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TDM
INSIGHTS

TOURISM DESTINATION MANAGEMENT INSIGHTS

Contents

Urban tourism: Managing impacts to create sustainability and resilience

Dear readers,

We take great pleasure in presenting you with the third issue of Tourism Destination Management Insights (TDMI). Not only do we now have fresh new content for our journal, but since September 1 2018 we also have a fresh new name for our institution: Breda University of Applied Sciences. With the new name we have also started a new strategic period, and together with a new logo, we have a new corporate identity and a new home – a beautiful former convent.

With over half a century of experience in practice-based higher education and international cooperation the new strategy focusses, among other things, on international education, research and on linking up with our industry partners. TDMI aims to manifest this strategy with examples of research and interventions – aimed at destination management - developed all over the world. Furthermore, we connect this output with thinkers from the academic world and practitioners from industry. We have invited members of our network to comment on the research papers written by the TDM alumni. So, for each research paper you will read a response from both areas.

With some notable exceptions, this current issue has a focus on urban tourism destinations, taking the city and its main elements as object of analysis. We are living in a time marked by political turbulence, social conflicts, inequality, poverty, and all these issues come together in cities. The journal articles cover these topics in different ways, exploring how tourism can lead to positive social impacts. The focus of the papers ranges from people, to places and even animals - as they are all part of the ecosystem of a city, playing an important role in destination management. Tourism can contribute to urban development by promoting sustainability and resilience. The papers in this issue profile different means to achieve that: From art and culture, to technology as well as changing perceptions of a destination.

We are grateful for all the work of our TDM alumni in transforming their theses into papers, and to the respondents as well, for writing reflections from the academic world as well as from the field.

We hope you enjoy the journal and we are already looking forward to the fourth issue,

The editorial team,

Jeroen Klijs (lead)
Celiane Camargo-Borges
Raymond Boland

Colophon

"TDM Insights" is an online journal that has discussions and columns on the topic of Tourism Destination Management. The journal is founded by Breda University of Applied Sciences, on behalf of their Master of Arts program in Tourism Destination Management (TDM). It is based on the contributions by TDM alumni, Lecturers of Breda University and other academics and practitioners who provide academic and practical insights on various topics of interest.

This is the third issue of the journal and was published online on www.tourism-master.nl in May 2019. Editors:

Jeroen Klijs (Lead Editor)
Klijs.j@buas.nl

Celiane Camargo-Borges
carmargo-borges.c@buas.nl

Ray Boland
boland.r@buas.nl

Journal design & Logo: Shadow Tales

Destination Image and Diaspora Engagement in Tourism Development:

Views of the Netherlands-based Ghanaian Diaspora

Ada Adoley Allotey
adoley2002@yahoo.com
TDM Alumnus, Breda University of Applied Sciences

Introduction

Tourism is an important asset of the Ghanaian economy, the fourth highest in foreign exchange earnings after cocoa, gold and remittances, and provides both direct and indirect employment. The total contribution of tourism to the country's Gross Domestic Product (GDP) in 2017 was 6.2% (about $2.9 million) and tourism contributed to 5.3% (682,000) of the total employment in the country for that same year (WTTC, 2018). Moreover, international tourist arrivals to Ghana in 2014 crossed the 1 million mark (1,093,000). The Netherlands rank fifth among the tourist generating countries for Ghana (GTA, 2018).

Ghana has the natural and cultural/heritage resources plus the hospitality of Ghanaians to appeal to any tourist in the world. At the same time, the destination faces challenges that have an impact on its competitiveness. Two prominent and related challenges are the non-awareness of Ghana as a 'must see' destination and the limited investment by the industry in marketing Ghana to potential incoming tourists. A third challenge is that Ghana is situated within a continent described by the United Nations World Tourism Organisation (UNWTO) as having negative image. This acts as a major deterrent to international tourists and presents a challenge in creating a good image outside the continent (Awaritefe, 2005).

According to Boo and Busser (2006), images have a huge influence on the choice of a tourist to visit a destination, on the visitors' behaviour and on their satisfaction. A destination image evolves at two levels; organic and induced (Gunn, 1988 cited in Awaritefe, 2005). An organic image of a destination, in the eyes of (potential) tourists, is formed at an early stage and is based on what is learnt about the destination through newspaper reports, magazine articles, television reports, and other non-specific information sources. An induced image is formed through promotion and other advertising media, influenced by tourism organisations' direct information. The onus rests on the managers of Ghana's tourism to find ways to create a good destination image, to attract more international tourists into the country and to find other sources of investment, apart from the government.

The Ghanaian culture could be used to create a destination image for Ghana. Culture is a more eloquent communicator of national image than commercial brands, even if it does work more slowly (Anholt, 2005). Anholt (2007) is of the opinion that culture plays a critical role in moving the current image of a country towards a more useful one. An entire citizenry can be fired up in becoming a mouth-piece of a country's values and qualities to create an advertising medium which is up to the task of communicating something so complex to many (Anholt, 2007). The Ghanaian diaspora can play a special role in this respect, via the interactions they have with local communities.

This diaspora also offers potential in the sense that migrant remittances can be used to finance investments in new enterprises (e.g. tourism) either by the family and associates of migrants or by migrants themselves on their return (de Haas, 2009; UNWTO, 2009; Adepoju, 2010). Brinkerhoff, 2006, (cited in Adepoju, 2010) added that diasporas may be much more effective than foreign investors, since they have better knowledge of the local economy than investors do, and because they can combine knowledge with skills, as well as tap into networks developed abroad to yield synergistic advantages

The research underlying this article explored how an organic image of Ghana can be created using the Netherlands-based Ghanaian diaspora as a non-specific tourism information source and an avenue to provide investment for tourism development in their home country through their transnational activities. Ghanaians are part of the new diaspora that are growing in the world (Hannerz, 1992) but their exact numbers in the Netherlands are actually unknown.

The goal for the research was

to evaluate and analyse how the Netherlands-based Ghanaian diaspora can be used as a non-specific information source in creating an organic image to the Dutch community and investment opportunity for Ghana's tourism development.

Methods

The study conducted in 2010 used the mixed method approach (interviews and survey) and three perspectives were identified: Netherlands-based Ghanaian diaspora, the Dutch community and secondary data comprising government and semi-government publications, past research

and reports. The goal was to collect data from respondents who occupy different social positions and/or are likely to have divergent views (Bailey, 2007). For the primary research, 150 Ghanaians and 100 Dutch residing in the Netherlands were sampled using the snowball sampling technique. The Awareness, Interest, Desire, Action theory (Law, 1991; Getz and Sailor, 1993; cited in Awaritefe, 2005) and Destination Competitiveness model (Ritchie and Crouch, 2003 cited in Hong, 2009) acted as an interpretative guide in the analysis of the data that were collected.

Findings and Discussion

Awareness

Netherlands-based Ghanaians create awareness about Ghana through the conversations they have with the Dutch and through the hosting of Ghanaian cultural events in the Netherlands. The Dutch that were sampled indicated however there was little interaction between them and Ghanaians in their social circle.

The words 'African', 'poor' and 'warm' were used by the Dutch to describe Ghana. This gives an indication of the image they have about the country. Some of them are even unaware that Africa is a continent with 54 separate countries, including Ghana, and see all Africans as citizens of one country. The description of the country as poor holds true in comparison to the Netherlands, since Ghana is a developing country. Ghanaians, however, want their country to be described as having beautiful culture and has having friendly and hospitable citizenry and not by the attribute of being poor. The description of the country as warm is apt because it is situated in the tropics, just above the equator. There are moderate temperatures, constant breeze and lots of sunshine.

Both the Dutch and Ghanaians agreed on the use of Ghanaian cultural events in creating awareness. The two cultural events that were chosen by both Ghanaians and the Dutch to create awareness were musical concerts performed by Ghanaian artists and football matches between the two countries. The choice of football matches was not a surprise since it is a national passion and favourite past time in both countries.

Interest and desire

Interest in Ghana and a desire to travel to Ghana can be created among the Dutch community through the hosting of Ghanaian cultural events. Good impressions are also made when Ghanaians talk about their country. According to the Dutch, this can create an image that it is quite different than the one derived from the other information sources (e.g. newspaper, television, internet etc.) that they use to obtain information about Ghana.

Action

The last element on the AIDA theory is for the Dutch to actually make the trip to Ghana. This study found that, for the large majority of Dutch tourists, this was yet to happen. Four things that the Dutch look out for when selecting a tourist destination to visit are nice weather, acceptable prices, beautiful beaches and accessibility. Price especially is a challenge because Ghana is seen as a high cost tourist destination, in respect of air fares, visa, and hotel accommodation, compared to similar tourist destinations in Africa and Europe. Managers of Ghanaian tourism therefore need to address this challenge if the country wants to attract more Dutch to experience the country's tourism.

Investment

Netherlands-based Ghanaian diaspora indicated their willingness to invest in tourism development in Ghana. They see the potential of the industry. The areas of the industry in which they wanted to invest their remittances were accommodation, human resources and the provision of tourism services. These were the areas that managers of the industry identified as needing more investment to develop. Most Ghanaians that had expertise in the Netherlands hospitality industry expressed their willingness to offer their expertise to improve the same industry back home. Only a few of them stated that they needed government support before committing their remittances to tourism development.

Conclusion

This study established that Ghanaians in the diaspora can definitely be used as a non-specific tourism information source in creating an organic image about their homeland as a destination worth visiting. The socio-cultural activities that Netherlands-based Ghanaians use in exhibiting their ties to Ghana can improve the destination image. However, more interactions between the Dutch and Ghanaian communities are needed to create the desired awareness. Sustaining interest and desire should be a priority and extra efforts are needed to encourage the Dutch to take the action of travelling to Ghana. The Netherlands-based Ghanaian diaspora ties to Ghana, which they continue to maintain, are a resource the managers of the Ghana's tourism industry can tap into for tourism development.

Response to Ada Adoley Allotey

Carin Rustema
carin@abroader.com
ArtEZ

In my role as Director Graduate School at one of the largest Universities of the Arts in the Netherlands (www.artez.nl), critical voices are often raised by our students, educators, and researchers regarding the notion of representation and agency. Who represents who, for what, located where and how can this message be translated to a larger audience - doing justice to the world we live in? Can we, as humans, introduce alternative perspectives into discourses and the common practices of imagination and image building?

Let us assume that the answer is yes. Then accordingly, what could the value of a critical research question be? Does it open the door to an alternative practice?

According to me and backed up by many critical publications like the thesis on Ghana's image, mainstream image building solutions do not suffice anymore in a world where data, information and even knowledge have become tools of power, manipulation and commercial simplification. Image building is nowadays often perceived as propaganda 'light' and even if destinations establish a governance structure that does justice to good information collection and dissemination, the perception of image campaigns themselves has changed so drastically that even the best of campaigns raise eyebrows and invite elbows. This thesis is an urgent call for a fix.

Setting up a system of alternative representations about tourism destinations definitely requires a new set of tools. This is the first and foremost value of this research: it brings in an *alternative* and intrinsic powerful group of representatives (diaspora communities) who can help image building through overseas networking and close to home personal interaction and information sharing.

This research in particular demonstrates the *willingness* of the Ghanaians in Amsterdam to play a role in image formation for their (former) home-base Ghana. This destination is poorly understood and often misrepresented.

One could find the thesis conclusions logical, almost like an open door. Yes, of course, the local Ghanaians in Amsterdam can play a role in informing potential visitors about their country of origin. Who could better step in and set the image straight? Yes, indeed: they can, they should, and they potentially want to, by organizing cultural events and providing genuine information.

The question is: why is it not happening already?

The answer is not, as this research presents, the lack of motivation and intrinsic willingness of the Ghanaian community. They are ready to take up this task. But are they in touch with the tourist, the individual or groups planning to travel? Do they have the financial and human resources? And more importantly: who takes action?

The answer is most likely related to general exclusions of many global diaspora communities: No, they are not included in the large business of tourism. Yet. They act in isolation from the large tourism industry and that is the missed opportunity for all parties involved.

Ironically, one of the largest bookers in the world is headquartered in Amsterdam itself. But where is the connection to the Ghanaian diaspora? Again, I see a clear opportunity for tourism professionals to utilize.

However, I would like to make one point very clear. If tour operators do want to engage with this vibrant and large Ghanaian community in Amsterdam, my strong advice would be to include them as professionals: appoint them as ambassadors, organize cultural events and prepare them for this important promotion role. Tourism destination promotion is a profession and the representatives are trained professionals, not unpaid volunteers with a good heart and honest motivation. At the end, this community can bring in business. Therefore, I suggest a professional approach. Of course, it is up to the Ghanaian community to be open to this idea of professional engagement. It would, however, be an excellent practice of inclusion, and it could also benefit Amsterdam as a tourism destination, branding itself as a multicultural and diverse city with business opportunities for internationals.

