seasonal air carriers, product diversification opportunities and the quality level provided by dominant occupants correlates with the explanation of entry and / or exit. Despite of liberalization policies, the possibilities for free entry and exit of important large markets still appear to be limited.

5.11 LCCs Pricing Strategies

The effects of LCCs on fares and passenger traffic have been well analyzed (Dresner et al, 1996). Whinston and Collins (1992) found that the entry of the "new" LCC carrier People Express resulted in a 34% drop in average prices on 15 air links in 1984-85. Bennett and Craun (1993), in their research for the US Department of Transportation, looked at the influence of Southwest on a number of California markets. The authors found that Southwest's entry into the Oakland-Burbank intra-California route in 1990 resulted in a 55% drop in price and a six-fold increase in passengers.

Lawton (1999) explores the implementation of embedded strategic models in a particular industry (air transport) or a particular company (Ryanair). Among the conclusions it is stated that the strategic choice of "low-cost" by itself is insufficient to ensure a long-term competitive advantage of the business on the market.

Vowles (2000) examines the role of low-cost carriers in the determination of air fares in the US using a model. The final results show that low-cost carriers play a determinant role in determining air fares in the US.

Piga and Filippi (2002) develop a theoretical framework for analyzing the strategic behavior of low-cost European air carriers, with emphasis on the role of product differentiation. They also use real research data to verify the effectiveness of LCCs distribution strategies. The study has shown that the success of LCCs may not only depend on their ability to keep their costs low, but also on the application of price strategies, which attract different market segments thus increasing their average occupancy.

Najda (2003) examines the current structure of the US domestic airline market to determine the magnitude of market power exerted by incumbent carriers, market dynamics on short and long-distance routes and the impact a new carrier (LCC) in the distribution of air fares. The analysis

attempts to determine whether the pricing strategies of competitors differ depending on the presence of a LCC on that airline link.

Pels and Rietveld (2004) analyze pricing behavior in the London-Paris airline linking low-cost air carriers as well as regular air carriers. The results show that most airlines in the London - Paris market do not show a distinctive competitive behavior.

Gorin and Belobaba (2004) present the impact of Revenue Management on fares on scheduled carriers following the entry of a low-cost carrier on an air link.

Barbot (2004) attempts to investigate whether there is price competition between FSC's and LCC's through a theoretical model that is being tested for 18 links between Paris and Milan. The results showed that LCC's respond to the price changes of their respective LCC's competitors. However, price competition with the FSC seems to exist as an entry regulation by the latter without any further response to price changes after entry.

Knorr and Zigova (2004) study innovative pricing strategies as a competitive advantage of LCCs. Their spectacular success, through an innovative pricing approach as a critical element of in-depth thinking through a consequent mix of Marketing, demonstrates that even in highly competitive markets there are impressive and lasting profit opportunities and can be exploited by implementing the appropriate pricing strategy.

Barrett (1999) examines the viability of Ryanair's "low-cost" product in relation to customer preferences, the labor market, and external costs such as airports and bookings.

Chopra and Lisiak (2005) study the difference in financial performance between low-cost carriers (such as Southwest and JetBlue) and traditional air carriers such as American Airlines, Delta Airlines and United Airlines between 2001 and 2004. During this period, low-cost carriers have earned an operating income of 0.934 cents per available mile (ASM), while traditional carriers have lost 3.933 cents per ASM.

5.12 LCCs and Charter Airlines

An important dimension of the entry of low-cost carriers is related to the impact on charter carriers. Williams (2001) compares the operating costs of charter flights and LCCs and concludes that when the difference is noticeably reduced, charter carriers still have the advantage.

5. 13 LCCs and Tourism

Papatheodorou and Lei (2006) study the relationship between tourism and air transport. Their study emphasizes this relationship, focusing on the impact of the three main business airline models (traditional - scheduled flights, charter airlines and low – cost carriers) on regional airports using Great Britain as a case study. The results of their empirical study show that despite the current perception, low-cost carriers are not the only ones that can make a significant contribution to airport aeronautical and non-aeronautical revenue.

The results of their empirical study show that despite the current perception, low cost carriers are not the only ones that can make a significant contribution to airport revenue from airport or other airport benefits.

7. DISCUSSION

The framework of Low Cost Carriers related research topics, are mainly defined by studies that refer to: institutional framework, civil aviation policy and legislation, the air transport deregulation, business models and operational characteristics, Marketing and market segmentation, relation between LCCs and scheduled airlines, airlines flight networks LCCs and their interaction with the airports they serve, competition and strategy issues, airlines market entry strategies and pricing strategies, LCCs and charter airlines, LCCs and tourism as well as LCCs Case Studies.

In relation to the results of deregulation, the various empirical studies show the positive - and not only - effects in prices and in consumers well-being. If a market deregulation is socially beneficial, it revolves around creating the conditions for a sustainable contestable market structure. In general, an airline is considered a potential entrant if it already serves one or both extreme points of a route. Such a presence of LCCs, when the cost of entry and exit is low, is supposed to be sufficient to limit the exercise of market power. Other studies of the airline market, however, reveal how the competitive effect is best approached when potential competition becomes real competition. In a combined entry and exit study, the researchers found that entry and output have opposite effects on average price levels, but not on performance.

The presence of airports seems to be a key factor in gains from activity after entering LCCs in a given city pair. Moreover, the entry of an airline, and the exit and entry behavior, is significantly influenced by its own network (but not by that of its competitors). With regard to state aid subsidies departing from such airports, this is treated as assistance to those airports, to develop the "critical mass" required to become commercially viable, and thus ultimately reduce their dependence on state funds.

With regard to the business model, low-cost carriers organize board committees in a different way than full-service carriers in order to achieve lower costs and faster decision-making required by their business model.

In terms of segmentation and market study, some studies have shown that low-cost carriers would be more attractive to passengers travelling for business and working in small and medium-sized enterprises.

On the response of traditional carriers to the entry of low-cost carriers, Cityjet's case study shows that traditional carriers face many difficulties in the market after deregulation.

The dominant carriers control hub airports and have effective frequent flyer programs. New entrants are subject to additional retail costs in order to secure the support of travel agents. Another study shows that the likelihood of an LCC entry in a hub-and-spoke market is independent of the dominant carrier's response.

On the subject of airline networks, a study shows that low-cost carriers have a lower level of concentration on average than full-service carriers. LCCs focus the flow of their air traffic around a limited number of hubs that act more as entry and exit points than as transfer points.

Of course, the issue of LCCs is also related to the airports they choose and the strategic choices of airports in order to meet their requirements. The commercial dimension concerns many airports, especially the smaller ones, which have been forced to look for new ways of finding income as well as reshaping the "airport-airline" relationship.

On the subject of the strategy of new entrants, the following is found: the effectiveness of many strategies has changed significantly. The type of change shows that conventional carriers are beginning to adopt ways that were traditionally applied to LCCs. Different companies in the same

industry may adopt different attitudes, possibly perceiving different threats or opportunities coming from the same external stimulus.

Otherwise, the presence of at least one additional LCC does not affect the prices charged by the carrier and on the other hand the dominance in an airport and the advantages that this determines in terms of fees (charges, fees) are not passed on to passengers. Their competition with FSCs is limited to an entry arrangement, and they ignore price changes by national carriers after entry.

A significant part of the low-cost air carriers' studies is focused on the strategies of entering the air transport market. Competition between incoming low-cost carriers (LCCs) and established hub-and-spoke carriers has become a subject of expanded interest in the deregulated air transport passenger industry, both in the US and abroad.

As regards barriers to entry, conditions of the air transport industry, an airline's objectives, characteristics and strategies contribute to the effectiveness of individual barriers to entry. Despite liberalization policies, the potential for free entry and exit (contestability) of major markets still seems to be limited.

A relevant study has shown that the success of LCCs may not only depend on their ability to keep costs low, but also on the application of price strategies, which attract different segments of the market, thereby increasing their average occupancy. Revenue management also has implications for fares to FSCs following the entry of a low-cost carrier into an air transport connection.

Their spectacular success, through an innovative approach to pricing as a crucial element of in-depth thinking through a therefore applied marketing mix, proves that even in highly competitive markets there are impressive and lasting profit opportunities and can be exploited if the appropriate pricing strategy is applied.

Low-cost carriers have consistently operated with a lower number of employees per ASM than traditional carriers. An airline can choose to be cost oriented or revenue-oriented, but it is difficult to be on both. Of course, gradually the business model of low-cost carriers is changing, and we are now facing low-cost hybrid models.

Initially there were notable differences between the product offered by low-cost carriers and those maintained by traditional air carriers, network carriers and regional airlines. Almost all of these benefits are now available to low-cost passengers but usually at extra charge. On the contrary, some other elements of the low-cost air transport model play a role in the strategy of Full-Service Carriers, in particular revenue from ancillary services.

7. CONCLUSION

The air transport industry has experienced significant challenges in the last decades, leading to a new perspective of the airlines business. The study of aviation sector includes a wide range of scientific approaches which intensified in the second half of the 20th century. The involvement of international scientific research in the aviation sector brings together a large number of articles in the post-war transport sector, covering an expanded and multi-layered approach to international aviation issues. There is no doubt that the emergence and growth of low-cost carriers is one of the most significant global developments in the air transport industry. This research deals with of air transport literature review within the context of strategic choices of a singular form of air transport, such as low-cost carriers. This "new" type of air transport has thoroughly and decisively stirred up the status quo in air transport and specifically, the so-called traditional air transport networks, through the introduction of the low-cost model that permits these airlines to offer low fare tickets to their customers. The low-cost carriers are a significant dimension in the modern development and

competition strategies of the air transport industry. An in-depth study of the data of that period shows why LCCs seemed to be viable and attract significant markets. Research articles and other relevant documents published between 1995 and 2005 were analyzed, following explicit criteria and replicable procedures. The classification of low-cost carriers' literature of a specific time period and findings arising from this study may be taken into account for a more comprehensive approach to the relevant literature within the air transportation context.

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LOCAL PARTICIPATION LEVEL AND EMPOWERMENT A CASE STUDY OF GHANDRUK COMMUNITY TOURISM, NEPAL

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ABSTRACT

Local participation in community tourism is key to the host community welfare as well as socio-cultural and environmental well-being. However, the measurement of a tangible level of such participation and the consequential empowerment process of the host is often overlooked and remains hitherto, an under-researched concept. To inquire on this as an objective, a case study is applied in a Ghandruk community (Nepal) with an assessment of community-tourism interaction, participation level and empowerment build up process of the community.   While on the construction of the theory, theoretical perspectives on destination development, community-tourism interactions and participation typologies were incorporated. Structured questionnaires for a sample population and other qualitative survey techniques revealed that the local enthusiasm in tourism was growing for economic reasons, gaining some empowerment. A growth tendency of zones such as core and peripherals, in terms of tourism trade intensity and local involvement, was detected. The core area participants were better equipped and more benefitted than those in the peripherals. It is concluded that in communities such as Ghandruk where tourism is slowly taking off, such traits of core and peripherals, are evident. But in due course of destination development and maturity, as the local participation level rises sufficiently to broaden the peripheral zone, merging with the core areas may occur.

Keywords: local participation level, empowerment, core and peripheral zones, tourism destination development.

1. INTRODUCTION

The modern days tourism in communities have necessitated community stewardship in it. Also because, tourists desire to travel the far-off places is increasing because of their imagination of seeing the unseen and for the most idiosyncratic tourists, the attraction for the remote and off the beaten tracks places was never more than what it is at present (Fennel, 2015). Yet, the Community upturn of tourism has been identified with both benefits and tangible costs as expressed in tourism literature, especially on four core dimensions such as socio-cultural, economic, biophysical environment and local empowerment (Nunkoo & Ramkisson, 2011; Wearing & McDonald, 2002; Stronza & Gordillo, 2008; Stone & Stone, 2011; Tylor, 1995). Moreover, what almost unanimously

supported is the fact that developing tourism activities in communities may not realize its socio-economic, community empowerment and environmental sustainability goals unless the host community members are on the decisive position to influence on policy decisions (Mitchell & Reid, 2001; Murphy, 1985; Kontogeorgopoulos, 2005; Scheyvens, 2000; Cole, 2007; Simons & Grool, 2015). Because, tourism cannot sustain in a community if the host are hostile and unsupportive of its activities (Reid, D. G., Mair, H. & George, W. ,2004; Claudia 1997; Lankford & Howard 1994; Lankford 1994; Ap, 1992; Faulkener & Tideswell, 1997; Tosun & Timothy, 2003; Ap & Crompton, 1998; Liu, J. C., Sheldon, P. J., and Var, T. ,1987; Choi & Shirakaya, 2005).

While the emphasis on stakeholders' decisive participation in tourism is increasing, scaling of an actual level of community stakeholders' participation in its planning and implementation is often an overlooked issue (Blackstock, 2005; Sharpley, 2014; Wearing & McDonald, 2002). The purpose of this research is therefore, to identify the level of local participation in a community-based tourism and to assess the empowerment process thereafter. For the first purpose, the involvement of local community members in tourism trade has been accounted of a sample frame of the community and assessed the developing tourism trade of the whole community to identify the level of local participation in tourism. And for the second purpose, some theoretical frameworks of empowerment such as described by Scheyvens (2000), has been applied to assess the empowerment of the community.

2. PARTICIPATION IN COMMUNITY TOURISM AND THEIR EMPOWERMENT

Local participation is defined as "the ability of local communities to influence the outcome of development projects, such as community tourism, that have an impact on them", (Drake, 1991: 149-155, in Fennell, 2015: 74). While empowerment is, essentially, a process at which individuals or community act to gain mastery or control over their lives (Rappaport, 1987; Zimmerman et. al., 1992; Perkins & Zimmerman, 1995; Wallerstein & Bernstein, 1994; Speer & Hughey, 1995). Participation in any community projects especially for marginals and powerless subgroups is not as easy and hurdle-less that, the social hierarchies and complexities make some get better advantages while other are deprived of its the basic. Similarly, even though the community-wide participation is extensively advocated in the literature, the divergence of nested and vested interests in the social hierarchies and cultural to structural barriers featured more prominently in developing countries, make the participation process more difficult (Tosun, 2000 &2006; Jamal & Stronza, 2009; Stone & Stone, 2011).   Moreover, the interests of the lower-class people in the hierarchy might be superseded by that of the elite's interests and priorities when it comes to projects benefits although the costs are shared among all equally as tourism brings with it as much costs/impacts as it brings benefits to the local (Blackstock, 2005; Reed, 1997; Reid et.al., 2004; Choi & Shirakaya, 2005; Lankford, 1994; Lankford & Howard, 1994; Liu et. al., 1987; Ap & Crompton, 1998). While the empirical investigations suggest that considering the local residents' active support is rewarding not only for more sustainable and viable long-term tourism planning, but also at minimizing the harmful negative impacts (Oviedo-Garcia, Castellanos-Verdugo, & Martin-Ruiz, 2008).

However, the process and understanding in empowerment is complex. According to Wallerstein and Bernstein (1994), empowerment embodies an interactive process of change, where institutions and communities become transformed, as people who participate in changing them become transformed.   Timothy (2007) explained four distinctive and instructive degrees of empowerment such as imposed development, tokenistic involvement, meaningful participation to empowerment whereas, Rocha (1997) explained the variation in empowerment through atomistic to

embedded, mediated and socio-political empowerment and its meaning differently attached in different contexts and manifestation. Here, the four spheres of empowerment (Scheyvens, 2000; Timothy, 2007) such as economic, psychological, social and political empowerment are explored to dig into the community empowering process.

3. METHODOLOGY

A case study approach was applied to explore on the community participation level and inbuilding empowerment process in Ghandruk village, Nepal. An exploratory research method was applied to acquire qualitative and some quantitative data with survey instruments such as: household surveys, key informants' interview, focus group discussions were descriptively used to get more insight about the current state of tourism in the community, local people participation processes and the level of participation as well as community and individual empowerment.

The study population consisted of a rural community of Ghandruk village which lies en-route to the famous Annapurna Circuit of mid-western Nepal. For the research purpose, an extensive field visit was done by the researcher during the second week of March to second week of April 2018, which was a tourist season. The community is well known to hosting trekkers in their village since the adventure trekking tourism began in Nepal and the community involvement in tourism is increasing by the day in commensurate with the tourism growth in the region. The community lies in the jurisdiction of interest for this study also because they most suitably resembled what community tourism literature described about a community.

3.1 Study Site: Ghandruk Village

Ghandruk village lies in a strategic tourist district of world-famous Annapurna Circuit and conservation area in the western part of Nepal. The northern side of the village boasts of famous mountain range of Annapurna, Machhapuchhre, Himchuli, Gangapurna mountains. This village has its reputation and history of hosting the trekkers in when they ended up here off their long journey towards Annapurna Base Camp (ABC) or now Annapurna Circuit tour. Annapurna Conservation Area Project (ACAP), working in the area under National Trust for Nature Conservation (NTNC), a government entrusted entity that oversees all National Parks, sanctuaries and reserves in the country, primarily for conservation purpose, is facilitating and promoting tourism in this village and region. In addition to such touristic features in this village, the attraction to this mountain landscape is growing day by day prominently because of the mountain serenity that prevails, pristine nature and above all, it's close proximity to the over 8000m tall world-famous mountain ranges such as The Annapurnas, for which a growing number of visitors from home and abroad, take to the adventure trek. At the end of 2017, 63500 international arrivals were recorded in the area according to the data claimed by ACAP official working in the village.

Figure 1: The Ghandruk village map

4. RESULTS

4.1 Participation Level in Tourism

The community members in the sample population were in large involving in tourism, they even decided on policies as a community body. There were not external interferences, however some local elitist interests were a norm. Such local leaders were supported in full or part by the community as long as community-wide planning was concerned. This somehow, consolidated trust on their community leaders. This surveyed sample population was taken from a small cluster of the village developed into tourism hub. A large chunk of village population was widely scattered and remotely placed to involve themselves in hosting tourists in their homes. Traditionally developed areas that were along the routes were dearer to far-flung communities and that eventually making participation difficult for those living away from such centers. However, people from such backward community were aware of the fact that even if they had no such direct stake in tourism projects, the tourism in their village was beneficial to them in terms of the growing demands of their livestock and agricultural produces. That was a subsidiary role for them of supplying seasonal labor and their agricultural products to the host entrepreneurs.

Along with the increasing arrival of visitors in the community, the community members were, more or less, hopeful of increasing level of participation or widening of the inclusive net of participation in the village and thereby accruing tourism benefits to the whole community. This was obvious from the fact that houses were being renovated or being built up even if they were not in the immediate premises of the tourism core areas and changed into homestays for hosting guests as their attitude was favorable towards tourists than that was in the initial days. Similarly, land buy and sell activities within community members only was preferred to the business area that condensed as a result of intra-migration. The other ways of seeking community-wide participation was to make the community self-sufficient in basic food supply as possible as it could, that called for especially, local farm/agricultural production to meet the growing food demand and creating income for those not directly involved in hospitality.

However, the personal contacts of the hotel owners with the tourists themselves and trekking agents, was not in line with the zero-favoritism policy by the committee towards any individual member tourism service provider. And such contacts and communication from the outside world was with the accommodation service providers having better accommodating facilities and better access to information such as internet, and about tour providers based at regional centers such as Pokhara or Kathmandu, or even international agency. Most of such facilities' owners themselves were in the Ghandruk tourism committee, a tourism governing body. Symbolically, they were in the core of tourism service providers and those providing subsidiary and auxiliary services were in the tourism service providers peripheral zone. As such, there were two emerging spaces in tourism service providers, not only in terms of location but also the kind of services they provide. Those in the core service providers were directly engaged in tourism such as hosting tourists and having direct contact with them, more influential and vocal in their community, knowledgeable full timers and having increasing relations and network in the business process, than those from the peripheral and having partial or seasonal engagement and doing subsidiary role in the business; that is, by selling some of their agricultural and livestock products, doing some tourism related auxiliary construction jobs. The tourism space occupied by the service providers in the core was narrower but influential whereas that of peripheral was wider but less vocal and having dependent relations with those in the core.

4.2 Empowerment of The Community

i.   *Economic empowerment*

The economic empowerment, as described in the literature, is a significant and prominent factor to demonstrate the empowerment at individual and community level. Their economic gains from tourism was in commensurate with the visitor volume in the village and in most cases, more than one person from the family or whole family were employed in their business. This was an example of economic empowerment of the tourism entrepreneurs brought about by tourism in the community. However, the community members in the peripheral zone were in most cases, partially engaged in tourism and their economic gains from tourism were dependent on tourism entrepreneurs from the core zone; such as by selling off their food stuff to the tourism business holders from the core zone. Thus, economically more empowered were those from core tourism service zone than from peripheral. So, concludingly, people from the core service providers zone were empowered economically from tourism as their businesses was growing with the visitor growth whereas, those living in the far-off peripherals were untouched by tourism and their economic empowerment brought about by tourism was not counted as such.

ii.   *Psychological empowerment*

The second sphere looked upon was a psychological empowerment of community members whereby they took pride of their cultural values and traditions. The local response to the inquisitive foreigners and the social interactions showed the community taking pride in their culture. The housings in the old settlements were generations old with unique architecture and designs, made up of mostly stones and wood and stone roofed. The tourist gaze around the surroundings and the interaction reflected a general appreciation. Another example where the community thought that their culture was appreciated by tourists, was when they saw that the tourists were willing to pay to the local museum for photograph wearing their traditional attires (the Gurung dress). This cultural

demand also brought a feelings and awareness among the community members how important was their cultures to preserve for tourist attraction. When tourists were keen to observe the community rituals, religious ceremonies or any festivities, the community members would have a feeling that such activities were deeply admired and liked by the foreign visitors which made them think of their culture and traditions to be proud of. The overall community perception of tourists was that the tourists were appreciating their cultures and values, and this worked as an incentive to preserve it for future attraction.

iii. Social empowerment

The community members working together in any projects for a common good of the entire community strengthens the social integrity and community cohesion. In Ghandruk community tourism, the community bond and social relationship is one of the historically inherited characteristics. In an ethnic and single tribe inhabited community like this one, the cultural identity and communal harmony is prominently evident. Such communal harmony was reflected on religious ceremonies, festivities, rituals that were also a center of attractions for tourists. The community tourism in Ghandruk has brought in social awareness on the importance of working together on community projects such as schools, community roads, health and sanitation. Such activities not only aid to the community cohesion but also social inclusion and a feeling of strengthened social relationships. Such a communal feeling was demonstrated also from the fact that the village land entitlement was limited to the locals only. Because of tourism, as a vital community project in this community, public meetings, occasional gatherings and sharing of information was important among all members, that adding to the social relationships and agreements on issues of future course of actions and tourism trajectories. It was also found from the quantitative survey conducted in the core tourism zone, that even though the community leaders were influential in policy making and other tourism related decision making, the public opinion seeking was emphasized and prioritized as a norm. This could lead to conclude that the community was empowered because of tourism from social perspective.

iv. Political empowerment

Political empowerment is considered to have occurred when the community and its stakeholders can have a decisive role to play to the effects of development processes that affect their lives. In Ghandruk community tourism, the community stakeholders were free of any intervening and implementing agencies overpowering the community will on matters to tourism development; since the village had a historical tradition of visitors hosting, the tourism development was evolved through a self-evolutionary process with the gradual involvement of local leaders, rather than from outsiders' encroachment and investment. Facilitatory organization such as Annapurna Conservation Area Project was promoting tourism along with conservation mission with local support and was assisting the community stakeholders, rather than imposing their agenda, on policy issues. Community members were free to raise their concerns, question on decisions and suggest for any further course of action in tourism policies and decisions in the community, on occasions when government agencies had some advice or planning agenda. Apart from tourism, in other development sectors such as infrastructure development, health, education, conservation and ecology also, the planning and implementing authorities emphasized on local aspirations and priorities rather than their set ideas. This community being a single ethnic, there were not racial minorities. The local politicians had their associations with political parties having different
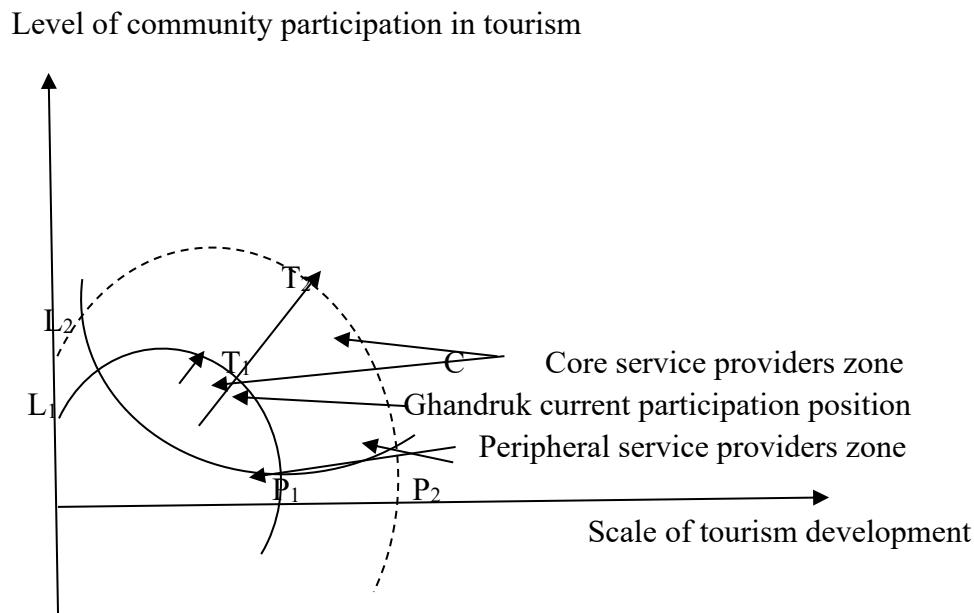
ideologies and the local government was in place, but when it comes to community issues such as tourism, united concern and effort to the effect of better address of such issues would be a priority. From this perspective, the community was politically empowered. However, the empowerment of the community members to the individual level was relative to the degree of their education level, knowledge and skills, and the business intensity area which they were from such as core or peripheral.

5. DISCUSSIONS

The findings from the research that, along with the tourism growth in a local tourism community where the locals have the total control over tourism, the local participation level increases, as well as the separate zones of tourism service areas such as peripheral service zones and core service zones emerge in terms of the intensity of tourism participants. This, however, has limits to which the participants can take to the business because of the factors such as the variation in visitors to the community, carrying capacity of the area etc.

In the previous chapter, it was observed that the local community in any rural setting like Ghandruk, where outsiders to community were discouraged to engage in tourism businesses and local population had predominant stake in tourism, their participation in it was also rising in commensurate with the number of increasing visitors, and consequently, with the level of tourism development. It was observed empirically that while such development escalated community members' interest in tourism and participation in it for business opportunity, some constraints such as personal incapacities or lack of resources and skills inhibited large numbers of community members to fully reap the benefits of tourism at the initial stage. However, with the passage of time, some learned from other, gained some skills and capital to invest, working from the periphery service zone by providing goods and services to the core service business owners, and as such, some extra members could enter into core service providers zone. The important impetus for this is the increasing numbers of visitors. In such a way, those with enhanced skills and minimized constraints, were able to take the benefits from tourism by fully engaging themselves in tourism business. While in the process, those with less skills and still some constraints, got the auxiliary role of supporting the full-time business owners by indirectly or partially engaging in tourism. This phenomenon was explained above by the creation of two distinct hypothetical zones named as core service providers zone and peripheral service providers zone. And those with influential business ownership and fully engaged in tourism were in core service providers zone while those with partial or indirect engagement and partial roles were in peripheral service providers zone. These areas were defined in terms of the community members' intensity of engagement in tourism or, whether they were fully or partially engaged in tourism. A notable point is that, with the increased tourism in the community, the level of participation increased in both such zones, simultaneously but not proportionately. For example, as the level of tourism increased, some newcomers from peripheral zone were attracted to core zone with some skill gain and improved financial status. This was possible because while working from peripheral zone they gain some business confidence and accumulate some funding amount that could led them to directly own a tourism business. Similarly, previously left out community members, though not able to own a tourism business, learn from the process, know how to get some benefits or get some partial works and this way, come into the peripheral service providers zone. Also, further with the continued growth, some members from the peripheral service zone were pushed into core zone as their role from partial engagement turned into

full time engagement no matter what their business was. In this way, the peripheral service space itself advanced towards core service space as shown in the figure below.

Level of community participation in tourism

T

L2

T1

L1   C   Core service providers zone

Ghandruk current participation position

Peripheral service providers zone

P1   P2

Scale of tourism development

Where,
C is core zone, P1 and P2 are Peripheral curves, L1, and L2 are level of participation and T is time.

Figure 2: An illustration of core and peripheral service zones.

In the above figure, at the initial stage of tourism development, the peripheral service providers curve is at P_1 with the level of community participation at L_1 and in this, a slight chunk of P_1L_1 curve, lies within core service providers curve. This is when the peripheral service providers curve advances through the imaginary threshold of core service providers' curve at some point of time T_1 and with sufficiently growing numbers of visitors in the area. Destination publicity and marketing affects tourism growth remarkably, and with this, the rapid growth in visitor arrival, as explained above, increased in the numbers of participants from both peripheral service providers zone and core service providers zone. As a result, the P_1L_1 curves shifts from its initial position and advances to P_2L_2 at some point of time T_2. At this time, the participation level of community members increases from L_1 to L_2 whereby, some more numbers of community members fall into core service providers zone, whereas previously ignorant to tourism, now fall into peripheral service providers zone.

5.1 Level of Participation, community empowerment and Limits to tourism growth

As explained above, the community is said to have empowered when they have full access to and control over tourism trade without any external interference in their business. In this way, along with the flattening of the core and peripheral service zones, as a result of increasing level of community participation in tourism trade with increasing visitors, the community is empowered accordingly. However, a limit to this growth will soon be reached and the rule of economics come into play. Here, the flattening of the P_2L_2 curve and thus the widening of the core service providers zone is restricted to some limiting factors such as exceeding carrying capacities, reduced destination attraction among visitors etc. With increasing tourism, a considerable section of the community is

already under core business zone, and those who are not, come under peripheral service providers zone because of tourism environment and tourism trade in the village. But, after a continuous tourism growth, a time period is reached, when an optimum level of visitors and consequently, a level of development is achieved, whereby the community participants in tourism will have marginal benefits from tourism equal to marginal cost for it. Further up this level, there will be diminishing returns to investment. This is explained in the figure below.

Level of Participation
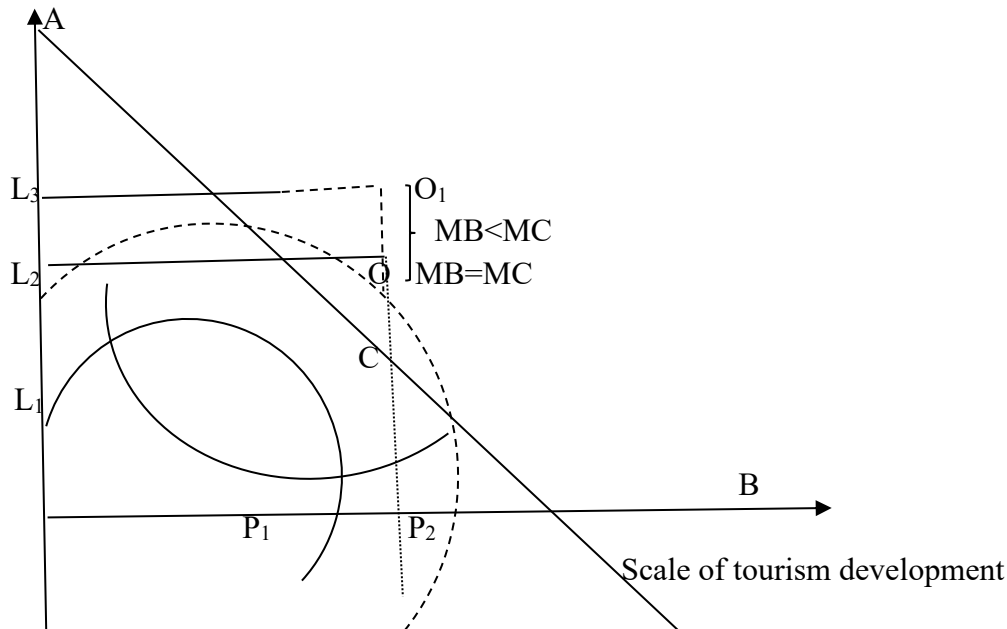
Where,
C is core zone, P_1 and P_2 are Peripheral curves, L_1, L_2 and L_3 are levels of participation, T is time, AB is the line of constraint, O is the optimum level of participation, MB is Marginal Benefits and MC is Marginal Cost.

Figure 3: An illustration of optimum level of participation

In the above figure, the flattened peripheral curve P_2L_2 and the core service zone it creates, have both their volume fixed under the line of constraint AB. The optimum level of participation is reached at participation level L_2 whereby the marginal benefits from tourism is equal to marginal cost to it (MB=MC). In the figure, MB=MC, is when the peripheral curve is tangent at point O. The increased level of participation from L_2 to L_3 will have marginal benefits from tourism less than marginal cost to it (MB<MC) because the section OO_1 goes beyond the constraint line AB i.e. exceeds carrying capacity or destination loses its attraction.

The local control of tourism and their free and independent participation in it, is an example of local empowerment when it is looked upon from this perspective. The symbolic participation intensity areas, such as core and peripherals are the distinct outcome, that develop only in such self-evolving and local controlled tourist areas corollary to Butler's (1980) destination life cycle model.

CONCLUSION

The community participation in tourism literature equivocally focus on the engagement in tourism by its community members for economic rewards. However, this enquiry emphasizes on actual 'level of participation' rather than just participation. In doing so, it could neatly identify those fully dependent on tourism, those less or partial dependent and those not yet in the process and thus left behind. The exclusive findings from the research is that, there existed a fine boundary of core and peripheral zones, defined in terms of tourism dependency of the residents living in the community and intensity of their participation in the tourism trade irrespective of their physical location. The insight obtained from the research is that; those living in the core zone were the principal beneficiaries from tourism, fully dependent, and more vocal and decisive in the tourism decision making matters. They were the leading tourism traders such as accommodation and restaurant owners. While those in the peripheral zone were partially dependent in the tourism, selling some local food supplies as per the main traders' requirements and availing seasonal services. If any outsiders are welcomed to settle in the community and to trade in, the level of community participation in tourism and the characteristics of the curves would deflect, requiring further investigation. This was however, out of scope for this researcher in the present study. Thus, it is highly recommended to investigate such a case for further understanding of the scenario.

Implications of the findings

This study results have some theoretical as well as business implications. Widely cited theories such as Butler's Destination Life cycle (1980), Doxey's (1975) Irridex model and Ap's (1992) Social Exchange theory are built up on the community-tourism interactions however, the community's level of participation in tourism, was largely ignored while developing such theories. In this regard, the rising level of community participation in tourism in Ghandruk, that led to create the groundwork for two distinctive zones namely, peripheral and core, implicates the theories mentioned above, to a large extent. For example, the life span of different stages and the point of saturation in Destination Life Cycle model could be prolonged when the community members are in control of tourism in their community. Similarly, the community involvement in tourism to the level of their higher benefits certainly inculcates a welcoming attitude among the hosts to attract more guests. And some costs are overlooked for a future anticipated benefit, a key component of social exchange theory. These were the phenomena identified in the study site, Ghandruk, leading to implicate the aforementioned theories to a large extent. So, the higher level of local participation in a growing tourism destination that creates two distinct zones, peripheral and core, elevates its saturation point of development and social antagonism. The other social dimension, community empowerment with all its dimensions and manifestations as explained above, has its deeper meaning and realization when the community members themselves have control over tourism as depicted in this study site.

From the business perspective, this study helps motivate locals into business rather than outside dependency in terms of job or food supplies and make it a sustainable way of living. By identifying the current level of participation, their position in the tourism business, the community members could assess the tourism future trend and put in or venture out for investment. The rising participation level in tourism help community members prepare for competition and opt for better service towards their visitors. However, some under researched areas such as, what motivates those living in the peripherals to be hopeful of tourism trajectories, who still lag behind are left

unaddressed in this study because of resource constraint. It could be suggested that the future researches would help address such issues.