Diaspora's role in restoring negative country image

Response to Ada Adoley Allotey

Erdinç Çakmak
Cakmak.E@buas.nl
Breda University of Applied Sciences

Destination branding, place branding, nation branding, country branding, and state branding are all about promoting a state's image, products and resources for tourism, public diplomacy and foreign direct investment (FDI) by means of strategic destination marketing (Çakmak& Isaac, 2016). A country with a positive image attracts tourists, investors and talented people, and its exports find relatively easier visibility in markets worldwide. As a result, every country needs to communicate its brand consistently to relevant audiences (e.g. tourists, media, residents, diaspora, and other countries' state and economic agents) through advertising, customer and citizenship relation management, and diaspora mobilization (Çakmak& Isaac, 2016). This is particularly necessary for countries and regions which suffer from a negative image or are located in conflict-ridden places.

The issues addressed by Allotey's (2010) research are relevant and the paper as such provides the reader with useful and interesting information on the Dutch Ghanaians' perspectives towards the tourism developments in their homeland. The destination managers in Ghana may implement the results of this research for diaspora mobilization in recrafting their brand strategy. The Ghanaian diaspora network spread across the Netherlands may epitomize a potentially immense state for Ghana. As Allotey (2010) stated in her research, Ghana can benefit from an important source of financial remittances, donations, investments, and intermediation for development projects initiated by its diaspora living in the Netherlands. However, it is important to define how a new brand strategy will be recrafted and implemented by the destination governors of Ghana. A strategy implementation includes key challenges like ensuring control, managing knowledge, coping with change, designing appropriate structures and processes, and finally managing internal and external relationships (Johnson, Scholes and Whittington, 2005). In the context of Ghana, it is essential to fine-tune these key challenges to the country branding elements with special focus on diaspora mobilization.

Allotey (2010) argued that Ghana does not possess a positive image in the mind of (potential) Dutch tourists. An important trend for places with a less positive image is that diaspora network members take initiatives to become involved with their home country. Within this context it might be interesting to examine the Ghanaian diaspora's travel behaviour to their homelands for holidays and visiting friends and relatives. Furthermore, how the Ghanaian diaspora can be actively engaged in discussions about the issues regarding the image of Ghana in the Netherlands needs to be investigated, in terms of diaspora mobilization by destination managers and scholars.

Allotey's (2010) research is connected to my and my colleague's research interest in destination marketing and management in conflict ridden destinations and examining strategies for restoring negative country and destination images. Fostering connections with diasporic communities and mobilizing them in their home countries may serve multiple functions for states with less positive country images in the mind of their potential visitors and foreign investors.

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The management of free-roaming dogs in Rhodes, Greece: a multi-stakeholder approach

Janine Liolios
janine_liolios@hotmail.com
TDM Alumnus, Breda University of Applied Sciences

Introduction

In the last years, concern for animal welfare has grown, which has led its way into the tourism industry as well (Reynolds and Braithwaite, 2001). Yet, the main focus in the literature has been on the impact of tourism on animals and their ecology (e.g. Christiansen et al., 2010; Ventre and Jett, 2015; Muyambi, 2005; INTOSAI, 2013; Green and Higginbottom, 2001) and not much attention has been paid to the effect animals might have on tourists and the tourism industry in general. Even though in the last few decades social scientists have made an attempt to examine the experiences of tourists encountering animals, most of this literature has focused on wildlife-based tourism (Markwell, 2015). However, in a destination where dogs (are allowed to) roam free, these animals could also interact with tourists.

Kachani and Heath (2014) specify three different types of stray dogs, including free-roaming owned dogs that are not under direct control at all times, free-roaming dogs without owners (including community dogs which are fed by the community but not owned by an individual) and feral dogs (domestic dogs that became wild).

Extensive populations of free-roaming dogs can cause public health issues through bites and transmitting zoonotic diseases like rabies or Echinococcosis (Kachani and Heath, 2014; Feldman et al., 2004; Zinsstag et al., 2009). Besides health threats, dog population concerns vary from nuisance through noise and fouling, livestock predation, fear of aggressive behaviour and a cause of road traffic accidents (ICAM, 2007).

Especially, for countries where tourism is responsible for a significant amount of its gross domestic product, free-roaming dogs can have an indirect impact on its economy (Webster, 2013). Free-roaming dogs could create a perception of an uncaring society or economic hardship (Webster, 2013) and thus could leave tourists with bad impressions (Plumridge and Fielding, 2003). Additionally, concerns such as dog attacks and rabies could have a further negative effect and prevent tourists from visiting or returning to a destination (Webster, 2013).

A study by Mannhart et al. (2007) assessed the situation of free-roaming dogs in Rhodes in 2007. According to their research, a new law concerning stray dogs was introduced by the Greek government in 2003, which was initially proposed by the Greek Ministry of Agriculture. This law made it mandatory for municipalities to address the roaming dog issue according to international guidelines. However, in Rhodes and surrounding islands the law had still not been successfully applied two years later, and hence the expected and desired results had not been achieved. This thesis research makes an attempt to further explore the situation of free-roaming dogs in Rhodes, while simultaneously adding the relation to its tourism industry.

Hence, the aim of this research was to

Improve the understanding of the situation of free-roaming dogs in Rhodes and the roles and attitudes of the different stakeholders in order to identify strategies, embedded in the political, economic and cultural context, to manage free-roaming dogs.

In order to obtain a full understanding, a multi- stakeholder framework has been drawn, exploring the roles and attitudes of locals, tourists, tourism businesses, the government, veterinarians and animal welfare organisations on the island. One of the goals hereby was to create my own stakeholder network.

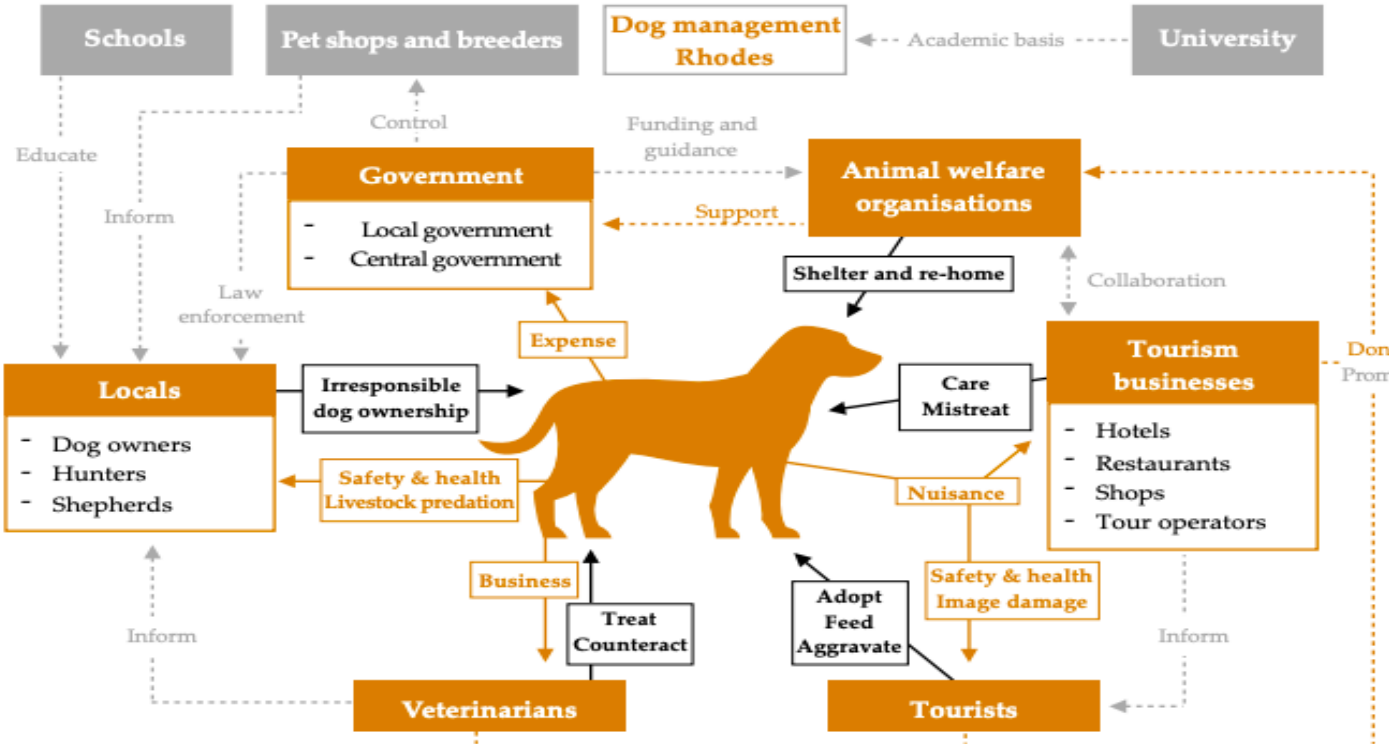

Figure: stakeholder network

***The roles that are symbolised with a grey colour, identify an ideal situation, according to dog management literature and the findings, but do not visualise the reality in Rhodes (yet).*

Methods

This research has been carried out through an 'interpretive paradigm', building on the relativist ontological belief that there is not one single objective reality (Bailey, 2007). In this case, 'reality' might differ among the various stakeholder groups, or even within those groups. Because dog management requires a multi-stakeholder approach on different levels, its design fits most with the actor-network theory Rowley describes (1997), thereby putting the focus on the stakeholder environment, rather than seeing stakeholders on an individual level. Both secondary and primary data were used in order to conduct this research. Preparatory to the field research in Rhodes, desk research gave insight into existing data through sources like academic articles, books, previous thesis studies, reviews and (news) websites. Primary research consisted of participant observation, semi-structured interviews and a content analysis of reviews on TripAdvisor. Semantic analysis was used to assign meaning to the content in order to define whether the reviews had a positive or negative connotation regarding free-roaming dogs in Rhodes. For time and efficiency reasons, the locations of the observations were limited to popular tourist areas within the city and island of Rhodes, with the main focus on Rhodes Town. For each dog counted details were reported based on visual assessment and according to expert guidelines. All qualitative data was analysed thematically.

Findings and discussion

Findings showed that the dogs in Rhodes Town can be classified as 'community dogs', being well-fed, not aggressive, generally 'healthy' and not shy of humans. However, a distinction could be made when it comes to the welfare of the free-roaming dogs outside of this area. Especially in rural areas many dogs suffer from malnutrition, diseases, injuries and/or parasites. Besides threats to their own welfare, free-roaming dogs in Rhodes are associated with safety and health issues for the public, livestock predation and nuisance through noise and fouling. In a tourism context, results showed that tourism businesses and tourists also experience nuisance by means of begging behaviour and dogs barking during the night.

However, my findings illustrate that whether dogs cause a nuisance and how people tend to deal with it highly depends on the affection people have for dogs. When it comes to tourism businesses in Rhodes, they either are annoyed by the presence of free-roaming dogs or they take care of them and even want to help in order to deal with the issue. However, if there is no general policy on how to deal with free-roaming dogs, everybody will 'improvise' according to their own perception of animal welfare.

Concerning the role and attitude of tourists, the results of this study were in line with what authors like Fennel (2012) and Shani (2009) already implied, namely that most tourists seem to accept animals, as long as they believe that the animals are adequately taken care of. Online sentiment confirmed that for tourists coming across emaciated and sick dogs it can have a negative impact on their holiday, consequently affecting the destination image as well. However, as Moorhouse et al. (2017) argue, tourists are 'inadequate assessors of animal welfare' and moreover, perspectives on animal welfare can differ between countries and cultures. This perspective gap has been supported by incidents when tourists occasionally take the community dogs of Rhodes Town back to their hotel, as they assume it is a stray that needs help. However, tourists also fulfil useful roles by occasionally donating or volunteering at the shelters, or similar to the case in Mexico (Ruiz-Izaguirre and Eilers, 2012) by adopting dogs.

Completely in line with the findings of Mannhart et al. (2007), the most significant origin of the stray dog problem in Rhodes is related to irresponsible dog ownership. Moreover, the findings in this study match the causes that are stated by World Animal Protection (2015), being irresponsible dog ownership, but also deficient legislation and management program, lack of cooperation by the veterinarians and access to resources via deficient waste management and people feeding the dogs. These issues all relate back to lack of money and resources and ignorance from both the government as well as the people living there. The economic crisis especially has been indicated by the respondents as a factor that contributes to the problem of free-roaming dogs in Greece.

Since the arrival of the animal welfare organisations in 2011, the situation in Rhodes has improved as these organisations are responsible for the neutering and re-homing of many animals. However, the findings indicate that there is lack of cooperation and communication between the different organisations and although in theory funding should come from the government and municipality (Dalla Villa et al., 2010) they depend on donations and volunteers in order to 'survive'. Although the government could not be questioned directly, the results indeed indicate that there is lack of law enforcement and as Mannhart et al. already described in 2007, the municipalities are still not addressing the roaming dog issue according to the international guidelines. Again, the reason can be related back to lack of money and resources due to the economic crisis, but also other priorities as for instance the refugee crisis has taken away the focus of the government from creating a general policy and implementing a dog management program.