Limitations of the study

This research like any other, has some methodological limitations. The application of qualitative survey technique was not flawless and potential biasness was presumed. At some important meetings some community members were absent while a few members were dominant. Also, the emerging but still an involvement stage (Butler, 1980), of tourism development in this study site, limits the economic benefits to the community members and thus motivation for participation in the tourism projects. This might deflect the development process of distinct zones of peripheral and core. Further research replication, in a mature tourism destination with similar settings, would consolidate the theory validation.

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EXPLORING THE eLAG COMPETENCIES IN HIGHER EDUCATION: THE CASE OF TOURISM AND HOSPITALITY INSTITUTIONS

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ABSTRACT

Technology has affected every field, including the Higher Education. Using e-learning techniques is one of the foremost technological issues. This study has depicted the e-learning techniques in the Higher Education. It aims at exploring the extent to which such techniques are used by the academic staff of Tourism and Hotels Faculties in the Egyptian governmental universities. The e-Learning Alignment Guide (eLAG) model has been adopted as a benchmarking framework. The competencies of eLAG in terms of its three main zones—*technology*, *pedagogy* and *context*, as well as the perceptions towards benefits and challenges of applying Technological Pedagogical Innovation (TPI) in educational process have been investigated.

Both quantitative and qualitative research approaches were followed. An online questionnaire that included eLAG dimensions was developed. Out of total population elements, 133 responses were collected with 30.16% response rate.

The results of the study revealed that using *technological* tools/media for preparing lectures have been usually employed, whereas the educators' usage pattern during lectures has been employed on a moderate scale. On the other hand, the majority of educators depend on using the 'Traditional Paper Assignment' tool after delivering lectures, rather than technological ones; with no significant differences referred to educators' profile.

Additionally, the usage pattern of *pedagogical* methods declared that the interactive pedagogical methods have been usually used, comparing to 'One-way teaching' method; and all dimensions of the innovative *context* could support teaching process.

Finally, this study emphasizes the importance of enrolling in *training* process on using technological tools in teaching process. Consequently, this could affect positively on the usage of pedagogical methods and supportive innovative context.

In conclusion, it was clear that the e-learning techniques are partly used in the governmental Tourism and Hotels Faculties in Egypt. In addition, most of the e-learning techniques used were just individual initiatives from the academic staff members. It was found that there was not any formal system supporting the e-learning process in investigated faculties. Moreover, some directions for future research activities have been recommended.

Keywords: e-Learning, Tourism and Hospitality Higher Education, Technology, Pedagogy, Context

1 INTRODUCTION

The Information and Communication Technologies (ICTs) have done irreversible changes in peoples' life. Higher Education witnessed innovation based on the integration of new technologies whether in the way of teaching or learning (Brown and Duguid, 1996; Berger, 1999; Gedeon and khalil, 2015). Using new technologies in higher education provide students a better access to education in comparison to traditional methods of teaching. Students can undertake their study from anywhere and at any time, in addition to the option of studying part-time or full-time gives them more learning opportunities (Abou El-Seoud *et al*., 2014).

Accordingly, many Higher Education Institutions (HEIs) have identified e-learning as a crucial part in their institutes and a proper tool to support and improve the quality of teaching and learning; in order to provide easier access to educational materials and information to students (Kigundu, 2014; Kuimova *et.al*., 2016; and Hadullo *et al*., 2017). Urh *et al.* (2015, p. 389) defined e-learning as "information and communication technologies used to support students to improve their learning". Also, Marcela and Marcela (2018) during their study mentioned that e-learning could be defined as a process of learning/teaching with distance education methods between the instructor and the learner. By this way, the learners gain knowledge, skills and competencies by using ICT, internet, and the tools of multi-directional communication.

Abou El-Seoud *et al*. (2014) declared that the registration percentage for online learning has increased annually during the past years. Consequently, the use of e-learning techniques needs supportive materials and tools, with a cooperative and appropriate environment for enabling the desired shifting in teaching and learning; in order to assist students and lecturers to participate actively in the teaching-learning process (Kigundu, 2014).

Training of academic staff must target the enhancement of e-learning competencies (Maltz and DeBlois, 2005). Demiray (2010) claimed that e-learning initiatives adopted in higher education depend extremely on the staff training. On the contrary, many staff members still resist accepting technology aspects in their teaching process.

Moreover, instructors in higher education have to accept, implement and adopt technological advancements presented by e-learning. Such new educational approaches are essential to sustain the courses' quality (Singh *et al*., 2017).

E-learning tools vary from sophisticated computer software or application; *for instance*— online, real-time, or multi-player games; to common used programs like Microsoft PowerPoint and Word. Such tools are used during the different phases of the e-learning process; starting with the design of the e-learning course, then the creation of the course content, and ending with the management and evaluation of the course (FAO, 2011; Kigundu, 2014).

Usually, HEIs rely on a system to manage the implementation of e-learning (Hadullo *et al*., 2017). Studies indicated that there are many models used to review and evaluate those systems in HEIs (Attwell, 2006; Mentis, 2008; Zhang and Cheng, 2012; Hadullo *et al*., 2017).

2 THEORETICAL FRAMEWORK AND STUDY QUESTIONS

The current study adopted the e-Learning Alignment Guide (eLAG) framework that is developed by Mentis (2008), in order to explore the competencies of e-learning in higher education in Egypt, especially the case of Tourism and Hospitality Institutions.

The following table (1) highlights some of the models and frameworks that could be used for the evaluation of e-learning environment.

2.1 E-LAG Model

This model is proposed by Mentis (2008). The e-Learning Alignment Guide (eLAG) framework is considered a tool for alignment to the three e-learning zones; *namely* technology, pedagogy and context. It points out the features of each zone for the purpose of showing the changes that crop up within them.

It has been mentioned that the eLAG is referred to as the gap in technology capability between lecturers (Scoppio and Covell, 2016). On the contrary, Mentis (2008, p.218) defines eLAG as "a dynamic tool that it can be used to plot alignment between and within zones when designing or reflecting on e-learning environments. It serves to analyze, discuss, navigate or critique the ever-changing terrain of technology, pedagogy and context in e-learning environments."

Greener (2009) has pointed out that eLAG framework can provide the university staff a wide range of methods that help in developing relationships with students. Moreover, it helps to build a sufficient learning environment that supports developing both knowledge and understanding.

Table 1: Models and Frameworks for e-Learning Evaluation Environment

Author	*Model / Framework*	*Usage*
Davis *et al.* (1989)	Technology Acceptance Model (TAM).	Used by the academics and institutions to make decision to accept or reject technology innovation.
Khan (2004)	The People-Process-Product Continuum or P3 Model.	Used to map an overall picture of e-learning by identifying different roles and responsibilities which related to e-learning.
Mentis (2008)	E-Learning Alignment Guide (eLAG) framework.	Evaluates the e-learning environment depending on the three zones of learning environment: technology, pedagogy, and context.
Masoumi and Lindstrom (2012)	The E-Learning Quality Framework (EQF).	Concerned with quality in e-learning, and particularly in virtual institutions to enhance and assure their quality.
Zhang and Cheng (2012)	The Planning, Development, Process, and Product Evaluation Model (PDPP Evaluation Model).	A model with four evaluation phases for e-learning courses quality.
Ayoo and Lubega (2014)	A Framework for e-Learning Resources Sharing (FeLRS)	Investigate the feasibility of sharing electronic educational resources in higher education.

Furthermore, eLAG framework is considered a rational description for different online learning situations (Byers, 2010).

Laudrisen (2009) assumed that working through virtual team communication is an effective method that can be used in virtual learning environments. Accordingly, story-board technique was used to activate virtual team communication. After that, eLAG framework was tailored to take full advantage of story-board technique in building virtual team skills.

The eLAG framework presents three main zones of e-learning environment; technology, pedagogy and context. Table (2) illustrates each of these zones along with its levels or dimensions.

Table 2: Levels/Dimensions of the eLAG Framework's Zones

Zone Range		TECHNOLOGY		PEDAGOGY		CONTEXT
		Traditional-----to----Emergent		Homogenous----to----Diverse		Formal----to----Informal
Level 1	Dimension	*Tools/Media Literacies*		*Learning Theories*		*Community Characteristics*
	elements	- Print - Radio - TV - Computers - Mobile phones - iPod	- Wireless networks - Text - Visual media - Multimedia - Transliteracy - Hypertext	- Instructionism - Cognitivism - Constructinism - Connectivsm	- Objective/linear - Subjective/relative - Contextualized - Complex/networked	- Agricultural era - Industrial era - Information era - Knowledge era - Digital era
Level 2	Dimension	*Computer/Software*		*Teacher and Learner*		*Intuitional Characteristics*
	elements	- Non-networked - Web 1.0 network - Web 2.0 network - Social networking		- Instructor (sage-on-stage) - Facilitator (guide-on-side) - Mediator (Curator) - Digital immigrants - Digital natives		- Hierarchical/standardized - Collegial/flattened/horizontal - Networked/webbed
Level 3	Dimension	*Design/Affordance*		*Content and Assessment*		*Discipline Characteristics*
	elements	- Drill and practice - Online interaction - Co-authoring and networking		- Standardized/ authoritative/expert - Life long/life wide/ situated - Summative	- Norm based - Criterion based - Formative - Authentic - Ipsitive	- Established/static/expert oriented - Negotiable/flexible - CoPs/informal/diverse
Level 4	Dimension	*E-learning*		*E-learning*		*E-learning Orientations*
	elements	- Download content (CBL) - Manage content (CML) - Manage learning (LMS) - Co-create		- Teacher directed (DI) - Communities of practice (CoP) - Self-directed (PLE)		- One size/conformity - Flexible/core and custom - Diverse/life-long

Source: Adapted from *Mentis (2008)*.

2.1.1 Technology

There is always a relation between technology and the way it is used. As mentioned in the eLAG framework, technology usage could vary from the traditional to the emergent. To decide whether the usage of the technology is moving toward either *traditional* or *emergent* direction, it depends basically on the user, the used tools and the way it is used. As shown in table (2), there are four different levels or dimensions to determine the usage of technology—tools, software, affordance and e-learning (Mentis, 2008).

Technology can be considered a very constructive educational tool. The use of technology throughout any course could range from searching for information, being in touch with students, friends and academic staff, processing and controlling data and finally it is very useful in assignments and presentations (Conole *et al.*, 2008; Daniela *et al.*, 2018).

2.1.2 Pedagogy

Pedagogy represents "the art of educational science and encompasses teaching methods and practices, as well as the skills required to convey understanding, knowledge or know-how" (Walder, 2014a).

Undoubtful, technology has a great effect on the learning process. The rapid changes in technology have reflected on the teaching methods. On the other hand, pedagogies are not so much flexible, as they take more time to show changes (Mentis, 2008).

Contemporary, it is becoming more urgency to use an innovative pedagogy in higher education. For instant, rather than using the traditional method of lecturing, it is significantly better to be more associated with new accomplishment that intend to improve student learning. Using innovative pedagogy exposes some themes such as novelty, change, reflection, application, improvement, human relations and technology (Walder, 2014b; Ben Hamida *et al.*, 2016).

Using the eLAG framework assumes that there must be some changes in the pedagogy side moving from a *homogenous* system used in learning to a more *diverse* one. Table (2) shows the four levels or dimensions that have the most effect on the pedagogy side throughout the eLAG framework: learning theories, teacher and learner, the content and e-learning (Mentis, 2008).

2.1.3 Context

It is apparent that the changes in technology and pedagogy have major effect on the learning and teaching, by shifting them towards electronic and more innovative way. However, the institute where the learning process takes place, the curriculum and the lectures, as well as the way used in the exams and teaching, affect the e-learning process tremendously (Laudrisen, 2009).

Such elements are referred to as the context in the eLAG framework by Mentis (2008). Table (2) illustrates the four levels or dimensions that could affect the context; in terms of community characteristics, institutional characteristics, discipline characteristics and e-learning orientations. Moreover, they support the progress of e-learning process from a *formal* to an *informal* way.

2.2 Study Questions

According the previous review, the study proposed the following questions:

Q1. *What is the current situation of applying e-learning techniques in the Tourism and Hotels Faculties in Egypt?*

Q2. *To what extent the eLAG competencies—technology, pedagogy and context; are used by the academic staff of Tourism and Hotels Faculties in the Egyptian governmental universities?*

Q3. *What are the benefits and challenges that could face applying Technological Pedagogical Innovation (TPI) in education process, from the educators' point of view?*

Q4. *Is there any correlation between eLAG dimensions—technology, pedagogy and context?*

3 ETHODOLOGY

3.1 Research Approach

The main objective of this study is to explore the competencies of e-learning in higher education in Egypt, specifically the case of Tourism and Hospitality Institutions. Accordingly, this study can be classified as being a descriptive-exploratory one. Both quantitative and qualitative approaches have been followed by developing and distributing an online questionnaire form, in order to collect the data necessary for answering the study questions.

3.2 Population and Sampling Technique

The target population of this study included all academic staff of Tourism and Hotels Faculties in the Egyptian governmental universities. There are ten faculties, from which the study considered the faculties that have a permanent academic staff. Only one faculty was excluded, since it depends on part-time members from other institutions, while there was no permanent staff member at the time of conducting this study. All scientific departments, within all faculties, were considered in the study—Tourism Studies, Hotel Studies/Management, and Tourist Guidance departments.

In order to identify the population elements, a comprehensive list was thoroughly developed with all academic staff members, based partly upon the information available on each faculty's official website. Moreover, this information was then refined by contacting each faculty; to ensure the accuracy of the list, as well as to investigate the acting status of staff members.

Accordingly, only acting staff members (excluding those who were on a long-term vacation), with a total of 441 staff members, were invited to participate in the study. All those elements of population are considered in the field study. This list is referred to as the available or accessible population that was considered more realistic to be investigated. The following table (3) represents the population and response data distributed according to academic position, gender and scientific department.

Table 3: Distribution of Population and Response Data

Academic Position	Professor	Ass. Professor	Lecturer	Ass. Lecturer	Demonstrator	*Total*	*Gender*

Scientific Department	Gender	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		*Male*	*Female*
Population Data														
Tourism Studies		1	36	9	14	11	34	7	18	5	16	*151*	*33*	*118*
Hotel Studies		19	7	22	8	24	6	20	6	15	10	*137*	*100*	*37*
Tourist Guidance		12	23	11	22	12	28	11	15	7	12	*153*	*53*	*100*
Total		*32*	*66*	*42*	*44*	*47*	*68*	*38*	*39*	*27*	*38*	*441*	*186*	*255*
Response Data														
Tourism Studies		0	7	5	6	0	17	1	9	0	4	*49* / *32.45%*	*6*	*43*
Hotel Studies		3	3	9	2	11	4	7	3	6	6	*54* / *39.42%*	*36*	*18*
Tourist Guidance		0	5	1	8	1	4	0	7	0	4	*30* / *19.61%*	*2*	*28*
Total Respondents		*3*	*15*	*15*	*16*	*12*	*25*	*8*	*19*	*6*	*14*	*133*	*44*	*89*
%												*30.16%*	*23.66%*	*34.9%*

3.3 Instrument Development and Measures

Firstly, in order to explore the competencies of e-learning in higher education, a number of models and frameworks was reviewed concerning the evaluation of e-learning environment, as mentioned previously in table (1). This aimed to set the pillars of e-learning process. However, the study adopted the e-Learning Alignment Guide (eLAG) framework that is developed by Mentis (2008), as being one of the reliable models or frameworks address such issue. It was mentioned as a rational description for e-learning situations (Greener, 2009; Laudrisen, 2009; Byers, 2010).

To compile the data required for the study, a questionnaire consisting of five sections was designed. The first section collected information on the *demographic profile* of the participants such as gender, age range, educational qualifications, academic position, affiliated university, scientific department, and teaching experience. This section included also two questions related to whether the participants have been enrolled in *training* on using either new *pedagogical* techniques and/or *technological* tools in teaching.

The following sections (2, 3 and 4) represented the different zones of eLAG. The second one related to the features of using *technological tools/media* in teaching—whether for preparing lectures (6 statements), during lectures (6 statements), or after lectures (5 statements). The third section related to using *pedagogical* methods, which represented by four statements. Both sections were measured on a five-point scale; to determine the extent of participant's usage of each tool/method (5='Always'; 1='Never').

The fourth section concerned with the innovative teaching *context*, where represented by six statements. The last section of the questionnaire aimed to explore both *benefits* and *challenges* that could face applying Technological Pedagogical Innovation (TPI) in education process from the educators' point of view. Benefits and challenges were represented by 10 and 7

statements respectively. Sections (5 & 6) were also measured on a five-point scale; to determine the agreement level of participants on each statement (5='Strongly Agree'; 1='Strongly Disagree').

Finally, the questionnaire was designed using Google Forms, and a pilot survey was conducted by sharing the link with some faculties' educators. Then, feedbacks were collected, reviewed, and applied before distribution process.

3.4 Questionnaire Distribution and Data Collection

The online questionnaire form's hyperlink has been sent to all elements of the population (a total of 441 acting staff members); *via* private phone messages or personal e-mails. Furthermore, coordinators from each faculty have shared the form's hyperlink with their scientific departments' closed groups on social networks and/or smart phone applications. In order to get a high response rate, a reminder contact was sent to those who did not give feedback for their participation. The survey was conducted during September and October 2019. It was estimated that the questionnaire completion needs only 5-10 minutes. Anonymity was ensured and participation was voluntary.

In total, 147 responses were received, from which only 14 responses were filtered out; either because of replication by submitting twice, or they did not belong to the target population criteria previously mentioned. Thus, the remaining 133 responses (out of total population elements 441) were valid for statistical analysis, with a total response rate of (30.16%). The detailed response data distributed according to academic position, gender and scientific department are illustrated in the above table (3).

3.5 Data Analysis Techniques

IBM SPSS Statistics Program (Version 25) was used to analyze the collected data, to answer the study questions. Firstly, descriptive statistics (frequencies & percentage) were used to describe the participants' profile, as well as to calculate means and standard deviations for all questionnaire dimensions and their statements.

Secondly, significant statistical relationships were calculated using compare means tests—"One-Sample *T*-test," "Independent-Samples *T*-test," or "One-Way *ANOVA* test;" in order to determine whether there are significant differences between faculties educators' profile in terms of gender, scientific department, academic position and teaching experience. Finally, Correlation Coefficient was calculated using *r*-test, to investigate whether there are significant correlation relationships between e-Learning Alignment Guide (eLAG) Dimensions.

4 RESULTS

4.1 Profile of Participants

By calculating descriptive statistics, the following table (4) demonstrates the demographic profile of the participants in terms of gender, age range, educational qualifications, academic position, affiliated university, scientific department, and teaching experience.

Table 4: Profile of Participants

	Gender	Freq.	%
1.	Female	89	66.9
2.	Male	44	33.1

	Age Range	Freq.	%
1.	20 -> 30 years	41	30.8
2.	30 -> 40 years	53	39.9
3.	40 -> 50 years	33	24.8
4.	50 -> 60 years	4	3.0
5.	60+ years	2	1.5

	University	Freq.	%
1.	Helwan	18	13.5
2.	Alexandria	56	42.0
3.	Fayoum	10	7.5
4.	Suez Canal-Ismailia	7	5.3
5.	Sadat City	9	6.8
6.	Minia	3	2.3
7.	Mansoura	19	14.3
8.	South Valley	5	3.8
9.	Matrouh	6	4.5

	Educational Qualifications	Freq.	%
1.	Doctoral Degree	89	66.9
2.	Master Degree	28	21.1
3.	Bachelor Degree	16	12.0

	Scientific Department	Freq.	%
1.	Tourism Studies	49	36.8
2.	Hotel Studies	54	40.6
3.	Tourist Guidance	30	22.6

	Academic Position	Freq.	%
1.	Professor	18	13.5
2.	Assistant Professor	31	23.3
3.	Lecturer	37	27.9
4.	Assistant Lecturer	27	20.3
5.	Demonstrator	20	15.0

	Teaching Experience	Freq.	%
1.	Less than 1 year	7	5.3
2.	1 -> 5 years	25	18.8
3.	5 -> 10 years	33	24.8
4.	10 -> 15 years	25	18.8
5.	15 -> 20 years	21	15.8
6.	20+ years	22	16.5

	Training on using new pedagogical techniques?	Freq.	%
1.	Yes	65	48.9
2.	No	68	51.1

	Training on using technological tools in teaching?	Freq.	%
1.	Yes	120	90.2
2.	No	13	9.8

All percents are calculated based on total number of respondents (n=133).

Based on total number of responses (133), the female represented about 67%, while the male recorded only 33%. Relating to age range, almost 70% of the participants (94) were between 20 and 40 years old. Regarding the educational qualifications, almost two-third of participants has held a doctoral degree. About 51% of participants (68) have occupied either position of assistant professor (28%) or lecturer (23%). Notably, some staff members in different academic positions were on their process for upward promotion.

As for the universities affiliation, academic staff members from all governmental Tourism and Hotels Faculties, in Egypt, were participated in the study. Alexandria University occupied the top of the list by 56 participants, with 42% of total responses; followed by Mansoura

University (19 participants) and Helwan University (18 participants), with percents around 14%. However, participants who affiliated to Universities of Matrouh (6), South Valley in Luxor (5) and Minia (3) came at the bottom of the list, with participation rates below 5% for each one.

Most of participants were from the Hotel Studies/Management departments (54), representing 40.6%; followed by Tourism Studies departments (49 participants) and Tourist Guidance departments (30 participants), with percents of 36.8% and 22.6% respectively.

Almost 25% of the participants (33) had a reasonable teaching experience ranging from (5-10) years. Also, both experience intervals ranging from (1-5) years, and (10-15) were represented by 25 participants (18.8%) for each one of them.

Investigating whether the participants have been enrolled in training on using either new pedagogical techniques and/or technological tools in teaching; revealed that although 90% of the participants (120) were trained on using technological tools in teaching; *only* 49% of the participants (65) were trained on using new pedagogical techniques.

4.2 Results Discussion

4.2.1 Using Technological Tools/Media

This section aimed at exploring the features of using *technological tools/media* in teaching process by the participating staff members from all governmental Tourism and Hotels Faculties, in Egypt. Participating staff members were asked to assess their usage pattern of teaching *tools/media*—for preparing, during, and after delivering lectures; from their viewpoints. Mean score and standard deviation have been calculated for each method, as well as in total, based on the whole data collected.

Firstly, as tabulated in table (5), analyzing data related to using technological tools/media for *preparing* lectures declared that the overall mean was (3.77). The highest mean was recorded to the tool of 'Search Engines' with (4.43); followed by 'E-Books & E-Periodicals' tool with a mean (4.22). On the other hand, using tools such as 'Course Specific Software/Website' and 'Social Networking Websites', recorded the lowest means of (3.05) and (3.14) respectively; comparing to other tools. To explore whether there were significant differences referring to attributes of educators' profile; *compare-means tests* (Independent-Samples *T*-test and *One-Way* ANOVA) were applied to different tools/media used for *preparing lectures*. Accordingly, there were no significant differences between the participating educators that could be referred either to the scientific department, academic position or teaching experience. *However*, only one tool (Printed Books & Periodicals) recorded high statistically significant difference at confidence level (0.01), referred to gender, with (p-value=0.004).

Generally, it could be concluded that technological tools/media for *preparing* lectures have been usually employed by participating educators, except tools of using 'Course Specific Software' or 'Social Networking Websites'; with no significant differences between the participants that could be referred to gender, scientific department, academic position or teaching experience. The most used technological tools/media for *preparing* lectures were 'Search Engines' and 'E-Books & E-Periodicals'.

Secondly, data analyses presented in middle part of table (5), which related to using technological tools/media *during* lectures; illustrated that the overall mean was (3.48). A high proportion of participants depended on using the 'Visual Presentations (e.g., Power Point, Prezi)' tool with a mean of (4.42); followed by using 'Verbal Presentation and the White Board' tool with a mean (3.89). On the other hand, using tools such as 'Online Applications (e.g., Edmodo,

Google classroom, Schoology)' and 'Search Engines (e.g., Google)' scored the lowest means of (2.69) and (3.05) respectively.

Table 5: Variance Analysis of Using Technological Tools/Media in Teaching Process

Dimensions	Educators' Profile								Mean[♦]	Std. Deviation
	Gender [1]		Scientific Department [2]		Academic Position [2]		Teaching Experience [2]			
	T.	Sig.	F.	Sig.	F.	Sig.	F.	Sig.		
Using Technological Tools/Media in Teaching										
1. Using Technological Tools/Media (for Preparing Lectures)										
1. Printed Books & Periodicals	2.940	**0.004***	2.430	**0.092**	1.694	**0.155**	1.023	**0.407**	*4.02*	*0.95*
2. E-Books & E-Periodicals	1.233	**0.220**	0.265	**0.767**	0.613	**0.654**	1.062	**0.385**	*4.22*	*0.84*
3. Search Engines (e.g., Google, …)	-0.256	**0.798**	0.271	**0.763**	1.575	**0.185**	1.530	**0.185**	*4.43*	*0.82*
4. Video Sharing Websites (e.g., YouTube…)	0.367	**0.714**	0.774	**0.463**	2.283	**0.064**	0.608	**0.694**	*3.80*	*1.04*
5. Social Networking Websites (e.g., facebook, blogs, Wikis…)	0.143	**0.886**	1.024	**0.362**	1.672	**0.161**	1.530	**0.185**	*3.14*	*1.22*
6. Course Specific Software/Website	0.194	**0.846**	0.021	**0.979**	0.355	**0.840**	1.339	**0.252**	*3.05*	*1.25*
Overall	1.249	**0.214**	0.941	**0.393**	1.457	**0.219**	0.549	**0.739**	*3.77*	*0.58*
2. Using Technological Tools/Media (During Lectures)										
1. Printed Out Materials	-0.719	**0.474**	2.218	**0.113**	2.765	**0.030***	1.971	**0.087**	*3.45*	*1.06*
2. Verbal Presentation and the White Board	0.007	**0.995**	1.317	**0.271**	2.209	**0.072**	0.612	**0.691**	*3.89*	*1.01*
3. Visual Presentations (e.g., Power Point, Prezi…)	-0.590	**0.556**	0.355	**0.702**	2.831	**0.027***	2.852	**0.018***	*4.42*	*0.77*
4. Search Engines (e.g., Google, …)	-1.125	**0.263**	2.474	**0.088**	0.987	**0.417**	0.917	**0.472**	*3.05*	*1.10*
5. Interactive Videos	0.091	**0.927**	0.807	**0.448**	2.875	**0.025***	1.541	**0.182**	*3.35*	*1.10*
6. Online Applications (e.g., Edmodo, Google classroom, Schoology, sli.do..)	-0.796	**0.427**	1.313	**0.273**	0.825	**0.511**	2.867	**0.017***	*2.69*	*1.29*
Overall	-0.927	**0.356**	1.617	**0.202**	0.674	**0.611**	1.428	**0.219**	*3.48*	*0.61*
3. Using Technological Tools/Media (After Delivering Lectures)										
1. Traditional Paper Assignment	0.141	**0.888**	2.223	**0.112**	1.126	**0.347**	0.922	**0.469**	*4.15*	*0.80*
2. Online Applications Assignment (e.g., Edmodo, Google classroom, Schoology, sli.do…)	-0.181	**0.857**	2.300	**0.104**	1.180	**0.323**	1.452	**0.210**	*2.90*	*1.32*
3. Online Assignment via Social Networking Websites (e.g., facebook, blogs, Wikis…)	1.166	**0.246**	0.018	**0.982**	1.601	**0.178**	1.606	**0.163**	*3.30*	*1.30*
4. E-mails	-0.469	**0.640**	0.207	**0.813**	0.887	**0.474**	0.785	**0.562**	*3.18*	*1.20*
5. Course Specific Software/Website	0.686	**0.494**	0.341	**0.712**	0.938	**0.444**	1.561	**0.176**	*2.64*	*1.37*
Overall	0.495	**0.621**	0.117	**0.889**	0.454	**0.769**	0.753	**0.585**	*3.23*	*0.71*

[♦] Rating was given on a 5-point scale; whereas (5='Always'; 1='Never').

[1] Probability value is calculated using "Independent-Samples *T*-test," where * shows *significant* value at the 0.05 confidence level (2-tailed).

[2] Probability value is calculated using "*F*-ANOVA test," where * shows *significant* value at the 0.05 confidence level (2-tailed).

Applying *compare-means tests* to different tools/media used *during lectures*, to investigate whether there were significant differences referring to attributes of educators' profile; revealed the following relationships:

1. There were no statistically significant differences between the participating educators regarding any of tools/media used *during lectures* referred to gender or scientific department.

2. There were 5 tools/media used *during lectures* recorded high statistically significant differences at confidence level (0.05), referred to academic position or teaching experience, as follows:

   – Using 'Printed Out Materials' and 'Interactive Videos' tools during lectures referred to academic position, with (p-value=0.030 & 0.025) respectively.
   – Using 'Visual Presentations (e.g., Power Point, Prezi)' tool during lectures referred to academic position and teaching experience, with (p-value=0.027 & 0.018) respectively.
   – Using 'Online Applications (e.g., Edmodo, Google classroom, Schoology)' tool during lectures referred to teaching experience, with (p-value=0.017).

Generally, such results declared that technological tools/media have been employed on a moderate scale *during lectures* by participating educators. The most used one was 'Visual Presentations (e.g., Power Point, Prezi)'; whereas the majority of participants also depended on using the 'Verbal Presentation and the White Board', rather than other technological tools such as 'Online Applications (e.g., Edmodo, Google classroom, Schoology)' and 'Search Engines (e.g., Google)'. No significant differences were noticed referred to gender or scientific department; while only 5 tools/media recorded high statistically significant differences referred to academic position or teaching experience

Finally, based on data analyses illustrated in last part of table (5), which related to using technological tools/media *after delivering* lectures; high proportion of respondents have used 'Traditional Paper Assignment' tool with a mean of (4.43). On the other hand, using tools such as 'Course Specific Software/Website' and 'Online Applications Assignment (e.g., Edmodo, Google classroom, Schoology)' scored the lowest means of (2.64) and (2.90) respectively.

Applying *compare-means tests* to different tools/media used *after delivering lectures* revealed that there were no significant differences between the participating educators that could be referred either to the gender, scientific department, academic position or teaching experience.

In general, these results revealed that technological tools/media have been employed on a limited scale *after delivering lectures* by participating educators, since the majority of them depend on using the 'Traditional Paper Assignment' tool, rather than technological ones; with no significant differences between the participants that could be referred to gender, scientific department, academic position or teaching experience.

4.2.2 Using Pedagogical Methods

This section represents the usage of different pedagogical methods, by the participating staff members from all governmental Tourism and Hotels Faculties, in Egypt. Educators were asked to assess their usage pattern of such methods during lectures from their points of view.

Mean score and standard deviation have been calculated for each method, as well as in total, based on the whole data collected.

Table (6) declared that the overall mean was (3.79). The highest mean was recorded to the method of 'Two-way teaching' with (4.26); followed by 'Drills and practices' and 'Guided self-learning' methods with (4.18) and (4.01) respectively. On the other hand, 'One-way teaching' method was sometimes used with a mean of (2.71), comparing to other interactive methods. Therefore, it could be concluded that the interactive pedagogical methods have been usually used by participating educators.

These findings appear to be supported with the results of Ganyaupfu (2013), who confirmed that the teacher-student interactive approach produced the high mean score, followed by the student-centered approach; whereas the lowest mean score was recorded for the teacher-centered approach.

In order to explore whether there were significant differences referring to attributes of educators' profile; further statistical analyses were applied by comparing means of different pedagogical methods. As shown in table (6), results revealed that there were no significant differences between the participating educators that could be referred to gender, academic position or teaching experience; *except* only two methods recorded high statistically significant differences at confidence level (0.05), as follows:

1. 'One-way teaching' method; referred to gender, with (p-value=0.022).

2. 'Guided self-learning' method; referred to gender, academic position and teaching experience, with (p-value=0.024, 0.045 & 0.008) respectively.

Moreover, there were no significant differences regarding any of these methods referred to the scientific department.

Table 6: Variance Analysis of Using Pedagogical Methods in Teaching Process

Dimensions	Educators' Profile								Mean[♦]	Std. Deviation
	Gender [1]		Scientific Department [2]		Academic Position [2]		Teaching Experience [2]			
	T.	Sig.	F.	Sig.	F.	Sig.	F.	Sig.		
Type of Pedagogy: Using the following methods (During Lectures)										
1. One-way teaching	2.320	*0.022**	1.758	**0.176**	0.325	**0.861**	1.204	**0.311**	*2.71*	*1.16*
2. Two-way teaching (e.g., open discussion, oral questions…)	-1.409	**0.161**	0.429	**0.652**	1.933	**0.109**	1.762	**0.125**	*4.26*	*0.76*
3. Guided self-learning	-2.284	*0.024**	0.643	**0.528**	2.506	*0.045**	3.274	*0.008**	*4.01*	*0.87*
4. Drills (assignments) and practices (e.g., presentations, group work, learning games)	0.649	**0.518**	1.358	**0.261**	1.367	**0.249**	1.059	**0.386**	*4.18*	*0.83*
Overall	0.087	**0.931**	1.345	**0.264**	2.231	**0.069**	0.818	**0.539**	*3.79*	*0.50*

[♦] Rating was given on a 5-point scale; whereas (5='Always'; 1='Never').

[1] Probability value is calculated using "Independent-Samples *T*-test," where [*] shows *significant* value at the 0.05 confidence level (2-tailed).

[2] Probability value is calculated using "*F*-ANOVA test," where [*] shows *significant* value at the 0.05 confidence level (2-tailed).

4.2.3 Innovative Teaching Context

This section aimed to investigate importance of determinates or dimensions of innovative teaching context, which could support using new technological tools or teaching pedagogy.

Participating staff members were asked to state the extent to which they agree with such dimensions from their perspectives. Mean score and standard deviation have been calculated for each dimension, as well as in total, based on the whole data collected.

Table (7) showed that the educators almost agreed on the listed dimensions of innovative teaching context. All determinates or dimensions recorded no extreme scores; with an overall mean of (3.93), and individual means ranged (3.80 – 4.06).

Further statistical analyses were applied by comparing means of different dimensions of innovative teaching context, to explore whether there were significant differences referring to attributes of educators' profile. According to results presented in table (7), there were no significant differences between the participating educators that could be referred either to the scientific department, academic position or teaching experience. *However*, only one dimension recorded high statistically significant difference at confidence level (0.05), referred to gender, with (p-value=0.042); namely; dimension of 'The supportive institutional infrastructure'.

Therefore, it could be concluded that such dimensions could support the innovative context in teaching process, for all faculty staff members, regardless their profile attributes.

Table 7: The Relationship between Educators' Profile & Innovative Teaching Context

Dimensions	**Educators' Profile**								*Mean*[♦]	*Std. Deviation*
	Gender [1]		*Scientific Department* [2]		*Academic Position* [2]		*Teaching Experience* [2]			
	T.	*Sig.*	*F.*	*Sig.*	*F.*	*Sig.*	*F.*	*Sig.*		
1. the course subject is a determinate in using new teaching pedagogy	1.167	**0.245**	0.892	**0.412**	0.419	**0.795**	0.713	**0.615**	*3.95*	*0.90*
2. the course subject is a determinate in using new technological tools	0.348	**0.728**	1.500	**0.227**	1.196	**0.316**	1.081	**0.374**	*3.92*	*0.89*
3. the institutional infrastructure encourages instructor to use technological tools	2.054	***0.042*** *	1.483	**0.231**	1.386	**0.242**	0.768	**0.574**	*3.98*	*1.03*
4. technological driven work environment supports technological pedagogical innovation approach	1.220	**0.225**	0.924	**0.399**	0.727	**0.575**	0.301	**0.911**	*4.06*	*1.01*
5. the program is a determinate in using new teaching pedagogy	-0.315	**0.753**	1.615	**0.203**	1.111	**0.354**	0.671	**0.646**	*3.85*	*0.94*
6. the lecture time is a determinate in using new teaching pedagogy	-0.114	**0.910**	1.789	**0.171**	0.559	**0.693**	1.805	**0.116**	*3.80*	*0.97*
Overall	1.080	***0.282***	2.564	***0.081***	0.740	***0.567***	0.342	***0.886***	*3.93*	*0.66*

[♦] Rating was given on a 5-point scale; whereas (5='Strongly Agree'; 1='Strongly Disagree').