It is all a matter of 'interplay' and the stakeholder network shows the interrelatedness of all actors involved. Hence, it is the government that should make and enforce the laws, but the dog owners that should obey these rules and vets, schools and even pet shops that should inform dog owners about the actual importance of responsible ownership. Moreover, the actions of tourists also seem to have a direct consequence for actors such as tourism businesses (through feeding) and the animal welfare organisations (by taking the dogs back to their hotel, donating or adopting). On the other hand, the stance of tourism businesses could also have an effect on (the actions of) tourists and therefore tourism businesses should inform their guests about free-roaming dogs and what (not) to do when they encounter a roaming canine. Moreover, there are a lot of opportunities for tourism businesses to help the animal welfare organisations as well. Besides, if vets neuter and treat the dogs this will automatically lead to a decrease of concerns like nuisance, health threats and image damage for the other actors.

The initial step, which the government authority should be responsible for (ICAM, 2007), is to bring together all relevant stakeholders in a working group in order to develop a *dog management program*.This includes the animal welfare organisations on the island, government services like waste and environment management, veterinary services, universities and schools, local media, and in this case also shepherds and hunters and representatives of the tourism industry. Although municipalities usually implement dog management practices as a reaction to incidents or events like elections, FAO (2014) stresses the importance of establishing a long-term investment and strategic plan. Moreover, consultation between all stakeholders at all levels is essential for the success of a dog management program, specifically the cooperation between the municipality and the animal welfare organisations. Components of a local dog management program were defined as policy and legislation; education; animal control officers; a regional dog register; reproduction control and stimulating adoptions.

Response to Janine Liolios

Ray Boland
Boland.R@buas.nl
Breda University of Applied Sciences

Janine's paper discusses an important issue within tourism and a subject which is also significant for our human relationship with the world. The tourism industry involves animals in many ways: as attractions in zoos, aquaria etc.; as part of the visual backdrop in safaris, whale watching and wildlife sightseeing in general; as entertainment in elephant football matches etc.; as means of transport and as food. Janine's research was original in that she investigated ad hoc human-animal interaction - specifically tourists and roaming dogs in Rhodes – rather than planned contact.

Her focus was primarily on key stakeholders and how tourist encounters with dogs in Rhodes could best be managed in the interests of all stakeholders, including the dogs themselves. Her research was thorough and her recommendations concrete and well-founded. Although Janine's approach was practical, it was framed within a firmly held set of ethical standards on human obligations to animals. I would like to use this opportunity to outline my own position on human responsibilities for animals, especially within the tourism industry. The UNWTO's Global Code of Ethics for Tourism, for example, makes no reference to animals, other than in the platitude that endangered species should be preserved (Fennell, 2014), so this is an issue that requires addressing.

Much of the discussion of this topic in tourism is framed in a neo-liberal context – unsurprisingly, I'm afraid. Animals in tourism (whether in the wild or domesticated) are commodified so it is argued that giving the animals an economic value is the only way of preserving them and conserving their environment (Duffy, 2014). However, this ignores the intrinsic value of the animals themselves. They have a value irrespective of their economic worth. Animal rights advocates, such as Tom Regan, argue that animals like humans "…exist as ends in themselves" (as cited in Fennell, 2015, p.28) and that just as it is immoral to do something harmful to one human for collective gain, so it is unethical to do things to the detriment of animals for human benefit.

Now, it may seem controversial to place animal welfare on an equal level to human well-being, and it is. Nevertheless, it can be defended. Much western thought on animals relies on an old fundamental religious distinction between humans and nature. Humans have souls etc. and, therefore, exist at a higher level than animals it is claimed. This hierarchy is based on the assumption that humans possess sentience, cognition and consciousness (Butcher, 2014) whereas animals do not. However, it is now recognised that animals react to sensory stimuli (sentience) and that they can process this and feel pain and suffer (cognition), but it is still argued by some that animals cannot think about these things and that animals do not have a culture (consciousness), so that they cannot behave ethically and therefore have a lower ethical value to humans.

Nevertheless, there is growing evidence that animals can think and have a culture – watch the clip of *Jan van Hooff and Mama at Burger's Zoo* for an example of this (De Waal, 2019; van Hooff, 2016). Furthermore, there are numerous examples of animals acting ethically: for example, in experiments rats have attempted to free trapped fellow rats before feeding themselves (de Waal, 2019); and the matriarch in a herd of elephants in Kwa-Zulu Natal opened the latches of the gates on an enclosure with her trunk to release antelopes (Bateman, 2014).

Codes of ethics for tourism are usually drawn up by western-based institutions and imposed on the rest of the world by them, so a form of ethical imperialism should be avoided. Local conditions and attitudes need to be respected if general codes of behaviour are to be followed (Duffy and Moore, 2011). As Janine justifiably argues, people on the ground need to accept and adhere to specific principles, whether it is in the care of animals, or the environment or each other. This means there needs to be much greater dialogue between the rule-givers and the rule-takers.

I would further argue that a more "Eastern" perspective, in which humans and animals and nature are seen as parts of a common whole, provides a much more positive potential for the development of an ethics of human and animal interaction, both in terms of tourism and in terms of the world as a whole. As humans we should see ourselves a part of nature rather than as separate from and above it This may help, too, in providing perspective on our current human-centered destruction of much of the environment.

Going, going, gone … to the Dogs

Response to Janine Liolios

Brian Wheeller
wheellerbrian@yahoo.co.uk
Breda University of Applied Sciences

As External Examiner for Janine's thesis – the source of her abridged, current article - I'd like to re-iterate what a fine piece of work that is. Maybe a little long but, other than that, it adroitly fuses (some) discipline and (plenty of) endeavour with the fine, admirable qualities of flair, originality and perception. Cleverly presented and 'illustrated', it is an engaging read that reflects Janine's enthusiasm and concern for her subject. The requisite brevity of her subsequent, condensed version/article only goes some way towards reflecting these qualities. On reading her work….. thesis and article…. a range of thoughts and images came to mind. Here, now, in response, is a brief mention of one or two of my seemingly eclectic, tangential and, admittedly dis-jointed, responses prompted by Janine's approach to dogs and tourism.

Dogs? Man's Best Friend? As if.

What does tourism and the canine world have in common? For the answer, look no further than Sparrow's (2013, p. 44) erudite, perceptive observation "That indefatigable and unsavoury engine of pollution, the dog." Too many dogs: too many tourists. A cull of both, perhaps?

According to Diamant, an eminent whale shark conservation biologist, "Tourism is only a threat if it is out of control" (Fletcher, 2019, p.29). Sounds good. Except for one fundamental flaw….namely, that tourism is, actually, out of control. Always has been: always will be. This despite consistent - yet consistently erroneous – nebulous claims to the contrary: claims that are continuingly being perpetrated by tourism planners (who should know better).

Wasn't the nonsense of sustainable tourism supposed to be the panacea to tourism's troubled times? Slow steady sustainable growth was surely the answer, the way forward. In theory, yes. But add a dose of reality (for 'reality' read greed/selfish avarice etc.) into the mix and what do we have in practice? Globally, overwhelming numbers of tourists. Specifically, 'honey-pots' morph into the rash of 'overtourism' – an epidemic soon to be pandemic.

Is this (apparent) scourge really a surprise to anyone with a modicum of common sense? Something new? Or just simply the latest manifestation of tourism's perceived negative impacts. We've been peddled the absurdity of sustainable tourism for the past couple of decades. It's ridiculous. All tourism requires some form of transport. No form of transport is sustainable. Therefore, (surprise, surprise) we can't have sustainable tourism.

Actually, no surprise at all - with respect to traveller/tourist continuum we are riddled with hypocrisy…'Visit a destination before the tourists spoil it' syndrome. It is a gilt-edged, guilt free passport to irrational and inconsistent behaviour.

Hypocrisy is rife, too, in our relationship with animals. It seems to me that when it comes to animals and tourism insufficient academic attention is given over to the dead (animals, that is, not tourists). In particular, the negative emotions generated by graphic images of dead carcasses. One of my lasting, appalling memories of an (otherwise wonderful) time in Tasmania is the indelible sight of innumerable, bloodied decaying carcasses littering the road side…roadkill in all its splendour. Repugnant, yet stimulating, to the senses. The carnage made me think.

Imagine the scene: you decide to visit friends in the countryside. Driving at night a rabbit jumps out, trapped in your headlights. In such circumstances few would deliberately kill. If safe, you take effective 'eco-action'. You slow down to avoid the animal, which hops to safety. By being considerate, you have preserved wild-life. Everyone is happy. You continue your journey oblivious to the environmental damage you are inevitably inflicting. A reality reminder: when you stop, take off the radiator grill or, even more apparent, check out the windscreen and there you see the thousand splattered insects that you, and your journey, have killed. But that's OK. Collateral damage. You saved the rabbit. You know perfectly well what you are doing (and the consequences thereof) but have the mental capacity to ignore these repercussions. You don't take evasive 'eco-action' for the unattractive/repulsive species: you don't slow down or cancel your journey for them. You modify your behaviour only when it suits, but never sufficiently to seriously inconvenience yourself (or in this case your friends … assuming, that is, they are looking forward to seeing you in the first place).

But dead animals do have a role to play in tourism….as tourist attraction. Next time you are in either Oxford (UK) or Melbourne (Australia) may I suggest you take the opportunity to check out my two favourite, exhibited stuffed animals: both, in their own way, creatures of distinction. The splendid African shoebill on display in Oxford's Natural History Museum and/or the legendary Phar Lap, the famed racehorse, it too resplendent in National Museum of Australia, Melbourne.

Another 'red herring'. Too many dogs? Too many tourists? Too many students as well, perhaps? No, never ever too many students. Impossible. After all, irrespective of status and our respective lots in life, we are all, in fact, 'students of life'. Or, at least, we should be. And every day is a classroom, or it should be.

Maybe the Breda University can take the lead from a recent initiative, introduced by the UK's University of East Anglia, as reported in 'Dog walks help students hounded by work' (Horton, 2019 p.11). According to her, the University has received funding to help improve student well-being through physical activity; part of the money will go towards 'pet therapy' which, in turn, will afford the students the opportunity of being able to go on walks with dogs (lent by academics and members of the public) to nearby locales, Cromer beach and Thetford forest. Elaborating, research by Jones from the Norwich Medical School suggests that the benefits of dog-walking are significant - "Our studies have shown that dog walking helps people to maintain their physical activity levels. In addition, it is known that there are a wide range of social and mental benefits" (op cit). As many students live away from their family pets, so having contact with animals while studying can be stress-relieving.

But rather than take someone else's dog for a walk, I'd suggest that students at Breda University should, perhaps, leave the dog behind and forget about the dog walking entirely. Instead, unleash your inner self, let your fertile thoughts flourish and embark on your own Walk of Life (Billie Piper's rendition, thereof, as opposed to Dire Straits) – keeping in mind, all the while, that 'the doors of imagination must never close'.

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Overtourism: useful term or an overused buzzword?

Ko Koens
Koens.k@buas.nl
Breda University of Applied Sciences

If there is one concept that has dominated the public debate on tourism over the last few years, it is 'overtourism'. Anti-tourism sentiments prominently featured in the last municipal elections in Amsterdam and Barcelona. In response to this outburst, multiple practitioner oriented reports have been written to support destinations on dealing with tourism impacts (Austrian Hotelier Association & Roland Berger, 2018; UNWTO, 2018; WTTC, 2017), while in academia four special editions of academic journals and four books on the topic are in production or have recently been published. So, how did this new term suddenly become so popular, and is it actually useful?

As most tourism scholars will know, the irony of overtourism is that the underlying issue – the excessive negative social and environmental impacts on a destination – has been part of the tourism discourse from as early as the 1970s and there are numerous frameworks to allow governments to measure and manage impacts. From the 1990s onwards, however, a more hands-off approach came into favour that gave responsibility to industry actors and individual tourists (Hall, 2011; Scheyvens, 2007).

After the global economic crisis, tourism was viewed as a relatively clean industry that should be allowed to grow and flourish. Residents in European cities however, became increasingly frustrated with the unfettered growth of tourism and the increasing negative impacts of tourism that came with it. The provocative and media friendly term overtourism (and its Spanish sister 'Turismphobia') was the perfect catalyst to bring these concerns back into the mainstream. The popularity of the term overtourism can be related at least in part to the fact it is sufficiently ambiguous to mean whatever one wants. This also is a problem, though, as its simplicity and ambiguity limits an understanding of the underlying issues. This may work well to gain attention in

media and online, but it makes it very difficult to come to meaningful long-term solutions.

Overtourism implies that destinations are suffering from too much tourism. This can easily be conflated with thinking the problem is too many tourists. While increasing tourist numbers can be a cause of overtourism, it is also caused by tourists' behaviour, the touristification of the built environment and the impact of these issues on residents' daily lives. For example, the City of London, where few people live and which has been a tourist hotspot for a long time can cope with millions of visitors, whereas a newly discovered 'trendy' area like Neukölnn, which is visited by far fewer tourists but still hosts a very active local community, is said to suffer from overtourism. This highlights the phenomenon that overtourism in cities is in essence a social issue—different groups of city users sharing and competing for the same space, resources, infrastructure, or facilities. Tourists share these spaces with residents and commuters whose numbers in cities also are increasing by up to 10% per year. In addition, while international visitors stand out more, in Amsterdam they make up less than half of the total number of visitors - as most come for the day. Wider societal trends and events (e.g. real-estate speculation, more flexible work hours leading to more residents actively using the city throughout the day) also contribute to the issues now associated with overtourism, yet often are forgotten (Koens, Postma, & Papp, 2018).

The way in which overtourism manifests itself, as well as the possibilities for managing the issues depend on the local context, in which solutions need to fit. There is little point in looking for one-size-fits-all solutions. Technological or smart solutions, which some hope will solve the problem, are also not enough and actually technology has also led to new issues (e.g. the rise of AirBnB, online shopping and subsequent delivery vans, the surge of low-cost carriers). What is needed instead, is cooperation between stakeholders from within and outside of tourism. To achieve this, it needs to be clear that, in spite of its name, overtourism is not a tourism-only problem.

While there certainly are serious issues with the term overtourism, the uptake of the term has renewed attention to the impacts of tourism and the inadequacies of a 'laissez-faire' attitude towards tourism growth. No longer can tourism's success be judged on its contribution to a destination's economy. Indeed, success is to be measured by a long-term contribution of tourism to the *sustainable* development of the destination as a whole, with particular reference to the quality-of-life of its residents.

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Political Turbulence and Destination Resilience:

A Case Study of the Struggle of the Tourism Industry of Nepal amidst Political Instability

Kishor Chitrakar
kishorchitrakar@yahoo.com
TDM Alumnus, Breda University of Applied Sciences

Introduction

Nepal has suffered from various forms of political instability since 1990: civil war related to the Maoist uprising (1996-2006); a royal massacre in 2002; and economic blockade by India in 2015.These crises had severe impacts on the Nepalese tourism industry, and most apparently, fluctuations in the number of tourists visiting the country. This paper explores how tourism in politically unstable destinations can develop during and after a political crisis, taking Nepal as a case.

For any country, political stability is a pre-requisite for its tourism development (Fletcher &Morakabati, 2008; Richter & Waugh, 1986). Political instability denotes a situation when the mechanisms of a government and its rules are challenged and disturbed by forces operating outside the normal functioning of the political system (Hall & O'Sullivan, 1996; Ingram, Tabari, &Watthanakhomprathip, 2013; Williams, 2012). Pizam&Mansfeld (1996) identified four possible forms of political unrest that damage the tourism industry: coup d'état, violent demonstrations, uprisings, and riots. Political instability in Sri Lanka (Beirman, 2003) Fiji (King &Berno, 2006), Palestine and Lebanon (Asseily&Lawday, 2003) reveal that it can have devastating impacts on the tourism industry in emerging destinations. Conversely, Blanchard & Higgins-Desbiolles (2013) argue that tourism may contribute to peace, though there are also limitations to this.

The effects of political instability are direct and far-reaching. First, tourists often decide their travel destinations based on the political stability of the respective destinations; they always have alternative destinations to choose from (Richter & Waugh, 1986). This argument is similar to that found in (Buhalis& Costa, 2006) who believe that tourist perceptions of safety and security are key determinants of the destination attractiveness. Next, Ivanov, Gavrilina, Webster, &Ralko (2017) assert that the impacts of political instability are not limited to the decrease in tourist arrivals and the length of stay in the destination; they may spread throughout the entire region. As a consequence, income and employment opportunities in the tourism sector decline. Furthermore, depending on the nature of the crisis, the image of the destination can be negatively influenced. The impact can be temporary or long-term. In Nepal's case, the tourism industry quickly recovered after the 2015 mega earthquake and subsequent political turbulence, whereas cases of other destinations like Israel after the Palestinian uprising in 2000-2002, took much longer to recover (Beirman, 2003).

There is an increasing concern in tourism academia over political crises and their implications for the tourism industry. No destination is free from the possibility of crisis, which calls for a strong crisis management system in all destinations (Gurtner, 2007; Laws, Prideaux, & Chon, 2007; Pforr, 2009). For example, Gurtner, (2007) infers from the case of the 2002 Bali bombing that effective crisis management can lead to a quick recovery. Similar findings emerged from the study of Beirman, (2007) who reported that careful crisis management by the Kenyan tourism industry led to the significant recovery from the crisis left by terrorist activity in 2002. However, there is no universally applicable model of crisis management, so every destination needs to develop one that fits into its political environment.

Methodology

The goal of this research was to analyse political instability in relation to the nature and speed of tourism development using Nepal as a case study. At first, a literature review on tourism and political instability was undertaken. Besides, relevant news and opinion pieces, government travel advisories and other documents related to the research topic were consulted. Next, qualitative semi-structured interviews were conducted with stakeholders in the tourism industry in Nepal. The participants included representatives from the tourism industry and political organisations, tourists, and also people from various walks of life such as students and academics. Such a variety helped the researcher to collect and comprehend the situation from different dimensions. The original research was undertaken as the final part of the TDM in 2008 and has been updated recently in 2018 to compare the current situation with 2008. In total, 40 qualitative interviews from both occasions form the basis of this empirical study.

Findings

The civil war phase was the most disastrous crisis for Nepal. It accounted for more than 15000 Nepalese lives (Upadhayaya, Müller - Böker, & Sharma, 2011). After the ceasefire in 2006, an encouraging recovery in the tourism sector was witnessed with 526,705 tourists visiting in 2007, which surpassed the pre-crisis figures of 463,684 in 1998 (MOCTA, 2018). Even after the formal peace agreement in 2006, political issues related to ethnic identities kept plaguing the aspiration to achieve peaceful and sta-

ble governance in the country. In general, a pessimistic mood was looming over the stakeholders to some extent during the research year of 2008. Travel agencies and tourism businesses still lacked confidence in the business environment despite some signs of recovery. Travel agencies, tourism entrepreneurs and people from various walks of civil life did not trust political parties and were sceptical about the future of the political situation and the tourism industry. The majority of participants blamed the corrupt and dishonest nature of the political parties for this.

Surprisingly, the situation portrayed by travel advisories from tourist-generating countries was found to be very different from the actual situation. Interviews with potential tourists revealed their hesitation to travel to Nepal during crises due to negative travel advisories and news in international media, whereas the tourists that had previously visited or were visiting at the time of research did not feel any security issues, and they expressed their eagerness to revisit Nepal. These findings suggest that proper communication with the tourist market as a crisis management strategy is crucial to deal with political crises. Due to the lack of such a system during the 1996-2006 period, political turbulence had a notable impact on tourism.

Change in the research outcomes after ten years

Even after the formal ending to the decade-long armed conflict in Nepal (1996-2006) through a comprehensive peace accord between the rebel and ruling parties, a continuum of political upheavals followed. Furthermore, the situation was exacerbated by the identity politics of various ethnic groups in hilly areas and Southern Nepal. Despite the political instability, the year 2012 saw an exciting surge in tourist arrivals with the figure of 803,092 (MOCTA, 2018). The number of visitors, however, declined in the succeeding years and bottomed out in 2015 when the mega earthquake hit Nepal. Five months after the quake, the Southern Plains of Nepal saw a violent uprising connected to identity politics followed by a year-long economic blockade from India. The natural disaster had no direct relation to the political instability, but it exacerbated the crisis in the tourism industry and made the task of dealing with political unrest much more difficult. These events caused a drop of 27.8 % in the total income from the tourism sector, and 31% of tourist numbers in 2015 (MOCTA, 2018)). Such events worsened the lives of the Nepalese people and wreaked havoc on the already struggling tourism sector.

Nepal, however, recovered quickly from the earthquake and subsequent political turmoil. The tourism industry, the government, and international media showed resiliency by working together and consequently tourist numbers climbed to nearly one million in 2017(Beirman, Upadhayaya, Pradhananga, & Darcy, 2018).Pechlaner&Innerhofer, (2018) define “destination resilience” as the ability of a tourist destination to be prepared for any stochastic shock and to be able to provide necessary facilities for tourists during and after any crisis. Meanwhile, national and international media encouraged people to travel to Nepal and support its dwindling economy. Moreover, the industry also found an opportunity to develop volunteer tourism and accessible tourism during the recovery process (Beirman et al., 2018). The increased length of stay of 13.18 days in 2015 compared to 12.44 in 2014 indicates that the volunteers who came to Nepal to help rebuild after the earthquake stayed for a significant amount of time. Furthermore, other noteworthy positive impacts were the growth in domestic tourism(Upadhayaya et al., 2011) and regional tourism (MOCTA, 2018).

After the crisis of 2015, the Nepalese people have prioritised infrastructure development, effective marketing in the international markets, and quality improvement of facilities and co-operation between all stakeholders. In this process, the international media has also helped the recovery from the post-earthquake crisis by covering crisis management efforts and motivating tourists, neither of which took place during the civil war period. These factors stood out as the crucial factors for tourism recovery after the 2015 earthquake and the subsequent political crisis of the economic blockade; however, the same measures could not be successful during the civil war period 1996-2006 due to security issues and a lack of firm commitment from the stakeholders. Though difficult to implement, making tourism ‘a zone of peace’ was the next desired approach, to continue harnessing the benefits of tourism even during times of instability.

Conclusion

A review of recent global political development indicates that political instability and terrorism will continue to exist in the future (Sönmez, 1998). Hence, it calls for a continual crisis management system in the Nepalese tourism industry which requires co-operation between the government, the tourism industry, political organisations, and the media. Next, it is imperative to provide an accurate picture of the destination to prospective tourists (Baral, Baral, & Morgan, 2004). Effective promotional efforts are the key to tourism development for destinations suffering from political instability.

However, the most unanticipated finding is that a series of political crises have developed resiliency among the Nepalese people. The resiliency of the tourism industry and relevant stakeholders is a catalyst for the recovery from recent disasters. Finally, it is essential to institutionalise this resiliency to ensure smooth crisis management in future.

The results of this study have implications for destinations that are prone to frequent political crises. During and after crises, the tourism stakeholders should attempt to create a positive environment that may boost confidence in the tourism industry. However, such confidence-building must be built upon the basis of the reality of a safe situation. This study has found that generally political upheavals were confined to a small part of the country, whereas the rest of the country remained safe for tourism purposes. If the real picture of the scale and limitation of crises can be communicated to the market and tourism stakeholders, the impacts of turbulence can be minimised. Once destinations develop the capacity of resiliency, tourism can explore ways to move forward even during crises and afterwards recover quickly as shown by Nepalese tourism after 2015.

Response to Kishor Chitrakar

René de Bos
Rene@snowleopard.nl
Summit Nepal Trekking
Snow Leopard Adventures

I have read Kishor Chitrakar's article "Political Turbulence and Destination Resilience" and would like to respond on a few points. The first year mentioned in Kishor's paper is 1990. Coincidence or not, that was the first year I visited Nepal with the objective to climb Mount Everest. I reached the summit on 7th October 1990 and became the first Dutch national to do so.

The summit of Mount Everest, but much more my first visit to Nepal changed my life and I have been back over 75 times since that first year. The people of Nepal, the mountains, climbing and trekking, almost 28 years of experiences: Nepal was and is an integral part of my life.

However, were all the experiences in Nepal 100% positive? Not at all I must admit. In Kishor's paper we read about the various issues that have led to political instability. I was there when Nepal took its first very tentative steps towards democracy, steps also towards Maoist uprising.

I have never personally witnessed any killings, but the situation in the country became that gloomy that I could truly understand why fewer and fewer Westerners travelled to the Himalayan Kingdom. It was a huge blow to me personally, because I had already started in the tourism industry by then….. And yet, we still succeeded in convincing people to travel to Nepal and tourism did not fade away totally. It was a remarkable period. Most of the people travelling, trekking and climbing in the country still had a wonderful experience,as long as they stayed away from the Far West of the country.

Maybe the most frantic period during the Maoist uprising was the period after the royal massacre, the 1st of June in 2001 (NB: Not 2002 as is written in Kishor's paper…). The apogee was in 2006 when the crowd pulled up at the royal palace to finally depose the King, then the sole executor of power.