[1] Probability value is calculated using "Independent-Samples *T*-test," where * shows *significant* value at the 0.05 confidence level (2-tailed).

[2] Probability value is calculated using "*F*-ANOVA test," where * shows *significant* value at the 0.05 confidence level (2-tailed).

4.2.4 Benefits and Challenges of Applying TPI

This section reflects the respondents' perceptions towards *benefits* and *challenges* of applying TPI in educational process. From the data presented in the following table (8), it could

be concluded that the majority of respondents strongly agreed that applying TPI has a lot of **benefits**, with means ranged between (4.23 – 4.54).

Such findings were supported by the study of Scoppio and Covell (2016). Moreover, they added that it is important to ensure that the continual changes in the learning technology should not threaten the pedagogical basics.

The participating educators illustrated that applying TPI would 'build the capacity for both instructors and students'; 'encourage students' research skills'; 'stimulate the student innovative skills'; 'enrich the students learning ability'; and 'reach new and more effective teaching and presenting techniques'.

This result is also confirmed by Kaushal and Mahajan (2017), which showed that interactive lecturing leads to better understanding of the course content and collaborates the concepts of the topics more clearly.

Generally, there were no significant differences between the investigated respondents towards benefits of applying TPI referred to gender, scientific department, academic position or teaching experience. *Only* three statements showed that there were statistically significant differences, as follows:

1. Applying TPI enhances and updates student with the work needed qualifications (referred to scientific department).

2. Applying TPI develops and manages my course syllabus in a better way (referred to teaching experience).

3. Applying TPI saves time in reaching the material needed for my course (referred to academic position).

Table 8: Educators' Perceptions towards Benefits and Challenges of Applying Technological Pedagogical Innovation (TPI)

Dimensions	Educators' Profile								Mean♦	Std. Deviation
	Gender [1]		Scientific Department [2]		Academic Position [2]		Teaching Experience [2]			
	T.	Sig.	F.	Sig.	F.	Sig.	F.	Sig.		
1. **Benefits of Applying TPI**										
1. develop and manage my course syllabus in a better way	0.776	**0.439**	0.578	**0.562**	1.170	**0.327**	2.520	***0.033****	*4.43*	*0.68*
2. reach new and more effective teaching and presenting techniques	1.583	**0.116**	0.678	**0.510**	0.314	**0.868**	1.898	**0.099**	*4.44*	*0.61*
3. enrich the students learning ability	1.540	**0.126**	0.872	**0.421**	1.150	**0.336**	1.943	**0.092**	*4.45*	*0.58*
4. stimulate the student innovative skills	0.699	**0.486**	0.015	**0.985**	1.190	**0.318**	1.497	**0.195**	*4.48*	*0.57*
5. build the capacity for both instructors and students	0.932	**0.353**	0.960	**0.385**	0.464	**0.762**	0.512	**0.767**	*4.54*	*0.56*
6. encourage students research skills	1.080	**0.282**	0.250	**0.779**	0.077	**0.989**	1.852	**0.107**	*4.49*	*0.60*
7. reach wider range of information and knowledge from peer colleagues and experts	1.799	**0.074**	0.504	**0.605**	0.860	**0.490**	1.344	**0.250**	*4.35*	*0.68*
8. communicate with students after working hours	1.363	**0.175**	0.391	**0.677**	0.743	**0.564**	1.593	**0.167**	*4.23*	*0.80*
9. save time in reaching the material needed for my course	0.512	**0.610**	1.281	**0.281**	2.444	***0.050****	1.697	**0.140**	*4.29*	*0.68*

10.	enhance and update student with the work needed qualifications	-0.304	**0.762**	3.530	***0.032****	0.402	**0.807**	1.300	**0.268**	*4.38*	*0.68*
	2. Challenges of Applying TPI										
1.	I don't have the knowledge of using new technological techniques	2.148	***0.034****	0.045	**0.956**	1.925	**0.110**	1.194	**0.316**	*2.98*	*1.13*
2.	Using TPI is a time consuming process	1.174	**0.243**	1.604	**0.205**	0.566	**0.688**	0.549	**0.739**	*2.69*	*1.17*
3.	Lack of institutional infrastructure that is supporting technological innovation (e.g., computers - internet access…)	-0.711	**0.478**	2.950	**0.056**	2.502	***0.046****	1.664	**0.148**	*4.27*	*0.80*
4.	The lack of effective technical support from the organization	-0.854	**0.395**	7.828	***0.001****	0.797	**0.530**	1.200	**0.313**	*4.28*	*0.81*
5.	Lack of knowledge and skills of students that enable to engage in learning through using technological innovation	0.372	**0.710**	1.883	**0.156**	1.420	**0.231**	1.387	**0.233**	*3.62*	*1.05*
6.	Lack of training opportunities offered by my organization about TPI	-0.536	**0.593**	3.357	***0.038****	1.559	**0.189**	1.252	**0.289**	*3.87*	*0.90*
7.	The course type could be challenging in using TPI	0.750	**0.455**	1.667	**0.193**	0.693	**0.598**	0.267	**0.931**	*3.11*	*1.14*

♦ Rating was given on a 5-point scale; whereas (5='Strongly Agree'; 1='Strongly Disagree').

[1] Probability value is calculated using "Independent-Samples *T*-test," where * shows *significant* value at the 0.05 confidence level (2-tailed).

[2] Probability value is calculated using "*F*-ANOVA test," where * shows *significant* value at the 0.05 confidence level (2-tailed).

On the other hand, the **challenges** that could face applying TPI in education process, data in the previous table showed that the investigated respondents either strongly agreed or agreed that most challenges were:

- − Lack of effective technical support from the organization.

- − Lack of institutional infrastructure that is supporting technological innovation (e.g., computers - internet access …etc.).

- − Lack of training opportunities offered by organization about TPI.

- − Lack of knowledge and skills of students that enable to engage in learning through using technological innovation.

In conclusion, there were no significant differences between the investigated respondents towards challenges facing applying TPI refer to gender, scientific department, academic position or teaching experience. *Only*, four statements showed that there were statistically significant differences, as follows:

1. I don't have the knowledge of using new technological techniques (referred to gender).
2. Lack of institutional infrastructure that is supporting technological innovation (referred to academic position).
3. The lack of effective technical support from the organization and lack of training opportunities offered by organization about TPI (referred to scientific department).

4.2.5 Correlation between eLAG Dimensions

To explore the relationship between all of the investigated dimensions, Pearson Correlation test has been adopted. The results shown in table (9) illustrated that:

- There was highly significant relationship between training on using new pedagogical techniques and training on using technological tools in teaching.
- There was no significant relationship between enrolling in training on using new pedagogical techniques and all eLAG dimensions.
- There was only significant relationship between enrolling in training on using technological tools in teaching and using them during teaching process.
- There were significant relationships between using technological tools during teaching process and using pedagogy methods during lecture, as well as supportive innovative context in teaching process.
- There was no significant relationship between using pedagogy methods during lecture and innovative context in teaching process.

From the previous results, it could be concluded that enrolling in training process on using technological tools could positively impact on the usage of these tools in teaching process. Consequently, it could affect positively on the usage of pedagogical methods and supportive innovative context in the teaching process.

Table 9: The Correlation between e-Learning Alignment Guide (eLAG) Dimensions

Variables		Training on using new pedagogical techniques	Training on using technological tools in teaching	Using *Technological Tools/Media*	Using *Pedagogical Methods*	Innovative Teaching *Context*
Training on using new pedagogical techniques	Pearson Correlation					
	Sig. (2-tailed)					
Training on using technological tools in teaching	Pearson Correlation	0.271**				
	Sig. (2-tailed)	*0.002*				
Using Technological Tools/Media	Pearson Correlation	0.026	0.171*			
	Sig. (2-tailed)	**0.765**	*0.048*			
Using Pedagogical Methods	Pearson Correlation	0.088	0.064	0.392**		
	Sig. (2-tailed)	**0.312**	**0.464**	*0.000*		
Innovative Teaching Context	Pearson Correlation	0.096	0.144	0.208*	0.142	
	Sig. (2-tailed)	**0.272**	**0.098**	*0.016*	**0.103**	

Probability value is calculated using *r*-test (correlation coefficient), *where*:
**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

5 CONCLUSION AND IMPLICATIONS

This study has depicted the e-learning techniques in the Higher Education. The study has outlined the extent to which such techniques are used by the academic staff of Tourism and Hotels Faculties in the Egyptian governmental universities. The e-Learning Alignment Guide (eLAG) model that is developed by Mentis (2008) has been adopted as a benchmarking

framework. The competencies of eLAG in terms of its three main zones—*technology*, *pedagogy* and *context*, have been explored by the study.

Both quantitative and qualitative research approaches were followed. An online questionnaire that included eLAG dimensions was developed and distributed. Out of total population elements, 133 responses were collected with 30.16% response rate. Academic staff members from all governmental Tourism and Hotels Faculties, in Egypt, were participated in the study. The results of the study revealed that female participants were two-third. Alexandria University occupied the top of the list by 56 participants (42%); followed by Universities of Mansoura and Helwan.

Firstly, the study has investigated the educators' usage pattern of *technological* tools/media—for preparing, during and after delivering lectures, in teaching process. The findings declared that tools of 'Search Engines' and 'E-Books & E-Periodicals' were the most used for *preparing* lectures. Technological tools/media have been *usually* employed for *preparing* lectures, except tools of using 'Course Specific Software' or 'Social Networking Websites'; with no significant differences referred to educators' profile.

Technological tools/media have been employed on a *moderate* scale *during lectures*. The most used tool was 'Visual Presentations (e.g., Power Point, Prezi)'; whereas the majority of participants also depended on using the 'Verbal Presentation and the White Board', rather than other technological tools such as 'Online Applications (e.g., Edmodo, Google classroom, Schoology)' and 'Search Engines (e.g., Google)'. No significant differences were noticed referred to gender or scientific department; while only 5 tools/media recorded high statistically significant differences referred to academic position or teaching experience

After delivering lectures, technological tools/media have been employed on a *limited* scale. The majority of educators depended on using the 'Traditional Paper Assignment' tool, rather than technological ones; with no significant differences referred to educators' profile.

Secondly, the usage pattern of *pedagogical* methods declared that the interactive pedagogical methods have been usually used, comparing to 'One-way teaching' method.

Thirdly, all dimensions of the innovative context could support teaching process, for all faculty staff members, regardless their profile attributes.

Fourthly, regarding the perceptions towards *benefits* and *challenges* of applying TPI in educational process, it could be concluded that the majority of respondents strongly agreed that has a lot of **benefits**; with no significant differences referred to gender, scientific department, academic position or teaching experience. The exception was applying TPI 'enhances and updates student with the work needed qualifications', 'develops and manages my course syllabus in a better way', and 'saves time in reaching the material needed for my course'. Furthermore, the participants either strongly agreed or agreed on most **challenges** that could face applying TPI in education process, with no significant differences. The top ranked challenges were the lack of effective technical support and the lack of institutional infrastructure that is supporting technological innovation.

Fifthly, exploring the *Correlation* relationships between eLAG dimensions, illustrated that enrolling in training process on using technological tools could impact positively in teaching process. Consequently, it could affect positively on usage of pedagogical methods and supportive innovative context.

Finally, it could be concluded that the e-learning techniques are partly used in the governmental Tourism and Hotels Faculties in Egypt. In addition, it was clear that most of the e-learning techniques used were just individual initiatives from the academic staff members. It was

found that there was not any formal system supporting the e-learning process in investigated faculties.

6 FUTURE RESEARCH

The limitations of the current study should be addressed in future research activities. Since the current study focused on exploring the competencies of the eLAG in governmental universities; future research may be directed toward exploring the same issue in private Tourism and Hospitality institutions. Thus, a comparison study between the governmental and private institutions could be carried out.

Further work should focus on the attitude of academic professors towards e-learning engagement, and the training needed to exploit their engagement in the e-learning process. Research may be directed to assess the impact of training on using technological and pedagogical tools in teaching process.

Moreover, evaluating the students' academic performance using e-learning tools regarding Tourism and Hospitality courses should be considered in future research.

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DIGITAL STORYTELLING AS A HERITAGE INTERPRETATION TECHNIQUE: AN APPLICATION ON CAVAFY MUSEUM IN ALEXANDRIA -

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ABSTRACT

Telling a story was always considered as an essential tool in communication throughout the history of mankind. Nowadays, new technologies have contributed tremendously in developing storytelling methods in so many scientific fields. A few years ago, the term digital storytelling was born and has spread dramatically worldwide as a technique used in the cultural heritage interpretation (Rizvić and Tsiafaki, 2015). It also became one of the best technological solutions that small and medium-sized museums can adopt because of their affordability and efficiency. Cavafy museum is considered one of the smallest and neglected museums in Alexandria. So, adopting digital storytelling technique could add a value to the presentation and promotion of that museum's collections through using an innovative manner.

The descriptive analytical approach was employed in this paper to describe the concept of digital storytelling as a new technique in heritage interpretation and to explore the museum's general atmosphere, as well as, the presentation and interpretation methods used in it. The key results of the paper indicated that Cavafy's Museum is neglected and suffers from a lack of innovative technological interpretation methods that could present or interpret the artistic value of it. Thus, the paper proposed a model for adopting digital storytelling as an interpretation technique in Cavafy's Museum.

Key Words: Digital storytelling, heritage, interpretation, Cavafy's Museum.

7 INTRODUCTION

The core essence of cultural heritage is the shared social values which can be preserved, presented, interpreted, and passed to future generations. Also, heritage interpretation importance lies in its ability of building bridges between audience and history through presenting historical knowledge in an artistic and entertaining manner. According to the Anglo-American definition, heritage interpretation aims at "creating synergies between past cultural heritage and contemporary creations; live arts and crafts should be promoted in order to encourage dialogue between generations and the integration of cultural heritage in local daily life" (Dal Falco and Vassos, 2017, p.3).

Recently, advanced applications have been used in presenting cultural and archaeological objects. For instance, virtual reality applications were used to present the remains of important heritage sites and also some video games were programmed to raise the archeological awareness of the users. The main common element in most of the advanced technologies related to heritage interpretation is storytelling, as without telling the visitor or the viewer the right story using the right methodology, the main goals of the interpretation process cannot be reached (Rizvic, 2014). The selection of Cavafy's Museum specifically; was due to its unique features of representing the whole life of an artist in his own apartment, which also had witnessed the creation of most of his artworks. However, the museum is considered one of the smallest and most disregarded ones in Alexandria. Therefore, applying digital storytelling technique would help to shed light on its importance and presenting it in an innovative manner.

In this respect, the paper will answer the following questions:

- What are the advantages of applying digital storytelling technique for small and medium-sized museums?
- How could the artistic value of Cavafy's Museum be presented and interpreted through digital
    storytelling technique?

8 literature review

8.1 The Digital Storytelling Concept

The term "digital storytelling" is defined by Miller (2008) citied in (Rizvic and Tsiafaki,2015,p.6) as "a narrative entertainment that reaches the audience via digital technology and media." Also, Miller argued that "digital storytelling techniques can make a dry or difficult

subject more alive and engaging to the viewers". Besides, Glassner (2004) citied in (Rizvić and Tsiafaki, 2015, p.6) explained digital storytelling as "an interactive experience, where the audience member actually affects the story itself". From the previous, digital storytelling can be defined as a mean which could affect the audience emotions through presenting an entertaining information via digitalized media, using a narrative manner.

Digital storytelling can be applied to many fields like environment, health, sciences, culture, and humanities. As for adopting digital storytelling for cultural heritage, three main aspects must be taken into consideration including educational, cultural mediation and tourism aspects. **_Firstly_**, as storytelling offers a wide access to information and knowledge through a user-friendly way. So, this type of activity can generate interest, attention, and motivation to learn more about cultural heritage through simplifying difficult concepts and making them more understandable. **_Secondly_**, digital storytelling can work as an effective tool for engaging visitors with museums. This aspect of implementing digital storytelling is considered a vital element nowadays as it offers an educational and also an entertaining source of knowledge in museums. **_Thirdly,_** cultural heritage is a vital component of the tourism product and it could be better presented by using digital storytelling. On the other hand, visitors also have the opportunity to tell their own travel story by using accessible, easily produced and distributed tools (Brouillard et al., 2015).

Thus, digital storytelling is considered a new technique that may support the heritage interpretation process in museums (Valtolina, 2016).

8.2 The Importance of Adopting Digital Storytelling for Museums

It must be noted that museums' technological era has been ongoing for decades. The beginning of the 21st century was considered the beginning of the investigation of innovative information and communication technologies, particularly innovative data visualization techniques which could be used to display and interpret collections. However, these advanced technologies, whether they are web sites, mobile apps, or multimedia installations, require significant funds and expert technicians. Yet, only large museums can afford the investment in interactive technologies, as solutions based on virtual and augmented reality technologies to enhance what visitors can see through 3D reconstructions of the real scenes. On the other hand, smaller museums suffer from lack of fund as they are always trying to reduce offered services, which may result in a reduction in the number of visits (Valtolina, 2016).

Besides, many museums lack interactivity features while displaying artifacts, as they depend largely on observation and information panels with strict rules of behavior. Therefore, the perceived experience of visiting museums will definitely not be as entertaining as it should be. However, in the last few decades, technology offered new approaches towards presenting heritage and experience through innovative tools (Dal Falco and Vassos, 2017). Thus, a technique that may help museums to present its collections using innovative manner with a

reasonable budget can be framed into storytelling. Generally, a story could support the interpretation activities of museums' collections and also it could help in linking the artwork with its historical background (Valtolina, 2016).

The fundamental component in managing the story is the implicit graph of the story through which the story trajectory could be developed gradually, this is also known as drama management which is being conducted in the process of programming video games. This can be applied on heritage through developing an interactive narrative system, which may help in integrating all historic elements and characters within the present visitor experience before, during and after the visit (Dal Falco and Vassos, 2017). Also, key storytelling techniques such as setting the scene, building to a climax, or twist in the tale, are familiar to most of us through books and theatre. Although museums are known for presenting only facts about history and displayed objects, they could utilize some aspects of historical events to revitalize the visitor's curiosity to discover more about history by using an entertaining technique like storytelling (The British Museum, 2018).

Based on the above, the adoption of an interactive digital storytelling method for museum could help in developing an integrated relationship between objects and visitor experience. Also, digital technologies have the power to transform museums from just a physical space into virtual lives of related characters and stories, which may affect the visitor experience and make him fully immersed within the story of the museum's artifacts (Dal Falco and Vassos, 2017).

Moreover, digital storytelling has the ability to build and support the museums' brand identity, as one of the main roles of museums is to transmit cultural and historical knowledge to the audience. Thus, storytelling process and its various activities can assist in strengthening the identity of a museum through asserting on its unique features and value (Mossberg et al., 2011; Rontani, 2015).

8.3 Different Forms of Digital Storytelling

The history of storytelling in the digital era dates back to the beginnings of using personal computers and networks, where hypertext was the first form of it (Brouillard et al., 2015). Hypertext narratives, which are associated with the Internet, offer great possibilities for integrating a large amount of digital cultural heritage into a narrative format (Ryan, 2005). However, the different forms of storytelling range from the hypertext model to real-time generated narrative using advanced systems. According to Hartmut Koenitz, the purpose of developing expressive narrative forms in digital formats is to promote a different and potentially better understanding of the complex world and a new way to share experiences with others (Koenitz et al., 2015).

Besides, the interactive digital narrative has become very popular in virtual cultural heritage applications, as it offers an interactive and immersive experience to visitors. Digital storytelling also implies a transition from the traditional linear story told by means of film language to a more complex and multi-dimensional one (Chenu et al., 2014; Dvorko, 2015).

8.4 Tools of Digital Storytelling

Implementing digital storytelling on cultural heritage requires specific tools for data indexing, structuring, media processing, editing and publication on several digital devices. Digital storytelling tools can range from web to desktop applications (Brouillard et al., 2015).

Firstly, digital storytelling requires a system which is capable of managing digital collections. This can be a combination of two systems including a Digital Asset Management System (DAM) and a Collection Management System (CMS). A DAM system is specialized in the storage and distribution of digital objects in different resolutions and formats, so that they can be used by other applications. A Collection Management System (CMS) is a system which is used to create and store descriptive and administrative data about the objects in the collection. These systems exchange data with the client's applications, for instance: (websites, web applications, mobile apps, or interactive mapping), also this can be accomplished through using an "Application Programming Interfaces" or APIs, as Clarke (2004) clarifies that API is considered a tool that makes it easier for developers to use certain technologies in building web and mobile applications (Brouillard et al., 2015).

Secondly, creating rich interactive documents is considered a new mean of content editing, as it offers great possibilities for integrating heritage content into a narrative form. It also consists of two main steps including: the elaboration phase of video units, and the development phase which could result in producing the web reading interface. Thirdly, linking the content to a specific place, e.g. mobile geo-located media in mobile devices may offer great possibilities for implementing this phase (Danks et al, 2007; Brouillard et al., 2015).

8.5 Framework for Adopting Digital Storytelling Technique for Museums

As for the framework of adopting digital storytelling techniques in museums, there is a lack in the academic research on this topic. However, Volantina (2016) and Dal Falco and Vassos (2017) proposed a frameworks which aimed at providing users with an advanced spreading strategy based on a storytelling method.

The following is a suggested framework based on the previous studies (Volantina, 2016 ; Dal Falco and Vassos, 2017):

The main steps of the suggested framework are:

Step 1: Aggregation and Organizing historical data: this step acts for integrating cultural data through a cloud structural design*[1]which could scale according to the museum's needs and dimensions. Also, historical data and accurate information is considered an essential element in this step, as historical background should include information about famous figures that had lived at the site of the museum.

Step 2: B**uilding the story:** this step is important for making the process of creating stories possible by using a graph-based tool. Besides, materials like texts, images, videos or other stories can be retrieved by the author to use them as a basis for structuring the story.

Step 3: Presenting the story*:* this step is responsible for providing users with stories that can be accessed through a personalized story structure defined by the domain experts. This can differ according to the user's profile and context of use, like PC, laptop, tablet, smartphone, TV, multi- touch screen, etc. or using immersive digital experiences which are based on the use of virtual and augmented reality technologies. The vital element in this step is to develop an interactive experience as this can be accomplished by the interaction design specialists and applications' developers to implement the story scenario using interactive tools within a physical, digital or a hybrid space. Furthermore, branding the museum's identity through storytelling technique can affect the identity of the museum tremendously. Thus, integrating this technique in a branding process could have a great impact on potential visitor's perceived image of the museum.

Step 4: Continuous evaluation must be done to make sure that the model is achieving its main objectives, particularly for the target audience.

8.6 The Historical Background of Cavafy's Museum

Alexandria as a tourist city has witnessed several historical periods which are represented by museums. Yet, not all Alexandria museums are well-known and presented in an appropriate tourist manner. One of these undervalued museums is Cavafy's Museum. Cavafy's Museum, also known as Konstantinos Petrou Kavafis, was dedicated to the memory of a famous Greek poet named Constantine P. Cavafy. Cavafy was born in 1863 in Alexandria to Greek parents. His father was a merchant who traveled a lot, but after his father's death, he and his family were forced to travel to Liverpool in England. However, due to financial problems, they came back to their home in Alexandria. In 1882, after some political and war disturbances, Cavafy's family had to travel again to Constantinople. In 1885, Cavafy came back to Alexandria where he lived

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* Cloud computing is a recent trend in IT that moves computing and data away from desktop and portable PCs into large data centers. It enables convenient and on-demand network access that can be rapidly provisioned and released with minimal management effort or service provider interaction (Mell and Grance, 2011; Jadeja and Modi, 2012).

the rest of his life. In the 29th of April 1933, he died and was buried at Al- Chateby area in Alexandria (The World's Poetry Archive, 2012; the Official Website of Cavafy's Archive, 2018).

After his death, his apartment was turned into a cheap hostel. However, his relatives and friends managed to save his works, pictures, and furniture with the help of Stratis Tsirkas, who was also a Greek poet and a lover of Cavafy's works (Alexandria Governorate Website, 2014). On the 16th of Nov. 1992, the apartment was turned into a museum that represents Cavafy's life, furniture, works, library, old pictures, and sketches. It also contains a number of Cavafy's poems translated into 20 languages by nearly 40 different scholars. Besides, there is an entire room in the museum named after Stratis Tsirkas, which contains his pictures and some of his works (Alexandria Governorate Website, 2014). It must be noted that The Hellenic foundation for culture is the main responsible for managing the museum.

About 154 of his poetry works were published. However, he wrote other dozens of incomplete poems. Most of his famous poems were written after he reached forty years (The World's Poetry Archive, 2012). Some of the themes of his poetry works include subjects related to: Uncertainty about the future, sensual pleasures, the moral character and psychology of individuals, homosexuality, and a fatalistic existential nostalgia. These themes were drawn from his personal experiences, along with a deep and wide knowledge of history. In 1904, he wrote one of his most important works, "Waiting for the Barbarians" poem (Kato and Iwasaki, 2017). He also wrote Ithaca poem which was inspired by Homeric return journey of Odysseus to his home island (The World's Poetry Archive, 2012).

9 Methodology

To answer the paper questions, a descriptive analytical approach was employed based on a mixed methodology. First, the paper described the concept of digital storytelling as a new technique in heritage interpretation, its importance, advantages, forms, tools, and then the paper proposed a framework for implementing digital storytelling in museums. Second, an unstructured interview was conducted with the curator of Cavafy's Museum, who works in this position for more than 25 years. The interview was conducted on the 17th of Oct 2018 to investigate three main dimensions of Cavafy's Museum including the museum's administrative body, Visitors' numbers, and the future plan of managing the museum. Finally, the observation method was used to explore the museum's general atmosphere, presentation and interpretation techniques.

3.2 RESULTS AND DISCUSSION

Concerning the interview, the curator of the museum clarified that the Hellenic Center for culture is the main association responsible for managing the museum, and there is no other links between the museum and other parties related to the ministry of antiquities or the ministry of tourism. As for the number of visits, the curator declared that there are no clear statistics for the

numbers of the audience who visit the museum monthly or annually. However, the curator declared that he sends the sales of tickets every three months to the Hellenic center for culture which manages the museum and approximately 200 visitors (foreigners and Egyptians) visit the museum every three months. Furthermore, most of the visitors are from Greece, which is the homeland of Cavafy. Besides, the interviewee added that the museum also sells poetry's books to the visitors who are interested in reading Cavafy's poems or other famous poets' books.

As for the future plan of the museum, the curator explained that the museum doesn't have any current or future written management plans. Despite that, the museum organizes events related to the art of poetry, and on some occasions, it invites some famous poets to attend those cultural symposiums. However, the curator clarified that the last event was about a year ago, so there is no clear plan for organizing these events regularly.

So, it is obvious that the museum lacks the sufficient attention from the Hellenic Center and from other parties that could assist in evolving it.

As for the observation of the museum's general atmosphere and available interpretation methods, the researchers perceived the following:

3.2.1 Museum's location and general atmosphere

The museum's location couldn't be reached easily, and there are no signs or boards that show the directions to the museum. The general atmosphere has the ability to make the visitor feel nostalgic, as the apartment contains Cavafy's own furniture, his own books and pictures. Yet, there are no clear interpretation panels that clarify the surrounding artifacts, as well as, Cavafy's belongings. Furthermore, the current panels are written in only the Greek language, which cannot be understood by all the visitors.

3.2.2 Museum's presentation and interpretation methods

Cavafy's Museum isn't one of the famous museums in Alexandria and it isn't promoted by the Egyptian Tourism Authority in any way. It was observed that the local visitors who came to the museum while conducting the interview didn't know that there is a museum like that in Alexandria, and they only came because they were crossing accidentally the museum street (The Egyptian Tourism Authority Official Website,2018).

Moreover, the unique values of the museum's objects and Cavafy's personal belongings cannot be understood or perceived by visitors because of the absence of an effective interpretation strategy. This is clarified by the following photos taken by researchers during the observation

Photo No.(1)

The upper photo: Cavafy in his childhood

The photo on the right: His mother

The photo on the left: His father

Photo No. (2)

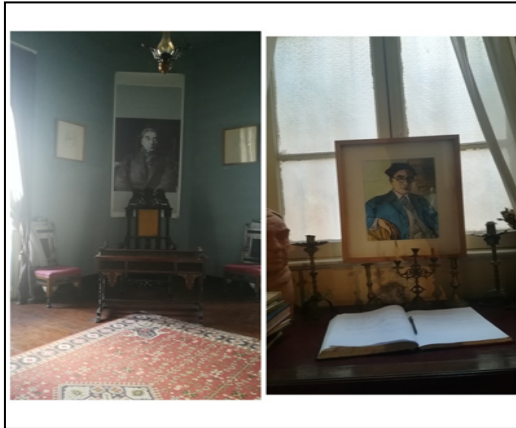Some of Cavafy's own furniture (mirror, bed and his own drawings)

Photo No. (3)

Cavafy's own furniture

Photo No.(4)

Part of Cavafy's unfinished and in sketch poems

Photo No. (5)

A group of artistic works inspired by Cavafy's poems, these pieces were created by artists from all over the world.

10   Conclusion and Recommendation:

Based on the previous results, it can be concluded that digital storytelling can be one of the most important techniques to present and interpret heritage values; as it considered an affordable solution for small and medium-sized museums like Cavafy's Museum in Alexandria city. In addition, this technique offers a valuable historical content through a suitable technological solution. Also, it is obvious that despite the historical and artistic value of the Museum, it doesn't adopt any creative or innovative interpretation methods. It is also unknown by visitors and it lacks the adequate funding which is necessary for promoting and presenting its unique value. Thus, integrating the museum into the tourism promotional campaigns of Egypt in general and Alexandria, in particular, will inevitably have a tremendous impact on raising the awareness of the audience of the importance of this museum. Furthermore, it needs adequate funding and proper management and adoption of the suitable techniques and methods for the museum as this is considered one of the most vital elements in heritage presentation and interpretation.

The suggested model for adopting digital storytelling technique in Cavafy's Museum is an attempt to present and interpret the historical and artistic value of the museum in an innovative manner and may result in adding a value to the museum as one of the must-see attractions in Alexandria.

11   A Proposed Model of Implementing Digital Storytelling Technique on Cavafy's museum:

The following model illustrates how to utilize the main aspects of digital storytelling to present Cavafy's Museum heritage value in an innovative way.

- **Step 1: Aggregation and organizing historical data:** this step could be done through the selection of a team by the Hellenic center for culture. The team can include historians, researchers, domain experts, programmers, authors, interpreters and marketers. Then, developing the historical knowledge about Cavafy's life and his famous published and unpublished poems, in addition to all the artworks which were inspired by his poems, as most of these works are being displayed in a room in the museum itself.
- **Step 2: Building the story:** this step could be done through the adoption of a digital asset management system which is capable of storing, managing and distributing digital objects through different formats in order to be used via various applications and platforms. Afterwards, building the story with the help of drama management field. This step can be conducted by authors and interpreters. Using imagination features in the story could be entertaining to visitors rather than the traditional display of facts.
- **Step 3: Presenting the story:** this step could be done by developing the interactive experience with the help of domain experts and programmers. This can be done by designing graphs to represent each part of the story and adapt it to be responsive to visitors' profiles. This helps in making their experience more interactive. On the other hand, integrating other forms of interactive technologies in the model like, augmented reality could assist in enriching the content and also supporting visitors' experiences. Also, marketers can develop a brand that reflects major elements of the museum's identity like, the nostalgic atmosphere, main themes of Cavafy's poems and his favorite belongings which still exist in his apartment.

Most importantly, this brand and marketing efforts must be achieved with collaboration between the Hellenic Center for Culture and the Egyptian Tourism Authority. This may result in marketing the museum as one of the must-see attractions in Alexandria.

▪ **Step 4: Continuous evaluation** with the help of the Hellenic Center for Culture and the Egyptian Tourism Authority. This may assist in tracking any obstacles that could appear during the implementation process of the model.
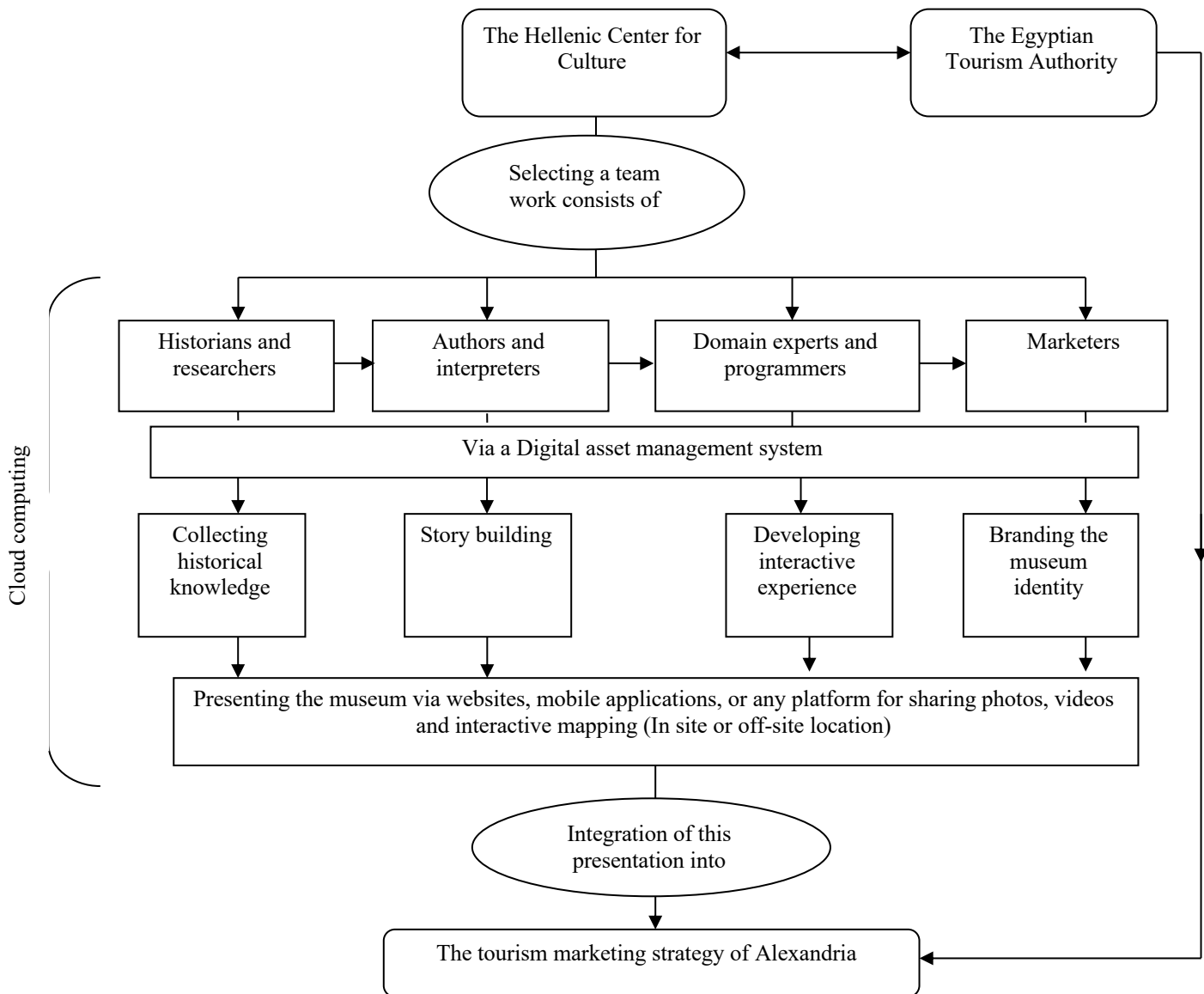
The following figure represents the model:

Figure 1: A Proposed Model of Implementing Digital Storytelling Technique on Cavafy's Museum

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STRATEGIC PLANNING OF HOSPITALITY & TOURISM: A STUDY OF COX'S BAZAR, BANGLADESH

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ABSTRACT

Strategic planning is a comprehensive process for determining what a business or tourist destination should become and the steps needed to meet that goal. Strategic planning has great significance in the industry of tourism and hospitality because it assists an administration to keep modernize with rising movements and challenges to keep the tourist pleased. In Bangladesh, the direct contribution of travel and tourism to GDP was USD 5310.4 million, 2.2% of total GDP in 2017 and is forecast to rise by 6.1% in 2018, and to rise by 6.2% pa, from 2018-2028, to USD.10,235.7mn, 2.1% of total GDP in 2028 (WTTP, 2018). Since the tourism and hospitality industry has a great impact on the economy of Bangladesh, this is obvious to conduct various

researches on the reasons for the slow growth of it. Strategic planning could be a solution for prompt growth. This study evaluates hospitality and tourism strategic planning practices in Bangladesh in line with the scenario of Cox's Bazar. Cox's Bazar is the longest sea beach in the world and it has an immense impact on the overall tourism sector in Bangladesh. This study identifies the current position of Cox's Bazar by using SWOT, Porter's five forces model and analyzes the planning process designed by the government for tourism and hospitality sector and suggests key measures to form strategic planning for the development of the tourism sector, especially focusing on Cox's Bazar

Keywords: *Hospitality, Tourism, Strategic planning, Cox's Bazar, Bangladesh.*

1. INTRODUCTION

Strategic planning refers to the rational selection of actions from different sources of alternatives. A strategy is selected due to its potentiality of a firm in achieving goals and objectives (Getz, 1983).Strategic planning of the tourist destination's development is the process of modeling the effective functioning of its tourist complex for a certain period. Understanding of the factors, parameters, and stages of strategic planning with the account of the specific character of the tourism industry is the basic competencies needed to manage a local tourist destination (Pechlaner et al., 2006). To make the tourist destination sustainable, strategic planning is also needed. Sustainable tourism can be achieved in two ways, first, it increases the participation of stakeholder in tourism planning and second, a need for a strategic orientation towards tourism planning (Simpson, 2001). The rising demand for tourism destination & services can only be met satisfactorily with the formulation and implementation of best and most up to date market based strategic planning.