This all said, one can be happy for Nepal that during the long period of Maoist insurgency, until reinstatement of parliament in 2006, news only spread via 'old school' channels. Had social media been available at that time, I am sure the impact would have been hugely negative.

Nepal clearly showed resilience, and the very important tourist numbers rose quickly. There were still political upheavals, but, in times of growing use of social media in Nepal, these upheavals never appeared as bad as during the insurgency. In fact, I think that the growing use of social media, the internet and smartphones drew more positive attention to the unique Himalayan Federal Democratic Republic Nepal.

In his paper, Kishor mentions the necessity for co-operation between government, the tourism industry, political organisations and the media to give an accurate picture of the destination to prospective tourists. However, if a country experiences a period in which 10,000-15,000 inhabitants are killed, no social media could send out a positive message and have this accepted as 'the accurate picture' by prospective tourists. Result: a huge drop in tourist numbers.

We have noticed a fact, described in Kishor's paper, that communication via social media after natural disasters, can indeed help a country. This was certainly the fact after the earthquakes in 2015. Positive communication also helped during the blockade shortly after the earthquakes. People still travelled to Nepal and positive news saw tourist numbers grow back rapidly only a little more than a year after the earthquakes.

I am not a researcher, but I think the resilience, or not, of a tourist destination is linked to the nature of disaster, more than to co-ordinated communication about the disaster. The negative impact of extremist killings in, for instance, Pakistan is sort of proof of my opinion. Lots of Pakistani friends want us to encourage tourists to return to their country in large numbers. Unfortunately, this is not possible now, as signs of the extremist turmoil are spread via internet and social media. No government nor tourist organisation can change this reality at present.

We can see the opposite in the quite positive return of tourism to the Indonesian archipelago after a tsunami. Tsunamis cause lots of casualties, but still the nature of the disaster is totally different compared to killings during an insurgency or extremist attacks on innocent citizens.

To me it all seems pretty clear, OK, without scientific background: Communication after disasters to point out the accurate picture: yes, for sure this makes sense. Communication after a natural disaster, will contribute to a totally different level of resilience than communication after a terrorist attack.

Response to Kishor Chitrakar

Rami K. Isaac
Isaac.R@buas.nl
Breda University of Applied Sciences

I enjoyed reading the article by Kishor. The main question addressed in the article is how tourism can develop during and after a political crisis. I would like to focus on the first part of his research due to the limitation of literature on tourism development during a political crisis. Much of the literature has focused on tourism development in a post-conflict settings, such as in Bosnia and Herzegovina or Rwanda, and the impacts of political instability on tourism and the local economy. In spite of the numerous political dimensions of tourism, the interconnections between politics and tourism are still insufficiently examined (Butler and Suntikul, 2010). Matthews (1978) and Richter (1983) were the first authors to address the importance of the relationship between politics and tourism. Some dimensions of the tourism-politics relationship have been tackled mostly from economic, business and managerial perspectives: for instance, political risk analysis in tourism development (Poirier, 1997), political crisis management (Elliott, 1997), politics and the public sector's management of tourism (Sönmez, 1998), tourism planning and development in political border destinations (Timothy, 2001), and political marketing of destinations (Beirman, 2002). Much less research, however, has examined the problems, opportunities and implications of tourism during politically unstable times. I think this is one of the strengths of Kishor's paper.

Ultimately, it is important to question what steps and actions destination management organizations (DMOs), as well as destination marketers, need to take to improve Nepal's' image in the eye of potential tourists. I welcomed Kishore's paper very much as I believe there is very limited research and contribution in the literature focusing on Nepal in general and in particular on the development of tourism during a political crisis.

International tourism is extremely sensitive to safety and security issues (Pizam&Mansfeld, 1996). It is indeed one of the undertakings most vulnerable to changes on the world stage that may cause changes in consumer behaviour (Seabra et al., 2013). Safety and security are significant issues at a destination level and, therefore, should be considered by DMOs as one of the most influential conditions for the development of a tourism destination in a politically unstable environment. In Kishor's paper, the study likewise found safety to be an important destination attribute in the case of Nepal. This has also been confirmed among German holiday makers, who participated in a study conducted by Isaac & Velden (2018) regarding the attitudes and risk perceptions of German markets about traveling to Turkey as a tourism destination. Only a minority considered safety as of little important or indicated that terrorism would not change their travel behaviour. One of the central points highlighted in Kishor's paper is that the political situation in Nepal is an influential factor on the potential market travel behaviour.

I am in agreement with Kishor's paper that the DMO in Nepal must pay attention to the country's image as a safe and secure destination. The reality of having a safe and secure destination for holidaymakers may not translate into positive perceptions about the same place, however, since image is so subjective (MacKay &Fesenmaier, 1997). An experimental study showed that new information can lead decision-makers to continually reassess their decisions (Sirakaya, Shephard and McLelland, 1998). Their evidence recommends that decision makers are very sensitive about issues of safety and security at a destination. Thus, the challenge for destination marketers is how to manage a destination's image to eventually result in positive behavioural intensions and outcomes in a climate of political instability such as the case of Nepal.

If destination marketers understand how potential consumers react to safety, and risk perception regarding political crisis, they can create a more effective marketing campaign to influence consumers' expectations and decision-making. DMOs and stakeholders in Nepal should be aware that safety is nowadays a key attribute for a destination. Accordingly, these perceptions could be improved by creating security and preventive measures during periods of political instability such as increased police presence at tourist sites and resorts. Destination marketers must, therefore, be concerned about minimizing the impacts of turbulence and about the impact of political instability on their image, which requires a careful marketing strategy as also pointed out by Kishor.

Finally and importantly, comprehending the tourism context in Nepal or any destination that 'enjoys' political instability, demands an understanding of political context and history. There is a need for academics and practitioners to address these 'knowledge gaps' or, more precisely, 'situations of despair' (Isaac 2011: 170). One result of this responsibility could be to establish a research agenda on the politico–economic difficulties and opportunities in developing tourism in an unstable environment or political crisis.

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PEGIDA and the social conflict in Dresden:

An investigation of the economic, social and cultural impact

Laura Gorlero
lauragorlero@gmail.com
TDM Alumnus, Breda University of Applied Sciences

Introduction

In the era of globalisation, cities are pushed into constantly increasing competition at both national and international level. Nowadays cities are regarded as complex enterprises, as they are actively using their resources to achieve higher competitiveness in the economic, social or cultural fields, to keep current and attract new economic activities, residents and visitors (Benzidane&Ramdani, 2016). Dresden, capital city of the State of Saxony in Germany, is a destination that enjoys an increasingly favourable and promising position as a tourism, economic and educational centre (Dresden-CONCEPT, 2017). However, the city's attractiveness has been undermined by the rise of the radical right populist movement PEGIDA, the "Patriotic Europeans Against the Islamization of the West".

Since its start in 2014, PEGIDA has mobilised thousands of supporters sharing a common cause, which combines Islamophobic and nationalist sentiments with a mistrust in the media and political institutions (Dostal, 2015). Every Monday demonstrators gather in Dresden's historical city centre, waving banners with slogans such as "Refugees not welcome" or "Stop the Islamisation of Europe". PEGIDA's gatherings and xenophobic sloganeering made Dresden the epicentre of negative media attention and intensified conflictual tensions in the city, posing a challenge for the local government (Fähnrich&Lüthje, 2017) in terms of its future position as a destination.

The initial research focus was on the tourism industry and how PEGIDA influenced Dresden's destination image. However, during the field research it became evident that PEGIDA had a significant effect on social and cultural spheres too. Therefore, the main goal of the thesis became "to investigate the economic, social and cultural impact of a socio-political movement in a contemporary European urban context, analysing the case of PEGIDA in Dresden". This choice was also supported by the fact that no academic research had been conducted on the impact of PEGIDA on the city of Dresden and its residents. In fact, literature only discussed the movement's origins, participants' motivations and profiles (Dostal, 2015; Reuband, 2015).

Methodology

The research is based on an ethnographic approach (Konu, 2015). Over four months in Dresden, primary data was gathered from in-depth interviews with government authorities and business representatives, informal discussions with locals and tourists, and numerous occasions of participant observations while visiting the weekly protests. This, in combination with an internship at the Dresden Marketing Board and participation in several discussion rounds on the topic, resulted in a vast amount of valuable data.

The large data set was analysed via a thematic analysis. The wide variety of narratives gathered was grouped into three categories: the big, the intermediate and the small stories. The stories exemplify the view of the main groups of research participants and enable a better comprehension of their position with respect to the conflict. Narrative analysis has been used by researchers to grasp the experiences of case actors in ethnographic conflict studies (Verloo, 2015) and social sciences (Bamberg, 2006).

The big stories are those of two stakeholders: the City Council and the Dresden Marketing Board. They are actively involved in the decision-making processes regarding the social conflict and hold the responsibility to come to terms with the conflictand cannot ignore it. They have the most power and resources to cause changes, as they have authority, a team of people and a sufficient amount of funds at their disposal. Intermediate stories represent the stakeholders who are - to some extent - involved in the social conflict, although the conflict does not represent a priority for their operations nor do they feel an obligation to engage in the social conflict. They are tourism businesses in the private sector and cultural institutions. The last and largest group are the small stories, representing the population at large. These stories are closest to the realities of the ordinary people who live in the city and are involved in in the social conflict but have little formal access to the top elite.

The PEGIDA effect

From the tourism perspective, PEGIDA caused an image crisis that threatened the attractiveness of Dresden and resulted in a mild tourism crisis, with a decline in domestic visitors and businesses such as hotels in the city centre lamenting revenue loss (in the years 2015 and 2016). Through letters, e-mails or comments on social media, Germans expressed their reluctance to visit Dresden as long as PEGIDA demonstrated and explained their disappointment in a city that could not stop the growth of a xenophobic movement. Events and congresses were also cancelled when PEGIDA demonstrations attracted a high number of supporters, as companies did not want their

event to be connected to a city that made negative headlines in the news.

The term "PEGIDA effect" was used by the Dresden Marketing Board to describe how the negative destination image influenced the travel behaviour of (potential) visitors to Dresden. Tourism businesses representatives talked about a 'problem of the press', blaming the media because it transformed a local story into one of national interest, covering only the most sensational aspects and publishing photos of PEGIDA demonstrations in front of the city landmarks. This contributed to further stereotyping of Dresden as 'citadel of right-wing extremism'.

As far as the social impact is concerned, research findings have identified that Dresden appears to be 'split', as topics such as asylum and immigration divide the local community. The rise of PEGIDA intensified the fracture among people for or against asylum seekers, and the undecided middle who are often blamed for not taking a clear side. According to the findings, PEGIDA triggered social tensions between community members, contributing to community polarisation and social conflict.

The 'success' of PEGIDA had other "PEGIDA effects" such as discrimination against minorities, as non-European-looking and non-German speaking individuals in Dresden reported being seen and treated as 'the others' and perceived an atmosphere of hostility in the city. At present, the Dresden Marketing Board is concerned with the fact that the social conflict has led to a poorer quality of life, undermining the attractiveness of the city in the eyes of students and skilled workers from other German regions as well as from abroad, as they are discouraged from moving to Dresden.

The iceberg model illustrates the social conflict

The social conflict triggered by PEGIDA in Dresden was illustrated by means of an 'iceberg model', where the conflict has two components. The visible component is the 'tip of the iceberg' and comprises the observable aspects of the conflict such as PEGIDA demonstrations, which are accessible to everyone through the internet. However, there are other aspects beneath the surface that remain largely concealed and are difficult to measure, such as the feelings and thoughts of people involved in the conflict (anger, fear, mistrust, among others). They form the hidden and much larger portion of the conflict and act as the engine in the development of the situation.

Findings have shown that when PEGIDA started demonstrating, the big and intermediate stakeholders were primarily preoccupied with the negative presence of Dresden in the media. The City Council, the Dresden Marketing Board and cultural institutions tried to counteract the negative image with a number of strategies: distancing themselves from PEGIDA ideas and actions, communicating positive pictures of a cosmopolitan Dresden, hosting spotlight events, and trying to influence the media coverage by inviting journalists to write about the city in a positive light. As these stakeholders were concerned with repairing the damaged destination image, it can be said that they acted on the visible component of the conflict. With their actions, they wanted to show a picture of Dresden that was different from the one promulgated by PEGIDA.

However, as PEGIDA marches continued, the City Council realised that 'putting up a stage was not enough' and that the roots of the social conflict had to be addressed, by means of a long-term plan. Showing how 'cosmopolitan' Dresden is did not resolve conflictual relations among community members. Therefore, big and intermediate stakeholders became concerned with relieving social tensions, by promoting dialogue, political participation, by bringing different cultures together, and by creating social spaces. Examples of these stakeholders are organisations such as the State Playhouse Theatre, initiator of the Monday Café project as a meeting point between Germans and refugees.

Recommendations

Based on the research findings, several recommendations for Dresden and other cities experiencing comparable developments could be proposed. As far as Dresden is concerned, reactions and counter-strategies by the city

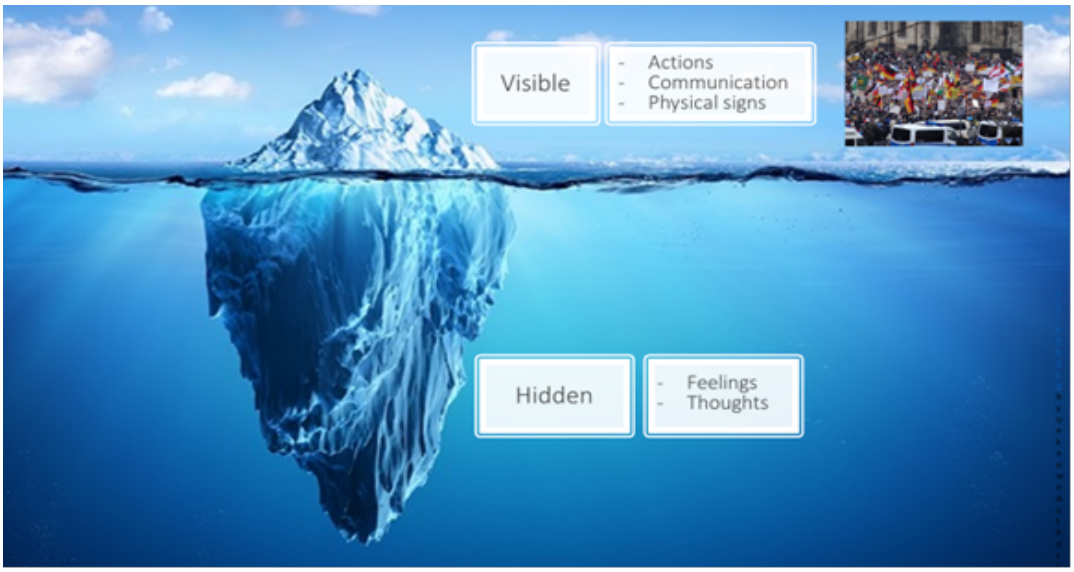

Figure 1: Theoretical model of the social conflict in Dresden. Author's own elaboration

against PEGIDA were too scattered. They never formed one coherent response which could have been comprehended by the media. What is more, the research identified the citizens' lack of engagement or willingness to actively bring a change. Therefore, it is important to establish platforms for discussion and dialogue with representatives of all perspectives to address the hidden social conflict that is increasingly evident in Saxony's capital.

The outcomes of this research represent a good opportunity for reflection for urban destinations that are afflicted by a social conflict of significant magnitude, which can undermine the attractiveness of a destination, and damage social relations between community members. A destination could benefit by using the "iceberg model" to first identify which aspects of the conflict belong to the visible component (demonstrations that pose a problem for security issues, negative presence in the media, etc.) and which aspects form the hidden component of the conflict (a process of community polarisation, tensions between majority and minority community members). This is a first important step in recognising the size and characteristics of the conflict. Thereafter, stakeholders should be categorised into the ones who have an interest in - or are more suitable to - act on the visible component of the conflict, as opposed to the ones who should deal with the hidden component. It is important that the two components are addressed at the same time, and that the hidden part of the conflict is not neglected. As the case of Dresden has shown, there may be a preference for dealing with the most drastic and visible consequences of the conflict first, such as a negative destination image. However, it has been established that the hidden aspect of the conflict is the largest one and it determines the overall development, maintenance and/or resolution of the conflict, depending on how it is dealt with.

Communities and shared responses to changing conditions

Response to Laura Gorlero

Elena Cavagni
nena.cavagni@gmail.com
Dutch Refugee Council, Province of North Holland, The Netherlands

Laura Gorlero investigates the effects of community polarization at the economic, social and cultural level, in the context of tourism. She builds on the example of Dresden, where the rise of extreme right-wing demonstrations has provoked a deep societal divide. This has in turn negatively influenced the image of the city as a tourist destination.

The role of tourism in bridging the social divide is one of crucial interest. Tourism plays the double role of beneficiary and contributor to economic and cultural exchange in hosting communities. I, therefore, welcome this paper, which opens up new knowledge and most importantly alliances for all practitioners who aim at finding new ideas to bridge the rising social divide in European societies.

The drop in tourism revenues in Dresden is an illustration of the consequences in hosting communities when political, social and economic actors are divided and not aligned. This is exactly what happened in Germany after the sudden choice of opening borders to refugees. By taking this decision on most probably humanitarian grounds, the government overlooked the importance of co-designing shared solutions at a local level. As a result, local communities experienced distrust, disengagement and division. After an initial period of gratefulness to the authorities who welcomed them, even refugees themselves reportedly showed signs of confusion and apprehension when they were not given the proper structures and tools to settle in the hosting society. This phenomenon is not unique to Dresden, nor Eastern German cities. The research by Laura Golero can serve as a relevant case-study for all European tourist destinations, where "aesthetic" marketing solutions are used as an attempt to resolve the root causes of conflicts.

Addressing power for successful social relations in urban destinations

Laura Gorlero formulates her research through the lenses of narratives within and among actors. She correctly points out that in order to successfully change the negative perception of (as well as within) the city, the government needs to recognize the issues lying under the sea water (following the iceberg model). From her paper, I can read through the lines that if all actors seriously collaborate and work towards a common goal, they eventually become empowered to make a change. I was left curious to see a deeper analysis of the reasons why these attempts have failed. One of my guesses is related to power. I believe that addressing the topic of power is a necessary condition to come up with long-term successful solutions.

Challenges and opportunities

As of 2008, the social and economic prosperity in the Western world has been dramatically shaken first by the economic crisis, then by European austerity policies. The unexpected phenomenon of thousands of refugees crossing the border, exacerbated the perception of social insecurity among some in Europe. From the narrative that globalization and freedom of movement (which tourism is benefitting from) were the way to ensure peace and well-being in Europe, we saw a shift to nationalism and border closure. As I see it, we are living in an historical transition where many people are re-imagining their communities

and re-negotiating their common values. That explains why it is so complex for actors to unite and work together under the same narrative: a sensitive issue to which everyone would rather find quick fixes, as found out by Gorlero in her field research.

Looking in my field, for example, the training I give is the result of a strange political construct, called 'Participation statement' (Participatieverklaring). As of 2017 all new migrants have to sign this document to show their willingness to participate in the society. My training is part of the preparation for this duty within the Dutch integration ('inburgering') process. Although I find it a useful space for newcomers to reflect and improve their awareness of the new culture, I still think that participation is a two-way process built on mutual understanding. Participants in my courses, who mostly come from Middle Eastern countries, Afghanistan and Eritrea, share their difficulties with a society that they perceive as busy, individualistic and completely relying on self-initiative. In this sense I wish the government could have found more integrated solutions using local resources, networks and dialogues.

At the same time opportunities emerge where local communities come together and experiment with new ideas. When the Municipality of Amsterdam decided to assign new houses for students and refugees in Ijburg, a new residential neighborhood in Amsterdam, many residents wondered what that meant for the liveability of the area. The Municipality then set up open dialogues involving as many partners as possible, such as the housing associations, entrepreneurs and civil society. At the same time, there have been active steps to involve all residents in building a self-managing community where refugees, youth and old residents could take care of each other's needs and organize social activities independently. As a result of an inclusive process, SET Ijburg is now an example of integration, not only having refugees as beneficiaries, but also creating benefits for the entire Dutch community at large. It is enough to look at their agenda online for practical examples of what SET IJBURG does regularly: resident entrepreneurs make their services available for the neighbours; markets for the free exchange of house equipment bring new and old residents together; language, sport and bike maintenance workshops are regularly organized by residents.

In a time of polarization and divisions, it is easy to fall into a negative loop of powerlessness, by seeing only obstacles and problems. Yet, it is exciting to see how power transition comes with a whole range of new opportunities about how we can organize our communities in a different way. It entails that we, as citizens living together, need to re-imagine our roles, responsibilities and structures in order to shape a new narrative.

Being an important current sector of economic and cultural life, the tourism industry can use its leverage to contribute to bridging and bringing people together. As I see it, this research is the opening of an interdisciplinary conversation that I hope will continue and expand in the years ahead.

Protest as a negative event in the streets of urban tourism destinations

Response to Laura Gorlero

Erdinç Çakmak
Cakmak.E@buas.nl
Breda University of Applied Sciences

The tourism sector is fragile in nature, and is greatly affected by broader natural, economic and socio-political events, which can trigger a tourism crisis (Glaesser, 2006). If a tourism crisis occurs, it may generate a downturn in the image of a destination resulting in a negative impact on the tourism industry and pose a challenge to destination management (Çakmak and Isaac, 2012).

In the tourism literature and practice, much attention has been given to the impacts of progressive events (e.g. sport and cultural events) and various scholars suggest that hosting events boosts a destination in terms of exposure and positive image (Nadeau et al., 2016). However, little academic attention has been paid to the impacts of negative social events such as those arising from regular demonstrations and protests in cities.

Gorlero's (2018) research addresses an interesting under-researched topic, namely the social impacts of negative events in urban tourism. The research is relevant, and timely. Although tourism scholars and practitioners recognize the impact of conflict on tourism development processes, many stakeholders (e.g. policy makers, aid workers, business owners and so on) at the conflict-ridden destinations pursue their own agendas, which influences the character and duration of conflict (Çakmak and Isaac, 2016). Gorlero (2018) highlighted the importance of social comprehension among the stakeholders and how social movements at urban destinations resulting in social conflicts can lead to a tourism crisis.

The report is fine in terms of its discussion of PEGIDA and the reactions it causes in cities and communities, and makes a contribution to the literature as it states. However,

it does not provide much evidence about the actual effect on tourism to Dresden in its current form and remains as a conceptual and suggestive piece of research and not a definitive one, given the lack of evidence. Hence, this research needs to provide some facts (e.g. numbers of visitors to Dresden, before and after, and ideally during, PEGIDA campaigns, stakeholders' quotes, back up references) to support the assumption that PEGIDA demonstrations are likely to deter some tourists. Have numbers declined? Is there evidence from other cities, which have experienced such demonstrations? Overtourism, a phenomena of unsustainable tourism (Dodds and Butler, 2019), has cause abacklash from residents in many destinations (e.g. Barcelona, Venice, Dubrovnik), which had not happened before on such a large scale. For instance, since 2017 an increasing number of protests have taken place in the streets of many overtourism destinations, where the residents gather together and protest against the increasing number of tourists in their cities (Francis, 2018).

Gorlero's (2018) research examined the context of Dresden well, since it is essential to first understand the context of a conflict-ridden destination before suggesting a recovery destination management strategy. She argued that the social conflict triggered by PEGIDA demonstrations should not be interpreted as a single abstract but as an integrated part of the ongoing social movements which fuel and deepen social tensions in Dresden. This contextual approach blends different perspectives (i.e. big, intermediate, and small stories) in a multidisciplinary way and can be a basis for a recovery destination management strategy that would come from Dresden's own people.

Gorlero's research is connected to one of my own research interests in using a narrative approach to examine different forms of conflict and their resolution strategies with regard to destination management (e.g. Çakmak et al., 2018). Gorlero's (2018) results offer scope for further research to understand how protests affect the tourism industry and on which aspects stakeholders should be urged to collaborate to decrease this effect and increase the quality of life of their residents.

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Big Data:
Its possibilities for facilitating customised tourism for Chinese tourists

Xin Zhong
zhongxfc@163.com
TDM Alumnus, Breda University of Applied Sciences

Introduction

The term "Big Data" started its drastic growth "journey" in the 1990s (Diebold, 2018; Cox & Ellsworth, 1997; Mashey, 1998; Lohr, 2013), and has become especially important in the "last decade" (Akoka, Comyn-Wattiau, & Laoufi, 2017, p. 106; Baggio, 2016). In effect, big data has had a major impact on the tourism industry and throughout the whole travel system (Fuchs, Höpken, & Lexhagen, 2014; Xiang, Schwartz, Jr., & Uysal, 2015) e.g. in marketing (Ritchie & Ritchie, 2002; Lee, 2017), travel distribution (London School of Economics and Political Science, 2016), geo-based travel services (Martin, Alzua, & Lamsfus, 2011; Hawelka, et al., 2014; Gong, Liu, Wu, & Liu, 2015), and customised tourism (Venturini & Ricci, 2006).