The support for tourism development requires product-driven and target the existing tourism source market as opposed to market-driven in the nature of the tourism industry like Cox's Bazar, the longest sea beach in the world. The absence of a cohesive tourism strategy for Cox's Bazar is a major hindrance to development opportunity. A strategic framework for Cox's Bazar should focus on infrastructure and products that will encourage the growth in tourist numbers and make it a more sustainable tourist destination.

2. LITERATURE REVIEW

Strategic planning is a dominant tool of management that is used to recognize clients and their provision of his requirements. Strategic planning assists in recognizing the correct management of manufactured goods, their costs, enhancement, and position (Wilson, Thomas & McGee,1998). The layout of '5P' strategies has been developed, analyzed and implemented such as plan - putting down a program or system of accomplishment, Ploy – master plan to fulfill the pre-plans, Patternmaking the system to make the plan effective, Position – establishing the

establishment inside the wanted advertising place, Perspective – an overall vision of the goals of the establishment. Strategic planning is a procedure whereby an establishment assesses itself to decide its future purposes and prepares plans for how greatest to attain it and it gives confidence: at what position we are at the moment? What to do in the future? And where we need to go? "It has been further described by another famous scholar as an incorporated tact or a procedure which is based on the victory of administration (O'Connor, 2000). Strategy differentiates rules and plans and goes on to utter that as rule refers to the additional or a smaller amount of enduring limitations or circumstances which impose upon the making of decisions entails that strategy is supple and that because circumstances vary and tendencies later, strategies need to be reconsidered and rationalized (Buttle 1993). Hotels, motels, tour operators and aviation show strong rivalry towards each other across the country. For this reason, it is essential that a tourist destination carries out a SWOT analysis earlier than making a strategic plan. After that, the tourist destination would be able to recognize it and can carry on with its strategic planning in the best way. Before the making of any strategy, the culture and society of the functional region should be kept in view as it holds the key to establishing the industrial progression not only at the local level but also make it grow at international level.

Chon and Olsen (1990) conclude that tourism organizations should include the strategic planning process into the structure of their operations. It helps tourism organizations to make sound management decisions with better estimates. Hospitality and strategy scholars (e.g. Phillips and Moutinho, 1999; Reichel, 1983; Schaffer, 1986) advocate strategic planning as an important tool to enhance business performance in tourism firms. However, there has been very little work on strategic planning in tourism firms (Harrington, 2004; Okumus, 2002; Okumus and Roper, 1999). Athiyaman and Robertson (1995) reveal that strategic management in the hospitality industry enhances proactive reactions to environmental changes to a reactive one. It works as a future-oriented decision making focusing on future environmental trends and the ability of the organizations to meet the objectives. Phillips and Moutinho (1999) conclude that strategic planning is to ensure the improvement of strategic performance. And a key managerial task of a manager to assess and monitor the effective planning process. Strategic planning index works as a powerful tool to diagnosis information of the hotel sector. This paper also finds out the relationships between strategic planning and business performance in the UK hotel sector and identified four dimensions to study the strategic planning process. These dimensions were formalization, participation, sophistication, and thoroughness. To put into practice strategy successfully, an administration has to think of some key regions. First of all, it has to set up how the plan will be resourced for the improvement. Secondly, it has to be established how the present civilization is, arrangement and inner systems are talented to fight with confronting the plan. Lastly, many strategies require a number of levels of inner alteration (Evans et al, 2003). Dey (2012) finds that tourists have great importance to natural attraction with enjoying sea waves and a sunset view of the beach. In addition, they have given value to the availability of economy class boarding, safety and security, sanitation and cleaning and waste disposal facility

and emergency service. So, to occupy the best position in the tourist mind, the tourism managers and marketers develop a quality service strategy by highlighting these key factors. Ali and Parvin (2010) reveal that improving the efficiency and effectiveness of services of the tourism sector and arranging better facilities for both local and foreign tourists will accelerate the growth of tourism. If the proper investment can be done and organized in Cox's Bazar, it might have achieved greater infrastructure development especially in the area of leisure and entertainment facilities for both domestic tourists and international tourists. Besides, if foreign investors are invited to develop new businesses and facilities, and Cox's Bazar is promoted appropriately throughout the world, then it wouldn't be too long before we were having tourists from all over the world to visit the longest natural beach in the world. However, there has been very little work on strategic planning in Cox's bazar.

3. METHOD

From 1995 to 2013, Strategic planning research on tourism dominated by two methods; descriptive studies or conceptual studies with illustrative case studies. After that mixed-method studies use include – mail survey, focus group, analysis of primary and secondary data. This paper uses a hybrid SWOT and the analytical hierarchy process to evaluate the strategic planning of Cox's Bazar.

4. ECONOMIC IMPACT OF TOURISM SECTOR IN BANGLADESH

Figure 1 shows that the direct contribution of travel & tourism to GDP was USD 5.3 billion, 2.2% of total GDP in 2017 and is forecast to rise by 6.1% in 2018 and to rise by 6.2% pa, from 2018-2028 to USD10.24 billion, 2.1% of total GDP in 2028. But the total contribution of travel & tourism to GDP was USD10.6 billion, 4.3% of GDP in 2017, and is forecast to rise by 6.4% in 2018, and to rise by 6.8% pa to USD21.78bn, 4.6% of GDP in 2028 (WTTC, 2018).

In 2017 Travel & Tourism directly supported 1,178,500 jobs (1.8% of total employment). This is expected to rise by 3.0% in 2018 and rise by 3.1% pa to 1,648,000 jobs (2.1% of total employment) in 2028. But the scenario is more contributory due to the total contribution of travel & tourism to employment, including jobs indirectly supported by the industry was 3.8% of total employment (2,432,000 jobs). This is expected to rise by 2.5% in 2018 to 2,492,500 jobs and rise by 2.7% pa to 3,244,000 jobs in 2028 (4.2% of total). Visitor exports generated USD 228.5 million, 0.6% of total exports in 2017. This is forecast to grow by 6.3% in 2018, and grow by 6.2% pa, from 2018-2028 to USD 444.9 million in 2028, 0.7% of the total (WTTC, 2018).

Relative importance of Travel & Tourism's total contribution to GDP

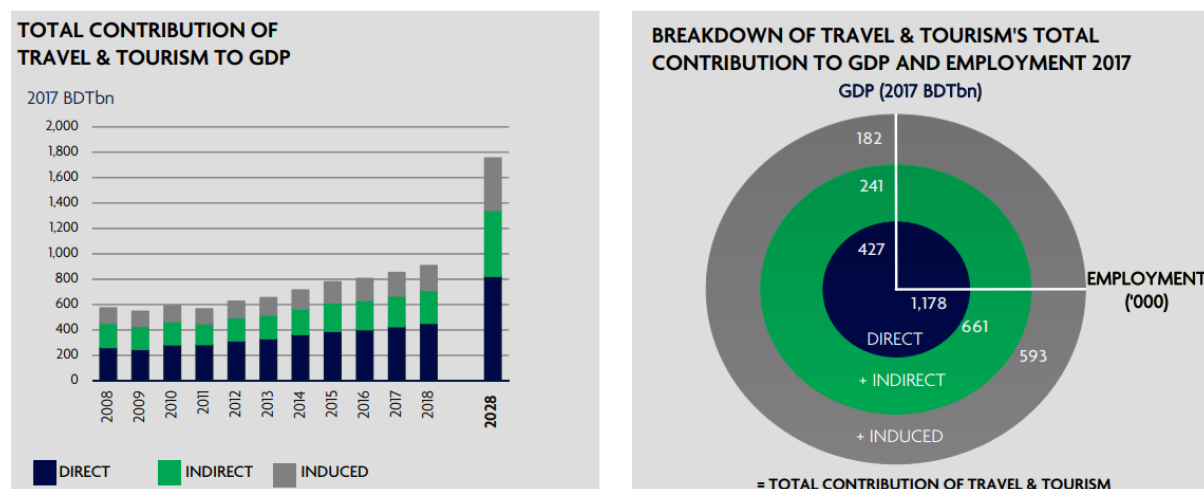| **61**	**171**	**23**	**5**
ABSOLUTE	RELATIVE SIZE	GROWTH	LONG-TERM GROWTH
Size in 2017	Contribution to GDP in 2017	2018 forecast	Forecast 2018-2028

Figure 1: Contribution of travel and tourism to GDP & employment in Bangladesh. Note: collected from Economic Impact of Bangladesh, 2018. World Travel &Tourism Council

The Tourism sector of Bangladesh has a moderate growth in the last decade and the growth pace is showing some lacking in the industry. This irregular growth asking the government for structured development and the proper planning to modernize the industry (WDI, 2016).

The government ought to study this fall in tourist appearances as a warning sign and try to find out the reason for this decline. The Tourists already visited our country, pointed out some issues to deal with, such as lack of accommodation facilities as well as transport linkages. Besides, political instability is a major security concern for outsiders to visit Bangladesh. On the other side, Bangladeshis have been traveling abroad increasingly for two reasons, which are – Increase in per capita income; and the myriad of budget carriers that have opened up in Bangladesh.

Lucrative packages for traveling abroad, exclusively in the region of South Asia, have been introduced due to these budget carriers; this region includes countries such as Thailand, Malaysia, Singapore, and India. Besides, this new movement has been worsened because of the increase in medical tourism to other countries like Thailand, Singapore, and India. The main reason for these dissatisfactions related to the level of medical services provided in Bangladesh, another reason would be the reasonable cost of private medical services in countries like India which makes it an extremely lucrative deal.

Dissatisfaction with the high medical cost and to get reasonable private medical services from India is the key reason of this issuance. This fact makes this deal so lucrative for the local people. This increase in outbound travel also helps us to see why local tourists prefer to travel abroad

rather than within the country. This also shows that our local tourist spots/services are incompetent to interest the local tourists at large.

5. THE ANALYSIS OF INNER AND OUTER ENVIRONMENT AND THE ASSESSMENT OF RISKS IN COX'S BAZAR HOSPITALITY & TOURISM SECTORS (CHTS):

5.1 COX'S BAZAR AT A GLANCE

Now a coastal district, Cox's Bazar, was a subdivision of the Chittagong district since 1854 and upgraded to the district in 1984. It is positioned at the border of the Bay of Bengal with an unbroken sea-beach which is certainly the longest one in the world. It is surrounded on the north by Chittagong district, on the east by Bandarban district and Myanmar, on the south by the Bay of Bengal and on the west by the Bay of Bengal. It lies between 20º43' and 21º56' north latitudes and between 91º50' and 92º23' east longitudes. The total area of the district is 2,491.85 sq. km. (962.10 sq. miles) out of which 940.58 sq. km is under the forest (BBS 2013).

Figure 2: Map of Cox's Bazar

5.2 THE STRENGTH OF THE RIVALRY

This is significant to describe the nature of competition in the tourism business that there is soaring power in the tourism and hospitality market of Bangladesh in terms of the same services and high expenses. We can say that there is not big dissimilarity in the provision of housing and other facilities. The expensive structure is the major feature of the tourism and hospitality business (Phillips, 1994).

Near about 1500 hotel and guest houses are operating in Cox's Bazar. The Seasonality impact of Cox's Bazar's hotel industry is very high. November, December, January, and February, are the four months that reflect the peak seasons in Cox's Bazar tourism sector. In the peak seasons, the price of hotel and guest house services is comparatively higher than other months. Most of the hotel companies depend on these four month's income. Sometimes they set prices of the hotel services above the quality during the peak season. On the other hand, during rainy seasons, there is an unhealthy competition in lowering the price of a hotel room and low-cost housing like renting homes. These unhealthy competitions reduce the revenue of the hotel and the job security of the hotel's workers.

5.3 RISK OF ALTERNATIVE GOODS

Similar to newcomers, alternative goods show a real danger for industries and associations within them (Porter, 1980). The hotels of Cox's Bazar can select a number of substituted housings in the regions like holiday accommodation style and houses of relatives and friends.

5.4 CUSTOMER'S BARGAINING ABILITY

It has seen that the most vital determinants of consumer power are the mass and the awareness of clientele. At the same time, the consumers are knowledgeable and aware of the discrimination of the challengers. As shown in figure 3, Kippenberger (1998) describes that it is frequently helpful to differentiate potential consumer power from the buyer's wishes or inducement to utilize that power, the enthusiasm that derives chiefly from the danger of breakdown linked with the use of the product.

Figure 3: Situation Analysis, note: collected from (Kippenberger, 1998)

There are lots of resources of accommodations in Cox's Bazar that means there are high amounts of facilities and products which buyers can select. Because of this, the people who are traveling to Cox's Bazar have an aptitude to sway setting a cost of hotel room charges by their requirement in a really spirited market of Cox's Bazar. The customers have the ability to make helpful environmental results through good selections of their accommodations in the city. The following image represents the situation analysis of the tourism and development industry.

5.5 SUPPLIER'S BARGAINING ABILITY

The suppliers of tourism and hospitality industry sources can be categorized chiefly into three features which are resources, employment, and other provisions to provide the hub for their trade. As a result, providers have the negligible power by the bargain, as optional suppliers are in surplus. Porter described (1980) that this great quantity of optional seller reduces the power of the bargain of providers of labor. Though, the squat power of providers does not signify Bangladesh Hotels housing to have a neglectful connection with the suppliers as the dealers are also able to fix the cost of the produce. Furthermore, the squat level of the power of the bargain of providers improves more the picture of the business. With a burly hold off buying and sharing out costs, The Cox's Bazar Hospitality & Tourism Sector (CHTS) trade can be sure of the industry's productivity stays stable and suitable.

5.6 NEW CHALLENGER'S ENTRANCE RISK

Entrance barriers dishearten new challengers from incoming the market of CHTS. Novel housing business on the CHTS frequently boosts rivalry resulting in low productivity. There is a variety of barriers to entrance counting corporeal resources like the location which is the main critical characteristic in the business of hospitality (Chu & Choi, 2000). Such kinds of resources are difficult to replace, but a few resources are essential to run a business-like bed, welcome things and tools for kitchens. They are simple to copy resultant in the low barrier to entry. The entrance barriers are not considerably lofty in the business of hospitality (Harrison, 2003).