Customised tourism is a type of travel which is designed and realised to match tourists' personal situation, preferences, "interests, and other aspects related to personal life" (Bordoni, Gisolfi, & Trezza, 2010, p. 73). It is an independent travel mode, markedly different from mass tourism. In China, customised tourism has been becoming more and more popular (Economic Information Daily, 2017). The demand from Chinese customised tourists had "a yearly growth of 400%" (China National Tourism Administration & Shenwan Hongyuan Securities, 2017, p. 17).Meanwhile, in China, big data is 'hot', which is underpinned by the national and strategic emphasis (Ma, Ouyang, & Yang, 2018). "A national big data strategy is being implemented in China" (Ma, Ouyang, & Yang, 2018) (Para. 4) and China is expected to become the globally largest data host by 2020 (Ma, Ouyang, & Yang, 2018).

The thesis underlying this article investigated the possibilities of big data facilitating customised tourism for Chinese tourists.

Methods

The research was based on qualitative research, whereby in-depth interviewing was taken as the leading method complemented by preliminary interviewing, participant observation and desk research.

16 semi-structured in-depth interviews were conducted (Blandford, 2013), whereby interviewees included both tourists and stakeholders from all the three trip phases: pre-trip, in-trip and post-trip (Kheiri & Nasihatkon, 2015; Yilmaz, Yilmaz, İçigen, Ekin, & Utku, 2009; Hills, 2012). Examples of stakeholders that were interviewed were Ctrip (the largest online travel agency of China)(China National Tourism Administration & Shenwan Hongyuan Securities, 2017), Unique Way (Chinese International Customised Travel Agency), TUI, Singapore Airlines, KLM Royal Dutch Airlines, the China Outbound Tourism Research Institute (COTRI), Sun Yat-Sen University of China and the Travel Channel of Sina Weibo (an influential social media channel in China with 313 million active users in 2016) (China Press, Broadcasting and TV News, 2017).

Findings

Pre-trip phase

In the pre-trip phase, the major focuses were on the themes 'travel impulse' and 'travel planning and booking'.

Travel impulse. Customized tourism offers tourists a wealth of travel options and means of travelling. More options can however also make it more difficult to make choices, and lead to hesitation. Therefore, how to push tourists' travel impulses and attract their attention is an inevitable topic. Big data has been helping "stimulate travel impulses" (Zhang, 2017; Li, 2017). Ever-increasing data volume enhances the possibilities of bringing more specific travel information to the tourists through targeted "marketing and promotion" (Klomberg, 2017; Zhong, 2017; Werker, 2017; Joolen, 2017) which stimulates and improves the decision-making processes. One of the major sources of big data (Yaqoob, et al., 2016), social media messages, is exerting a significant influence in the pre-trip phase. Travel data stored and disseminated through social media, such as information on novel destinations and previous tourist reviews, create trends and are driving forces for tourists. For instance, Li (2017), told the author that the travel stories presented by Sina.com, and the information shared on their social media platform, were stimulating the tourists' travel impulses.

Travel Planning and Booking. The possibility for customised travel planning and booking are considered as the most visible part of the application of big data. Big data and related technologies have simplified and improved these processes by means of real-time direct information, previous experience data, a large number of participating stakeholders and state-of-the-art electronic commerce and internet technologies (Kramer, Modsching, & Hagen, 2007; Biesiada, 2016; Zhang, 2017; Liu, 2017). The transparency and efficiency of big data not only diversifies the options for travel planning and booking, but also makes it possible for tourists to acquire stronger voices in the market and gain more benefits (e.g. lower price and better service) because of further competition (Zhang, 2017).

In-trip phase

The benefits of big data for the in-trip phase of tourism are various. Here these are subdivided into the themes 'On-site facilities' and 'Transportation facilitation'.

On-site Facilitation. A variety of big data applications can be used by tourists at their destinations. Examples are "mobile navigation" (Kramer, Modsching, & Hagen, 2007, p. 381; Zhong, 2017), accommodation, catering and attraction recommendations (Akerkar, 2012; Zhong, 2017; Li, 2017; He, 2017; Sales-representative, 2017), language tools (Zhong, 2017; Li, 2017) and tools to interact and communicate with other tourists (Gretzel, 2011; Li, 2017) etc. Big data generates the possibilities to optimise the in-trip experience and to reduce the burdens of practical issues.

Transportation Facilitation. Transportation between origin and destination and between destinations can be improved through big data. For example, KLM has conducted a project, in collaboration with the airports and tourism boards in Brazil, using big data analysis to predict trends in tourism and optimise the flight schedule between the Netherlands and Fortaleza (Joolen, 2017). For customised tourism, transportation data and facilitation are extremely important because there is more freedom to choose transportation, but the tourists also face more uncertainty. In Lisbon, as observed by the author, a large proportion of Chinese tourists used big-data-based technologies, such as a mobile search for transportation options and timetables, when moving from one destination or attraction to another.

Post-trip phase

The main findings with respect to big data in the post-trip phase are related to feedback and sharing. The desire to express themselves and to share their experiences is part of the nature of Chinese tourists (Guo, 2017). After finishing a trip and arriving back home, Chinese tourists like to give their feedback on various services and share their experiences and feelings by means of writing travel articles or posting via social media (Zhang, 2017; Li, 2017). The feedback and sharing content become part of big data and can exert influence on future travel decisions by the same and other tourists.

Conclusions

Big data has significant capacity and potential to improve customised travel experiences throughout the whole travel process. The vast amount of data, the development of data analysis technologies and tools, the diverse sources of data, the data-driven nature of customised tourism, and the positive perspectives of tourists and stakeholders in this industry underpin the broad possibilities. Big data makes it possible to stimulate Chinese tourists' customised travel impulse by means of tailored promotion and up-to-date destination information. In the pre-trip phase, data transparency and efficiency as well as electronic commerce technologies contribute to the possibilities and convenience of travel planning and booking. During the stay at the destinations, tourists can benefit from on-site services such as navigation, hotel, catering and attraction selection and efficient transportation arrangement. After leaving the destinations, Chinese tourists' passion for offering feedback and sharing travel experiences contributes to the generation of big data, and benefits future and other tourists' trips.

The next step in Big Data:
guiding the Customer Journey
Response to Xin Zhong

Jeroen Weppner
Weppner.j@buas.nl
Breda University of Applied Sciences

Big data is 'hot'. Indeed, this era characterizes itself through digitalisation. We spend a lot of time profiling ourselves on social media and reading reviews about hotels, restaurants or holidays. Those activities enable companies to profile their customers. For them, that is what it is all about. Know your customer. The Big Names – such as Google, Facebook, but also their Chinese equivalent Renren or Baidu or Dutch companies like KLM or TUI – want to know your personal situation and interests. It gives them the opportunity to send you tailor made advertisements and offers. Zhong shows in his article that this type of data is valuable for the process of influencing people's travel choices and, in the end, their travel behaviour.

Big data is relevant in a different context as well. It is commonly known that city tourism is increasing, especially for historical inner cities, such as Amsterdam, Venice and Barcelona, where the over-tourism discussion is familiar. Local authorities are discussing measures to create (more) liveable and sustainable environments for the inhabitants – while taking into account that tourist attractiveness is very important for the local economy.

What is the role of big data in that discussion? In the current situation a lot of the data is gathered, but it is still used too little in a cross-disciplinary and cross-sectional way. In my opinion, it is time to bridge the gap between Tourism and Mobility, providing more accurate information about the actual and expected travel times from door-to-door. In addition, information could be provided about the crowd density at certain places and attractions. In this process we can distinguish two steps.

The first step is, in line with Zhong, a pre-trip phrase. This often starts a few months before the visit. A tourist is looking for a destination and, later on, a hotel. In this situa-

tion we could provide the tourist with valuable information about her or his trip:

- Expected time of journey door-to-door (from origin to destination), using several modes, distinguishing public transport, taxi, cycling or shared services;
- CO2 emissions, promoting the most sustainable option to reach the destination.
- Best times to visit destinations / attractions.

This information, in addition to the reviews and costs – might influence tourists' destination or hotel.
Secondly, during thein-trip phrase, we should provide to the tourist with more and accurate information. Are there some possible delays, for instance because of bad weather or (expected) road works? We should provide the tourist with updated traffic information – using big data - including alternatives to reach the destination. Information can be provided about the number of people that are at a destination or attractions and/or travelling towards those places. The latter might enable tourists to make a more conscious choice about which places to visit at which times.

Bottom line, in my opinion, big data certainly is of value for both private as well as public organisations. The next step is to cross borders and combine Tourism and Mobility, to obtain new information, but also to add new mobility information to the decision process. That should be the next step in tourism hospitality!

Response to Xin Zhong

Kardien de Werker
kardien_dewerker@singaporeair.com.sg
Singapore Airlines

The only way to customize a product is by knowing the (potential) user of the product. Customization does not mean that mass communication will be replaced. What it means, for Singapore Airlines, is that we tailor our products in such a way that the search-time for the user is reduced, thereby increasing the speed of decision making and shortening the decision-making process. Customizing means we take the passengers by the hand and lead them through the process. The only way to do this is by knowing our passengers. And that is why we need big data. At Singapore Airlines we collect data from surveys, we collect data from our passengers, we measure the booking pattern and profile of our passengers, and we measure the search behaviour, etc.

In the airline industry in general, booking behaviour is closely monitored and acted upon. The resulting big data is essential to optimize pricing as well as capacity. The challenge is to adapt quickly and smoothly to any change in the passenger profile. Therefore, any findings on behaviour changes are important to us. It will change our approach to the market. Who do we need to talk to? How can we reach the consumer? What kind of media channels should we use?

In that sense Vincent discusses an interesting topic: the development of customizing tourism in China – and the usage of big data to monitor these tourists. Where Tourism in China started in groups because of language and visa issues, the new generation wants to be independent. And with a large potential group of travellers in China, big data is inevitable if you want to succeed. We therefore welcome this research and its findings.

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Making Places and Shaping Destinations in Brazil:

Collaboration between universities, NGO's and communities

Caio Borges
caioooborges@gmail.com
Mackenzie University, São Paulo, Brazil

Celiane Camargo-Borges
Camargo-Borges.C@buas.nl
Breda University of Applied Science

Introduction

Over the years, Breda University of Applied Sciences has developed a strong partnership with Brazilian Institutions. These partnerships have resulted in several types of collaboration. One of them is with Quilombaque, an NGO situated in Perus, a neighbourhood on the outskirts of São Paulo. Quilombaque is currently developing leisure and tourism as a means for local development (Schroeder, 2018). Another one is with the Federal University of São Carlos (UFSCar), through institutional partnership with the Tourism Faculty. In December 2018 fieldwork was organized to provide the opportunity to a group of students and supervisors from the Placemaking & Shaping Destinations course as well as from UFSCar University to learn about Quilombaque's innovative approach to destination development. At the same time, this fieldwork gave the students a chance to apply their learning by being in the field connecting with stakeholders, with local culture and economic challenges.

This paper reports on the fieldwork activities and learning by briefly describing the region visited, the initiatives being developed by the community, concluding with some lessons from the field that might be resource for inspiration in future interventions elsewhere.

The destination presented also serves as an illustration of how tourism and leisure can support creating a sense of place while at the same time increasing the liveability of the region. Collaborating with such locations, through fieldwork, for instance, can be a source of expanding learning beyond the classroom while simultaneously contributing to local development (Do, 2006). Furthermore, the partnership between Universities, NGO's and communities can help to create resilient destination projects (Ahern, 2011).

The region of Perus and Quilombaque

Located in the northeast of São Paulo, Perus is not a well-known Brazilian community. The region has always suffered from lack of governmental attention. Perus struggles with poverty, violence (Pagliaro, 2016), and black youth genocide (Nascimento, 2016), as well as with the threat of displacement of indigenous communities (Toledo, 2012; Mota, 2003). Although it is a poor area, it features important history and many interesting stories.

One curious story is about its own name, which is related to an important moment in the history of the country. This is the first region in Brazil where gold was discovered and exported to Europe (Carneiro, 2002). Explorers called it the "Peru of Brazil" in reference to the country (Peru) where gold had already been found. Many believe that the name Perus comes from that time. Another story associates the name, Perus, with Dona Maria, a woman who lived in the area and served food to the troops passing by heading for the interior of the country. Dona Maria cooked turkey (Peru in Portuguese). She came to be called, "Maria dos Perus." She became a reference in the region; troops passing through would say, "I'll go where Maria dos Perus is."

Perus is important, as well, in the history of the economic development of Brazil, having had one of the first train stations in the country, as well as the first cement factory, which led to the arrival of thousands of migrants at the beginning of the 20th century (Siqueira, 2001)

Quilombaque, a local NGO founded in 2005, builds upon the rich history and stories of Perus to create a collective to resist and to transform the community into a safer and more productive area. Quilombaque uses storytelling, art, culture and local resources to transform Perus into a liveable place and a creative destination.

Creating and managing the destination

Quilombaque has engaged in extensive work to build an "intangible heritage" of the region, a territorial museum, promoting Perus as a destination. The NGO manages this "Intangible heritage" in a strategic as well as creative way. They occupy abandoned places and areas in the neighbourhood and they redefine the meaning of these places by transforming them into cultural establishments. These places become meeting and learning spaces for locals, as well as a destination for visitors to learn about the local history and culture.

This territorial museum is organized as a series of trails (trilhas in Portuguese), taking visitors to different points of interest within the neighbourhood. The trails highlight the cultural, historical, and recreational aspects of the community. They are about the past, present, and future of Perus, and offer a pathway for exploring the area while also sharing important history and local folklore. The trails are managed by the NGO, which takes a relational leadership approach by creating and facilitating a strong community networks, where each member can offer his or her own expertise and be a leader of a specific space or topic. That makes a great example of community building and destination management. It is becoming a rich region for learning and therefore a great partner with which Breda University as well as UFSCar in Brazil can collaborate.

Shaping Destinations: Community and University collaborating together in place-making

The partnership of Breda University of Applied Sciences and Quilombaque aims at promoting spaces and encounters for new ideas to be discussed and new projects to emerge. The simple fact of having students moving around the community already gives more visibility to the places as the locals turn up to check what is happening and what those places are all about. These spontaneous encounters promote interactions and new opportunities for the communities. It also produces academic benefits as the application of concepts in real life transforms knowledge into practice, feeding-back into new insights for the field.

The two-day project had NGO, community and both Universities experimenting together. The territorial museum via the historical/cultural trails was visited. The students engaged in the activities offered along these routes as a way to learn and provide valuable feedback to the community.

The NGO, as the local host, shared an overview of who they are and how they are becoming an example of (what they call) “resistance tourism” (Belmonte and Silvestre, 2018). This name is used in reference to their history of resistance, which started with workers’ activism in the old cement factory (Ansara, 2001; Gonçalves, 1989) and continues today through the engagement in many actions designed to fight social inequality, race, poverty, etc. Their approach to tourism also serves as a way to remind locals and visitors of their struggles as well as their resilience.

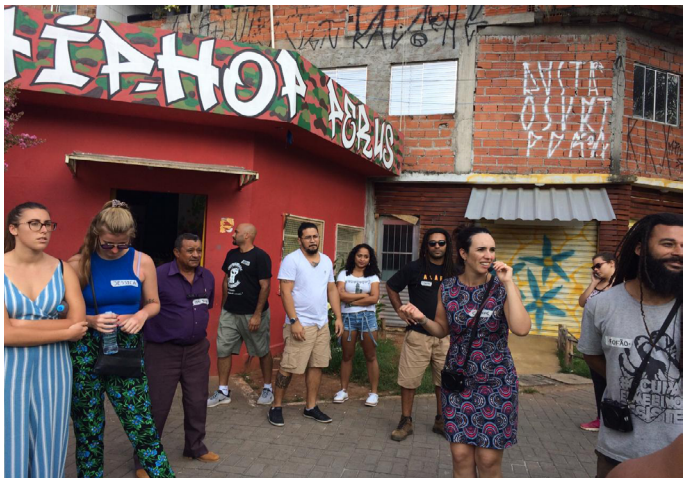
Through the design of experiences and storytelling, Quilombaque inspires visitors to learn and engage with their culture. For example, the official opening of the project was a ritual called “mandala with the drums,” an African ritual that represents the beginning of a relationship. The students were introduced to the Jongo, a cultural “wheel dance” from Africa that helps people integrate and connect. In a circle, Quilombaque members started playing the drums and the students danced, clapping and singing. They use this art-approach in all meetings and projects as a form of honouring their ancestors, as well as keeping their culture alive, and sharing with visitors.

Visiting the trails – sharing values, empowering communities

During the fieldwork there was the opportunity to visit two trails. The trails are created as a path through the neighbourhood passing by places that represent great value for the community. Beside the entertainment that those places provide, their ultimate goal is to reframe the public realm by occupying spaces, strengthening connections among people and places, generating thriving neighbourhoods (Heller and Adams, 2009).

Trail 1 - The reframing trail: Subverting discourses and the emergence of new narratives of a place.

This trail features places that were occupied and reframed into meaningful cultural areas for residents. One of them is the Hip Hop house, a house that has transformed the surrounding neighbourhood. The area used to be an abandoned zone with high criminality and it was well known as a dangerous place. After the occupation and the reframing, the locals were encouraged to visit the place and started to look at it with different eyes. As a result, businesses emerged: for example, locals built some stalls where they sell food, drinks and other small items. The hip hop house became part of the territorial museum, where the community and the visitors have the opportunity to see the transformation and the empowerment of the community in the area. By converting an abandoned and violent place into a cultural center, the discourses of the place were subverted and new narratives could emerge, creating positive actions and new possibilities for the neighbourhood.

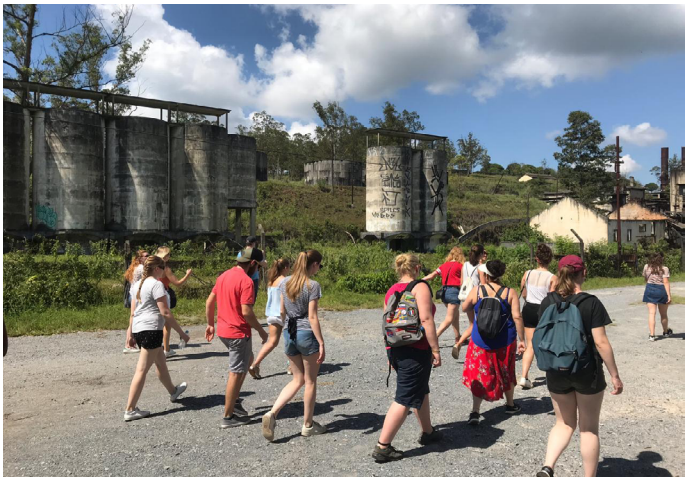


Trail 02 – The queixadas trail: developing tourism and values.

This trail is built around ruins of an old cement factory in the region. The name queixadas is in honor of the group of workers at that factory who are known to be one of the first organized workers’ movements (Bezerra, 2011). The workers named themselves queixadas and adopted a non-violent strategy to fight for their rights. The NGO is heavily inspired by the queixadas and their movement. The ruins of the factory are now part of the territorial museum of Perus and the trail was designed not just to give the visitors historical knowledge about the factory but also to share the values of the queixadas through stories, inspiring people to fight for their own rights and the rights of their

communities. This trail is a great combination of making places that engage people in their history while inspiring them to continue pursuing their dreams and their rights.

After exploring the trails, a final dialogue between the NGO, the Universities, and the community was organized to close the fieldwork. All the participants had the opportunity to share their experiences, insights and knowledge gained from the visits. Students shared the ideas that had been generated during the visits, giving some advice based on their learning from the Placemaking & Shaping Destinations course. The fieldwork ended with the ritual called "closing the mandala with the drums," again honouring the ancestors and being grateful for the relationships that had been created.



Lessons from the field

By connecting the local wisdom with the academic knowledge and by experimenting together, new ideas and concepts could be shared and discussed, exploring practices that can support the destination to expand their business while at the same time that can be incorporated into education back to the Universities.

Bellow, some lessons from the field are shared. Those lessons are innovative approaches developed by the community that might serve as inspiration in future interventions elsewhere.

1) Build from what is available. The development of the territorial museum occurs in a strategic way by reframing places there are already there, but not being used. The NGO searches for opportunities that is present in the community, going straight from envisioning to implementation, taking concrete actions to realize their vision. In this way, cultural and educational spaces can be created. Their innovative way of creating a destination and managing a place is a great illustration for the field of placemaking and tourism management. By embracing the opportunity of what is present, they can promote more spaces of and for social inclusion. One action from the approach "*build from what is available*" that could be seeing during this fieldwork was how the NGO connected the community, students and supervisors with each other. The families connected to the NGO hosted participants on the fieldwork in their own houses, offering bed and breakfast. Furthermore, they also set up a restaurant at the NGO where lunch and dinner were offered during the two days work, having people from the NGO cooking for everyone.

2) *Learn by doing; create by experimenting.* The NGO uses active experimentation of places and spaces to try new opportunities, looking for what develops and then co-creating from there. By experimenting bit by bit, the NGO monitors which approach flourishes and from there they choose directions to invest. Quilombaque has been doing this very well and the students could also contribute by experimenting with all the activities first hand. The experimentation during this fieldwork generated some ideas that were openly shared. One idea that emerged from students was about the translation of the stories shared (from Portuguese to English). The students experienced the long translations as tiring and disengaging and as a result they recommended the creation of performed stories in which not everything need to be expressed in verbal language. They suggested the sharing of stories through acts of performances, which is very close to what the NGO does. This way, participants from other languages can understand the message and connect better with the place.

3) *Collaborative practices to strengthen the community.* All Quilombaque's actions involve collaboration with the community. By inviting people to participate and to share stories they strengthen their cultural identity as a group and their place as a destination. Collaborative practice is also an important approach of placemaking. According to Ketonen-Oksi and Valkokari (2019) collaboration focuses on participatory processes that are co-created in real life increasing the potential to innovate. The authors emphasize two principles in which innovation in a destination can happen: one is having a clear vision and a shared value of the place and the other is to facilitate place and people to make new connections and to share knowledge in tactical ways. The residents involved in this project have been developing connections and sharing values among themselves while remaining open to others. The collaboration with the University, for example, also contributed in this direction. By having the university present there, residents became curious and joined the trails, helping the guides, enhancing stories from their perspective and invigorating their relationships.

Closing thoughts

How can people live in a place forgotten by the government, the media, far from the center, dealing with serious structural and social problems and still find energy to resist and fight back?

The community of Perus, together with the leadership of Quilombaque, uses their own resources and their own locality to empower their citizens and to enable local business. They believe in the power of fighting together, creating a community identity, becoming stronger, and increasing the livability of their region.

Through developing community-based tourism or what they call, "resistance tourism," new opportunities for economic development are emerging. By raising financial resources, more capital is generated that can then be used to improve local conditions. Beyond that, it places the re-

gion on the map as a valuable community to live, to visit and from which to learn.

These two days having universities, NGO and community together have been a unique learning opportunity to observe, to experiment and to comprehend the topic beyond the classroom and the books (Noriega, Heppell, Bonet, and Heppell, 2013). Furthermore, the partnership between universities and local communities, such as the collaboration between Breda University of Applied Sciences, UFSCar and Quilombaque, creates the opportunity to combine and to apply academic knowledge with local wisdom, which is crucial for tapping into socially complex issues.

For some visual on this experience: https://www.youtube.com/watch?v=ZjAXCfglujI

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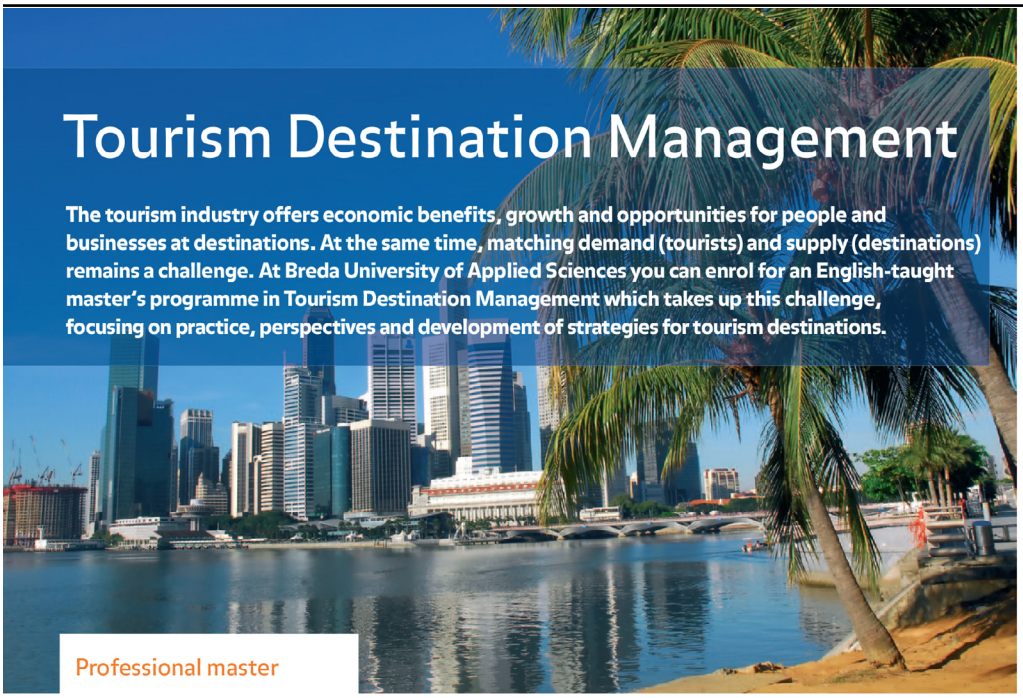

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