6. BROAD ENVIRONMENTS OF COX'S BAZAR HOSPITALITY & TOURISM SECTORS (CHTS)

6.1 FEATURES REGARDING LEGALITIES

Cox's Bazar Hospitality & Tourism Sectors (CHTS) recognized a connection to improve their product and make stronger the company between the hospitality and tourism industry in Bangladesh. Cox's Bazar Hospitality & Tourism Sectors (CHTS) works with Bangladesh Parjatan Corporation (BPC) to help CHT workers with purposeful and harmonized business members. For Cox's Bazar Hospitality & Tourism Sectors (CHTS), the main demand-driven forces are the picnic, family tour, and corporate festival, on the other the main suppliers are the private sector with combinations of foreign and local ownership. Figure 4 shows that the local authority, beach management committee, district tourism committee is the key influential figure in managing tourism and hospitality activities in Cox's Bazar.
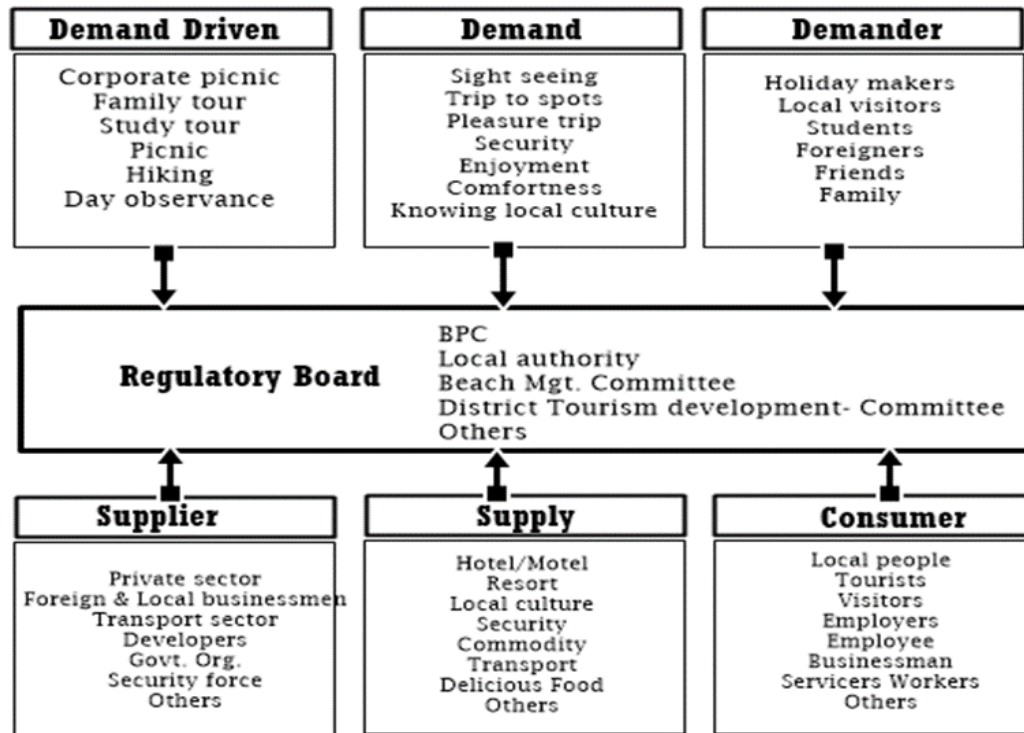
Figure 4: Demand and Supply forces of Cox's Bazar Hospitality & Tourism Sectors

Source: Own elaboration, Note: Concept from Ahmad, 2010

6.2 FEATURES REGARDING ECONOMICS

The economy of Cox's Bazar is mainly agriculturally based. 44.15% out of 335,825 holdings are farms that produce ranges of crops, namely, local and HYV rice, wheat, vegetables, spices, cash crops, pulses, betel leaves, and others. Various fruits like banana, jackfruit, guava, coconut, etc. are also grown. Fish of different selections abound in this district, which enjoys the advantages of marine fishing. Moreover, varieties of fish are caught from rivers, tributary channels, and creeks and even from paddy fields during the rainy season. The Prawn is abundantly available in the district. Prawn farming, salt production & dry fish are important sources of income for the fishermen, especially in the islands. The district is also very rich in forest resources. Various valuable timber and forest trees are abundantly grown in this district. Apart from all these, the sea beach of Cox's Bazar is the most attractive place in the country for tourists who like to visit the place throughout the year. The business of hospitality is simply pretentious by economic circumstances. Although Cox's Bazar has no impact from the international economic slump in 2008, it faces negative impact due to nationwide political unrest in 2013, 2014 & 2015.

As a perfect Tourism destination, Cox's Bazar can open a new horizon for the economy of Bangladesh. In fact, tourism in Cox's Bazar is becoming an evolving issue both for the public

and private sectors to establish their worthiness for accomplishing a successful business as well as marketing activities improvement in Bangladesh.

The connection of tourism with a great variety of economic activities has raised the interest in determining its economic influence. With the upward awareness of tourism as a source of employment in the country, development of tourism industry, its influence in the economy and its association with other factors of the economy are essential. Even though the government disregards, CHT has made noteworthy development due to the contribution of the private sector.

7. STRATEGIC PLANNING AT COX'S BAZAR HOSPITALITY & TOURISM SECTORS (CHTS)

In the beginning, the tourism and hospitality business was not very clear and the need for strategic planning was not apprehended. With the consistent evolution of the hospitality and tourism industry, the effectiveness of strategic planning was needed and implemented in it. Various scholars have given various thoughts about the integration of strategic management planning within the hospitality business. In previous, the dedication and concentration towards the discipline of hospitality and tourism have always been a fiction of strategic marketing and never been given considerable attention (Kapur& Gilbert, 1990). But recent studies focus on strategic planning more to achieve the long-term goal and objectives with sustainable tourism destination. Strategic planning helps to achieve two types of objectives; proximate objectives and distal objectives of a tourism destination.

Strategic Planning Practitioners	Strategic Planning Practices	Strategic Planning Praxis
• Attitudes towards planning • Top manager roles • Middle Manager roles • Strategic planning professionals	• Formality, sophistication, comprehensiveness • Flexibility • Participation • Routinization • Ritualization	• Strategic plans • Strategy workshops • Analytical tools • Creativity tools

Proximate outcomes
• Quality of strategic decisions • Strategic planning effectiveness • Integration • Coordination • Strategy

communication
• Legitimization
• Shared understanding and commitment to the strategy
• Strategy thinking
• Planned emergence

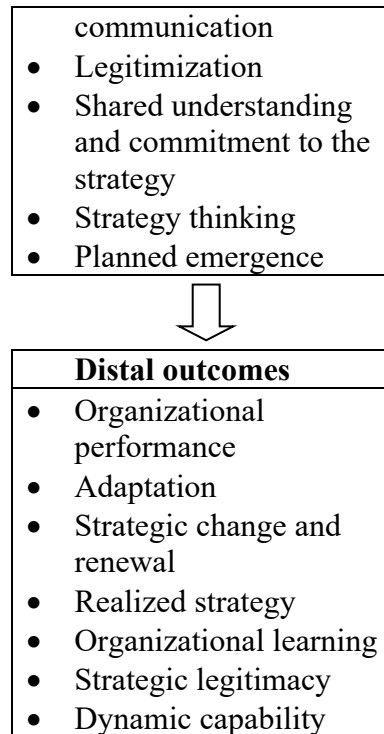| **Distal outcomes** |
|---|
| • Organizational performance |
| • Adaptation |
| • Strategic change and renewal |
| • Realized strategy |
| • Organizational learning |
| • Strategic legitimacy |
| • Dynamic capability |

Figure 5: Mapping the landscape of strategic planning research, derived from (Phillips &Moutinho, 2014)

7.1 THE MARKET OF COX'S BAZAR HOSPITALITY & TOURISM SECTORS (CHTS) REGARDING COASTAL TOURISM

Each year, numerous tourists visit Bangladesh and the number is increasing each day. One important fact that Bangladesh doesn't get international tourists as much as India or Nepal, but the scenario is changing fast enough, as international relations are being strengthened now. National airport is now more integrated with other international airports with more professionalism in the service of tourism providers. Now the number of hotels is increased significantly to accommodate guests as well as the range of tourism services. Tourism service providers at the national and international levels are increasing their activities day by day to promote the tourism image of Bangladesh. Usually, tourism operators act as a guide the tourists, but local transportation facilities are also available. Airways are available in almost every head district. Aviation companies are also providing interactive packages the tourists while upholding an international benchmark of quality for their service.

7.2 POSSIBILITY AND DEVELOPMENT

Strategic organization of intimidation and breakings will oblige the business to accept new and pioneering conclusions. Clear and noteworthy results include the customer's increasing awareness of expenses, and therefore unwillingness to move for traveling. In 2015, the Cox's

Bazar exposed a slight turn down. In general, reduction in the number of domestic and inbound sightseers during 2015 is mainly attributable to the political turmoil in Bangladesh. The nationwide and worldwide visitors of Cox's Bazar refused during the toughest twelve months for the industry of tourism in Cox's Bazar in current eras.

As a developing country, the tourism sector is also developing with the pace. As denoted before, this sector is an important source of earning foreign currency. Despite the young industry, the tourism market is booming rapidly. Recently, market gained both national and international actors to compete in the existing market, basically comprised of a national tourism market and an international business market. If comparisons with Bangladesh and other countries tourism in the South Asian tourism map, it was found that other countries are clearly ahead now, although it is true that Bangladesh has better infrastructure and ability than some other countries. Now a day's tourists are more interested in visiting Bangladesh while they are traveling to other South Asian countries (BPC 2015).

On 06 July 2015, Cabinet of Bangladesh Government approves "Cox's Bazar Development Authority Act-2015" with a view to ensuring the development of the tourist city Cox's Bazar under a master plan, land zoning and regulate the ongoing hazardous construction activities. Different Economical plan and infrastructural plans for short-term and long-term have been introduced by the government and some of them were already on started to become true. Some those plans as follows-

1.   Multiplex International Airport (In progress)

2.   International Cricket Stadium (Completed)

3.   Railway Communication (Proposed)

4.   Bangladesh-Myanmar Road (In Progress)

5.   Deep-Sea Port (Proposed)

But making only constructive activities may not ensure the growth of tourism, rather proper strategic planning focuses on the issues and development step by step by considering all stakeholders and strategic business unit. Due to lack of proper branding from the side of government and business unit, the tourism of Cox's Bazar still lags behind. So, a full-pledged strategic planning process is needed to improve the condition of Cox's Bazar as a destination of tourism.

Figure 6: Strategic planning process of tourism, derived from (Solimar Internationals, consulting and marketing firm. 2018)

7.3 STRATEGIC PLANNING AT COX'S BAZAR HOSPITALITY & TOURISM SECTORS (CHTS): MANAGEMENT OF RISKS AND PLANNING OPTIONS

Due to historic isolation, Cox's Bazar culture and history are diverse from other parts of the country. Cox's Bazar offers a diverse collection of natural and cultural tourist destinations, some of them are enlisted on the UNESCO Heritage List. The local transportation Cox's Bazar is comparatively cheap and offers an adventure with the right positive attitude. Different tourist accommodation facilities are offered in Cox's Bazar. Lots of hotels, motels, restaurants, and resorts have already been established in Bangladesh and many are in a row awaiting commercial operation.

Inhabitants of Cox's Bazar are concerned with safeguarding a heritage damaged by increased salinity and climate change. Nevertheless, the supportable commercial use of these resources is often low, which affects the standard for protection, improvement, and level of global tourism interests. As a tourist destination, Cox's Bazar is fairly new to the world map and a commonly visited tourist destination, which can interest the adventure loving tourist market. To upsurge the understanding of the country's history and emerging challenges the world image of Cox's Bazaar can be provoked by different and new sustainable tourist temptations. The increasing attention on the effects of global warming can disturb Cox's Bazar Hospitality & Tourism Sectors (CHTS) market in Bangladesh, as the country is enlisted as one of the 10 countries which are most in danger of a rise in ocean level. The potentiality of Cox's Bazar Hospitality & Tourism Sectors (CHTS) can be technically advanced through the performance of multidimensional and inter-regional plans or cooperation with overseas travel companies.

Cox's Bazar as the largest unbroken sea beach in the world induces the interest of the inbound tourist around the globe. Among them, India, UK, and the USA are considered major inbound nations.

Inadequate infrastructure, including local and international transportation, affects the appearances of tourist destinations and accommodations negatively. Existing local lifestyle, especially the beach life, mud roads, which are loathed during the rainy season. The need for infrastructural development is paramount especially the poor condition of roads and highways act as a significant obstacle for Cox's Bazar Hospitality & Tourism Sectors (CHTS). Most importantly, railway communication is significantly required for the ease of transportation in Cox's Bazar. The local airport should be improved for the interest of foreign tourists. Technological development is also a high requirement. As a coastal district, the climatic changes throughout the year (and in the future) have considerable implications for traveling in Cox's Bazar since the region occasionally experiences harsh storms, floods, and earthquakes. The town also has a worldwide image of poor land with numerous natural catastrophes. Cox's Bazar Hospitality & Tourism Sector (CHTS) is negatively affected by the lack of social and political commitment. The preservation of natural and historical attractions is just one of the challenges that the Cox's Bazar society has to face. A strong strategic planning process evaluation is needed to know the progress of project implementation. Figure 7 shows the key issues that must be considered in evaluating the tourism planning process. The Cox's Bazar Development Authority and Bangladesh Prajatan Corporation need to assess their development activity so that they can predict the upcoming what will be the upcoming strategy.
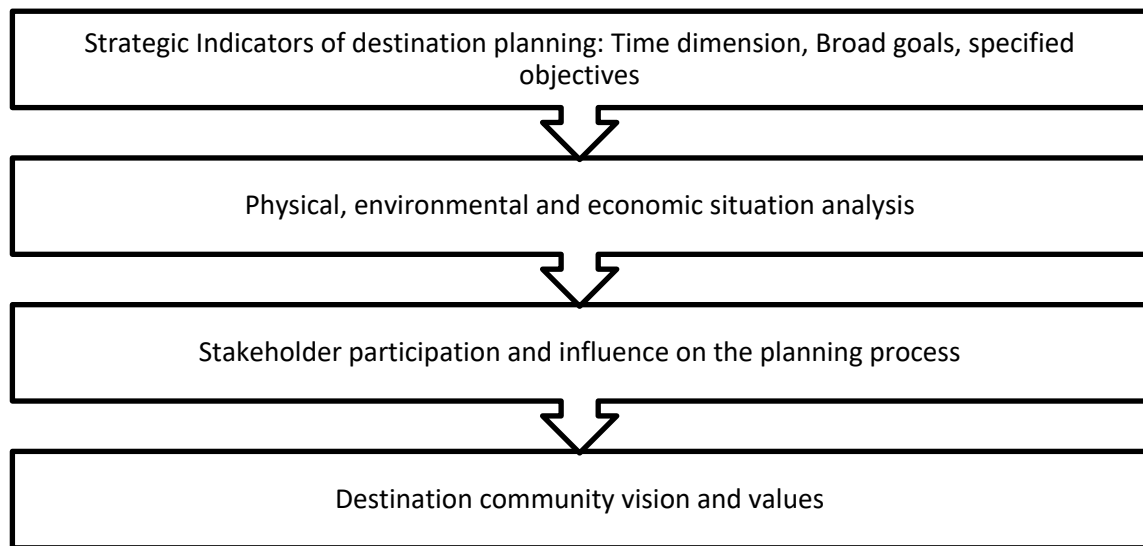
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┌─────────────────────────────────────────────────────────────┐
│  Strategic Indicators of destination planning: Time          │
│  dimension, Broad goals, specified objectives                │
└─────────────────────────────────────────────────────────────┘
                              ↓
┌─────────────────────────────────────────────────────────────┐
│  Physical, environmental and economic situation analysis     │
└─────────────────────────────────────────────────────────────┘
                              ↓
┌─────────────────────────────────────────────────────────────┐
│  Stakeholder participation and influence on the planning     │
│  process                                                     │
└─────────────────────────────────────────────────────────────┘
                              ↓
┌─────────────────────────────────────────────────────────────┐
│  Destination community vision and values                     │
└─────────────────────────────────────────────────────────────┘
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Figure 7: Tourism planning process evaluation instrument derived from (Ruhanen*, 2004)

As a typical western mass tourism destination, CHT cannot be sold in the global tourism market. In the case of the CHT sector, the existing low inbound tourism demand shows that necessary

product and promotion, expansions are highly required to match the international standard. Tourism products of CHT should be linked up at a point that Cox's Bazar is a distinct town with the modern Muslim community and an evolving region, which has been isolated historically. One such solution is the Sustainable tourism products. To travel safely and responsibly in Cox's Bazaar, Tourists, especially foreign tourists, need a guide or high tier of knowledge regarding local culture. Several tourist products of Cox's Bazar Hospitality & Tourism Sectors (CHTS) do not match the western perception of quality characteristics and services. Traveling time and safety are significant hurdles to the target tourism market. Regarding Social insecurity, visitors sometimes feel uneasy in some situations as the local people do not have much understanding with foreign tourists. Several expats, who possess no experience with urban Bangladesh, base their perception of rural Bangladesh on their impressions of the capital city.

Compared with local and global annual investment, the domestic level of investments in travel & tourism is not exceptional. Cox's Bazar Hospitality & Tourism Sector (CHTS) is at risk due to a short peak season and a big local market share. There is a want of educated staff. Cox's Bazar Hospitality & Tourism Sector (CHTS) is yet young, and its evolution has been mostly left to the local market forces. Though the government and the private tourism sector are represented by various organizations in Cox's Bazar (BPC and TOAB) the fact that remains is the development of CHT is mostly uninhibited as there is no marketing or developing policy. In the CHT business, there is a lack of information about demand, supply, and competitors. In the CHT sector, the level of co-operation and modernization is low. The CHT industry's tourism growth is harshly crippling due to the lack of marketing professionals. Therefore, marketing professionals along with the other industry stakeholder should work together to promote cox's bazar as an attractive tourist destination to the rest of the world. It can be done by arranging joint or collaborative advertising or even participating in international tourism fair selling Cox's Bazar as an integrated tourism solution.

8. CONCLUSION

This paper tries to critically analyze the Cox's Bazar from inner and outer environmental perspective while addressing major risks and challenges faced by the tourism and hospitality sectors over there. This paper comes up with the proposition regarding how the concept of strategic planning can be incorporated in making successful tourism development in Cox's Bazar. To do so, the paper highlights hybrid SWOT, Porter's five forces & the analytical hierarchy process. The tourism sector in Bangladesh has gone through the slow rate of growth over the last decade. The paper stresses that the absence of strategic planning in the tourism industry specifically in Cox's Bazar has been one of the key reasons behind this slow growth rate.

Some initiatives have been taken by the government agency to develop Cox's Bazar as a country's icon tourist destination though most of them focus on only infrastructural development. But solely focused on infrastructural development will not suffice as long as the government works together with all of the major tourism-service providers and stakeholders.

In comparison to Bangladesh with other countries on the South Asian tourism map, it is found some countries are clearly ahead in tourism now, although Bangladesh has better, infrastructure than other countries. From the above analysis this paper, reveals that the regulatory authority of Cox's Bazar needs to map the landscape of strategic planning on Cox's Bazar by taking consideration of – strategic planning practitioners, practices, praxis, proximate and distal outcomes. And the overall strategic planning process needs to include destination planning, tourism master planning, land use planning, ecological architecture and marketing planning. The tourism sector of Cox's Bazar is yet to match with the western perception of quality characteristics and services. For creating a strong position in the global tourism market and retaining its growing domestic tourists, the tourism and hospitality sector of Cox's Bazar has to come up with the service differentiation, competitive market offerings, and unique experiences of its longest sea beach. The paper has given further avenues of research specifically in the area of strategic marketing planning for selling and promoting Cox's Bazar as an attractive tourist destination.

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